INTERNATIONAL TRAINING CENTRE OF THE ILO

IMPLEMENTATION REPORT 2022-23

Contents

FOREWORD

This report summarizes the work carried out by the International Training Centre of the International Labour Organization (the Centre) during the 2022-23 biennium, at the halfway point of the 2022-25 strategy cycle.

The 2022-23 biennium has been a period of transition for the Centre, driven by a new competitiveness strategy relying strongly on service differentiation and portfolio diversification. During the reporting period, the Centre managed to rebuild step by step its base of face-to-face training activities, while the participant universe of online learners continued to expand rapidly. The Centre also continued to roll out digital learning and collaboration solutions for its institutional partners.

The 2022-23 biennium results confirm that the Centre's new operational model is successful. The Centre over-achieved its biennial performance targets in terms of both outreach and impact. Close to half million people benefited from the services of the Centre, among them 190,000 participants in training activities; the training evaluation results show that four out of five participants demonstrated increased knowledge after training; nine out of 10 former participants stated that they were able to apply the newly acquired knowledge in their work setting; and 63 per cent of the latter provided examples of concrete knowledge application. The Centre also managed to generate a surplus of 5 million euro, allowing it to build reserves against future shocks, reinvest in new products and financially support the participation of more constituents in its activities. The Centre also significantly increased its profile as a provider of innovative digital learning and collaboration solutions among ILO constituents worldwide and across the United Nations system.

I take this opportunity to thank the Board of the Centre for its trust, and the staff of the Centre for their hard work and commitment in achieving such positive results.

Christophe Perrin
Director
April 2024

OUR PERFORMANCE AT A GLANCE

TECHNICAL PERFORMANCE

TRAINING

Outreach
- During the 2022-23 biennium, **the number of enrolments for the Centre's training activities greatly increased**, on the back of demand for online learning activities but also supported by the recovery of face-to-face training courses**.** Compared to the 2020-21 biennium, the total number of learners went up by 28 per cent, from 137,899 to 191,252. Compared to the 2018.19 biennium, numbers *effectively quadrupled*.
- **ILO constituents were among the primary beneficiaries of this growth**. In the 2022-23 biennium, a total of 37,858 participants were drawn from to the ILO's core constituency, up 32 per cent on the 2020-21 biennium (28,769) and more than double the outreach figure registered in the 2018-19 biennium (15,232).
- **The Centre reached learners across the globe**. While retaining its strong position as a learning service provider for people across the developing world, the Centre on the back of its online learning services also managed to expanded its outreach among learners from middle and high-income countries.
- **The Centre further strengthened its position as a learning hub on decent work topics for ILO and other United Nations staff.** In the 2022-23 biennium, In the 2022-23 biennium, the Centre registered 4000 unique learners.
- **The Centre's outreach among women is at an all-time high.** In the 2022-23 biennium, 65,531 women enrolled for the Centre's training activities, up 22 per cent from the numbers seen in the 2020-2021 biennium and three times the numbers recorded before COVID-19. In 2023, the Centre approached gender parity (48%) in face-face training.

Proof of positive change
- The customer satisfaction rates show that overall **participant satisfaction with the learning services of the Centre was high in the 2022-23 biennium**, standing at 4,54 on a scale from 1-5 where 5 denotes service excellence.
- The knowledge acquisition tests administered at the end of each activity proof **that 84 per cent of all participants demonstrated increased knowledge**.
- More than 9 out of 10 former participants stated that they were able to apply the newly acquired knowledge in their work setting and 63 per cent of them provided concrete examples of knowledge application.

OTHER CAPACITY DEVELOPMENT SERVICES

Outreach
- The Centre's portfolio of non-training capacity development services expanded fast on the back of strong demand for digital product development support and digital transformation strategy advise. The Centre also continued to build its reputation as

a designer of communication and advocacy campaigns and event-facilitation services. In the 2022-23 biennium, the Centre implemented a total of **653 non-training activities, an increase of 9 per cent over the previous biennium**.

- o *Product development support:* Building on the success of the work done during the 2020-21 biennium, the Centre was commissioned on multiple occasions in 2022-23 to assist in the **development of learning materials, online courses and online learning platforms for local partner organizations.** The Centre also provided **operational and maintenance support for these platforms.** In 2022-23, the Centre registered **24,008 enrolments on learning platforms maintained on behalf of its institutional intermediaries**.
- o *Conferences and dialogue events:* The Centre has a long history of **moderating conferences and dialogue events**, face-to-face, online and in hybrid modalities. **These events registered 11,271 participants** during the biennium
- o *Advisory services:* The Centre delivered institutional advisory services, with emphasis on both organizational **strategy design** and operational aspects of **strategy implementation**, with focus on digital transformation processes, data-driven services for evidence-based decision-making and learning innovation. The Centre also delivered a wide range **of innovation support services**, including advice to ILO constituents on **piloting and scaling innovative solutions** to promote social justice through decent work.
- o *Communication and advocacy campaigns*: Mainly at the request of the ILO, the Centre designed and delivered a number of **communication and advocacy campaigns** to promote decent work and social justice. **More than 200,000 people engaged** with ILO via these two communication and advocacy campaigns.

Proof of positive change
- One example to illustrate the **results of the Centre's product development service** during the 2022-23 biennium is the BUILDPROC learning platform developed and curated on behalf of the Asian Development Bank, with 270 enrolled procurement management practitioners (40% women) from 33 countries who by end 2023 had been awarded 424 learning credentials. **The certification rate stood at 75 per cent for tier 1 learners, and 97.3 and 100 per cent respectively for tiers 2 and 3**.
- An example for **the Centre's strategy advisory services** delivered during the 2022-23 biennium is the assignment performed for the Kenya School of Technical and Vocational Education and Training. The Centre advised the KSTVET on the **development of a new strategic plan**. A learning partnership was then forged between the Centre and the KSTVET to implement selected building blocks of the plan, including **product development support** and **brand support**.
- The results of the Centre's system-level capacity development services are exemplified by the 2023 **flagship communication and advocacy campaign** to promote decent work in the coffee supply chain. **135,000 people engaged with the campaign** by responding to messages, re-posting and pledging. Triggered by the campaign, two policy statements were adopted and ten organizations made a total of 14 pledges. In the end-of-campaign survey, 56 per cent of respondents said that they had changed or were planning to integrate at least one aspect they had learned

from the campaign into their work. **Ninety-six per cent of respondents stated that the campaign had been useful in advancing OHS in the coffee supply chain.**

- Another example is the ACTRAV Regional Symposium on Workers' Education and Capacity Building for Trade Union Revitalization in Africa. The 2023 Africa regional symposium brought together 251 participants from diverse backgrounds, including workers' organizations, research institutions and academia. The Symposium facilitated **dialogue and knowledge exchange** on workers' education in Africa. **A resolution was issued** that underscored the transformative role of workers' education, as a catalyst for positive change in the workforce, workplaces and society generally. The resolution drawn up during the Symposium has since been fed back into work of the various stakeholders.

FINANCIAL PERFORMANCE

REVENUE

- The Centre's biennial budget shows **healthy operational results**, with a total biennial surplus of €5.156 million under the new business model. One of the main reasons for this result was **an overall increase of €4.1 million (45%) in the net contribution from training and non-training services**, on the back of a **5% increase in the number of funding agreements** signed with both traditional and new development partners. During the reporting period, the Centre also significantly **strengthened** its **in-house marketing analytics capabilities** with the recruitment of a data analyst, and the successive refinement of the digital marketing mix underpinning the Centre's promotional activities. The Centre also **enhanced** its in-house **capabilities in bidding for and managing projects**, leading to an overall increase in project submissions and an improvement in the overall success rate in project acquisition.
- The Centre furthermore recorded a small biennial inflation-related increase in the ILO's voluntary contributions and benefited from an increase in the net contributions from multimedia services and miscellaneous sources of 46.5 per cent on the back of growing demand for digital-media and design services and communication and advocacy assignments. A significant increase was also observed in the use of the campus facilities by external parties, as well as in the return on investment from the Centre's funds and in foreign exchange gains.

EXPENDITURE

- Total expenditure in 2022-23 amounted to €62.2 million. Total expenditure in the 022-23 biennium was distributed between fixed expenditure of €57.4 million and institutional investments of €4.8 million. The main cost drivers were staff related costs, followed by campus-related costs

GOVERNANCE PERFORMANCE

AUDITS

- In both 2022 and 2023, **the Centre received an unqualified audit opinion on its annual financial statements**.
- The Centre also **successfully passed three internal audits**.

1. ABOUT THE CENTRE

The International Training Centre is the capacity development arm of the International Labour Organization (ILO). The ILO is a specialized agency of the United Nations (UN) system with a mandate to promote social justice through decent work for all, and the Centre offers individual and institutional capacity development services to support its constituents worldwide in making the social justice agenda actionable.

The main target groups of the Centre's capacity development services are ILO constituents – workers' and employers' organizations and governments. The Centre also offers learning services for ILO staff, staff of other UN agencies and ILO partners with a mandate to promote social justice, among them government agencies, non-governmental organizations and the private sector.

The Centre's capacity development services are human-centred and rights-based, promoting fundamental principles and rights at work and strengthening tripartism and social dialogue. The Centre plays a key role in the implementation of the 2019 ILO Centenary Declaration and supports ILO constituents in facilitating Future of Work transitions and promoting employment-right growth in line with the 2030 UN Agenda for Sustainable Development. The Centre derives its mandate for the delivery of individual, institutional and system-level capacity development services from the 2019 ILO Capacity Development Strategy and is one of the network hubs of the innovation eco-system defined by the 2023 ILO Innovation Strategy. The Centre is in the frontline when it comes to extending technical support to ILO constituents under the umbrella of the Global Coalition for Social Justice, launched by the Director General in 2023.

The International Training Centre of the ILO is located in Turin (Italy) on the campus of the UN system-wide learning hub. For more background information on the Centre, go to www.itcilo.org.
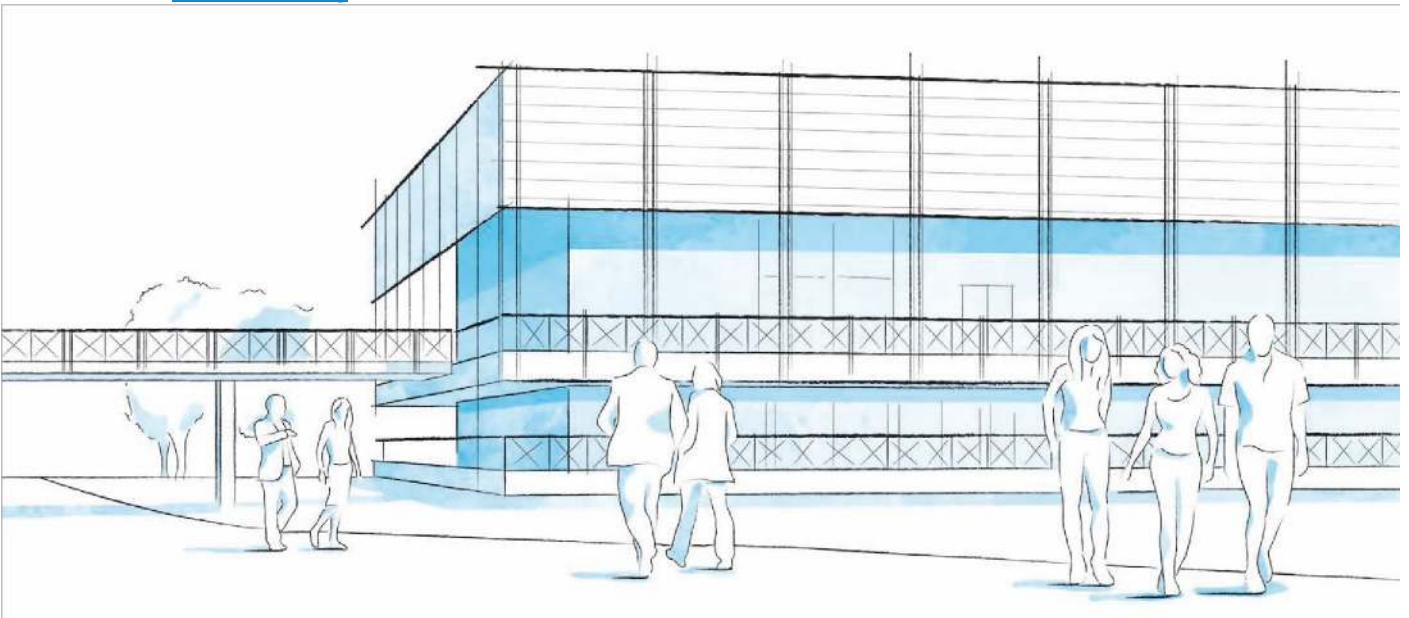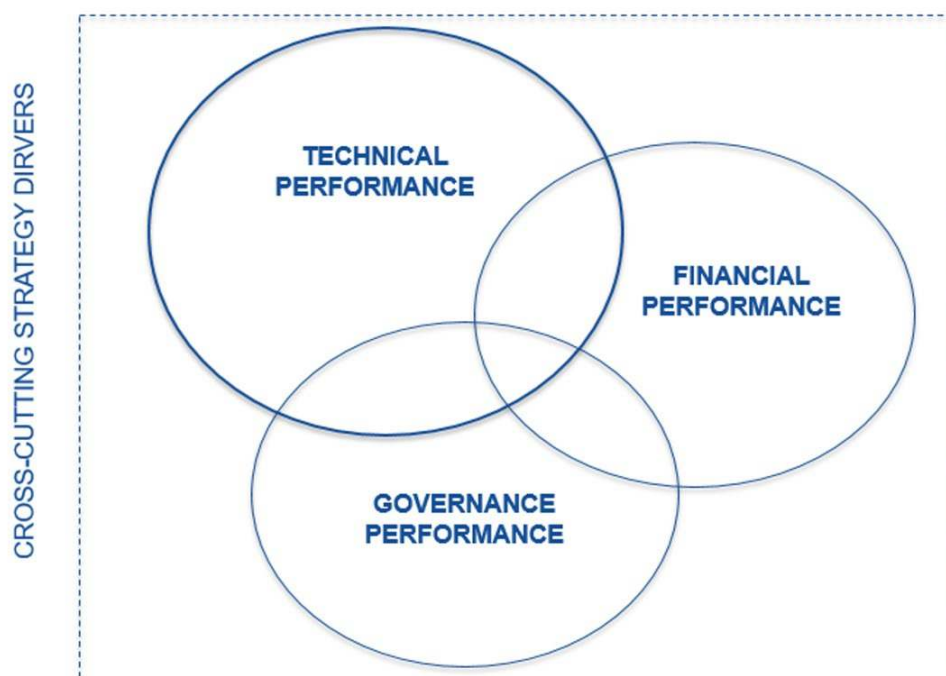
2. SUSTAINABILITY STRATEGY

The leitmotiv of the Centre is to be a sustainable training organization. Sustainability, here, is defined as endurance of the organization over time, achieved by maintaining a dynamic balance between financial and non-financial objectives.

The results-based management system underpinning the Centre's sustainability strategy draws inspiration from the balanced scorecard approach, adjusted to the context of an international civil-service institution. The strategy is organized around three pillars or performance dimensions: technical, financial and institutional. Performance in each dimension is tracked in relation to a number of outcomes, with associated indicators. In addition, the results-based management system distinguishes three cross-cutting policy drivers: learning and innovation; gender equality and diversity; and tripartism, social dialogue and international labour standards.

The three dimensions of sustainable organizational performance are interdependent and mutually reinforcing. While the development pillar is central, as it relates to the Centre's mandate, weaknesses in any of the pillars would affect the performance of the others and thereby undermine the Centre's overall sustainability. The three dimensions are illustrated in the chart below. The Centre's performance in each dimension is described in the following sections.

THE STRATEGY FRAMEWORK ILLUSTRATED

Source: ITCILO 2022-25 Strategic Plan, p.9A

The driving force of the Centre's sustainability strategy is the digital transformation of its services and operational processes. For instance, powered by technology, the Centre was able to immediately react, restructure its service portfolio and move forward when the COVID pandemic struck. Another factor boosting its resilience to a volatile operational environment is its core competence in learning innovation, allowing it to continuously prototype new products and processes, and adapt quickly to inevitable change.

The Centre's competitive advantage is synthesized in the "quintet of change" concept published by the United Nations in 2023 in the aftermath of the COVID pandemic. In line with the guiding principles of the quintet of change, the Centre focuses on **capacity development services for ILO constituents that are data-driven, innovative and digitally enhanced** and that harness **strategic foresighting and behaviourial science** for decision-making.

THE UN QUINTET OF CHANGE
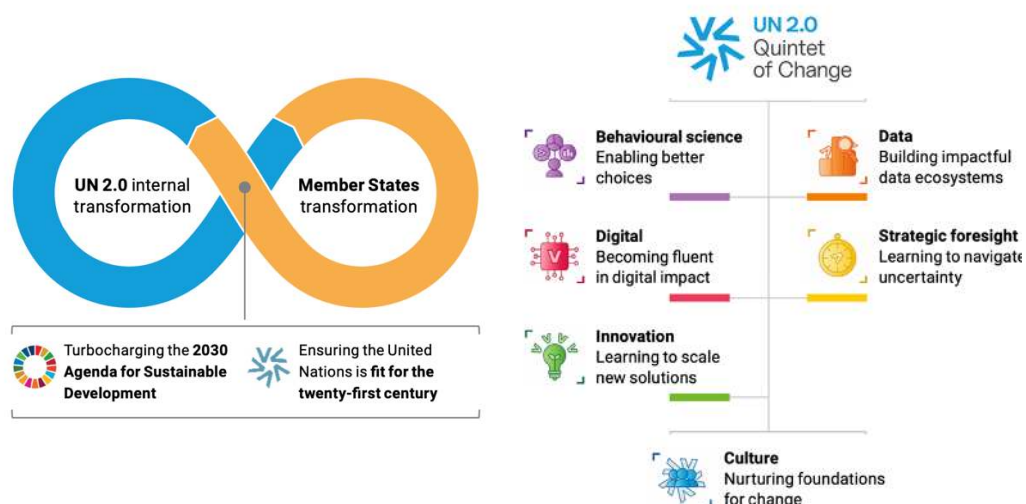
Source: UN 2.0; Forward thinking culture and cutting-edge skills for better United Nations system impact, policy brief No 11, released in September 2023

3. SERVICE PORTFOLIO

The Centre's services are articulated on three levels: services for individuals, services for organizations and services addressed to the system environment within which individuals and organizations interact. Services for individual learners focus on training. Services for organizations entail strategy advice and training material development. Services fostering (eco-)system development consist of communication and advocacy campaigns and the facilitation of conferences and other dialogue events. Training and non-training services are often bundled for better impact.

THE SERVICE PORTFOLIO OF THE CENTRE ILLUSTRATED

TRAINING	NON-TRAINING SERVICES	
STANDARD COURSES (including Master Programmes)	TRAINING PRODUCT DEVELOPMENT	CONSULTANCIES
CUSTOMIZED COURSES	CONFERENCES AND RETREATS	COMMUNICATION AND ADVOCACY

In the past, the bulk of the Centre's capacity development services related to group training delivered face-to-face on campus or in the field. Over the years, the share of both distance-learning activities and non-training services for institutional clients has increased. This **diversification strategy** enabled the Centre to mitigate the impact of the COVID-19 pandemic by sharply shifting the focus towards distance learning when all face-to-face training had to be temporarily suspended, and by emphasizing upstream institutional capacity development services. In the course of the 2022-23 biennium, **the ratio of training to non-training services stood at 60:40**, in line with the target set in the Programme and Budget (2:1).

BREAKDOWN OF ACTIVITIES BY CATEGORY (2014-23)
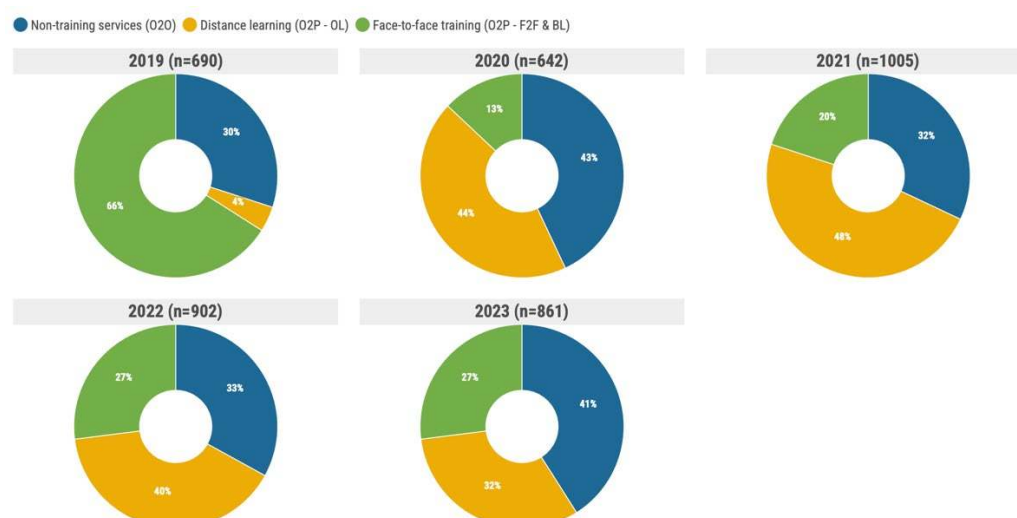
Source: MAP; Media development activities were first recorded in 2016 with the introduction of the new MAP.

The importance of non-training services for sustainable performance becomes more evident when cross-referencing the number of Centre activities during the biennium with their respective contributions to fixed costs. For example, the number of communication and advocacy campaigns delivered by the Centre was small but the contribution to fixed costs significant. Moreover, customized training courses (designed and delivered on request by clients) accounted for the majority of learning activities, while standard courses (advertised in the calendar) made a relatively larger contribution to fixed costs. In summary, portfolio diversification has been key to risk mitigation in a volatile operational environment. The outreach, impact and financial performance of each asset in the portfolio is further substantiated in the following chapters.

CROSS-COMPARISON OF KPI MEASURING PORTFOLIO ASSET WEIGHT (2022-23)
*BY NUMBER OF ACTIVITIES*
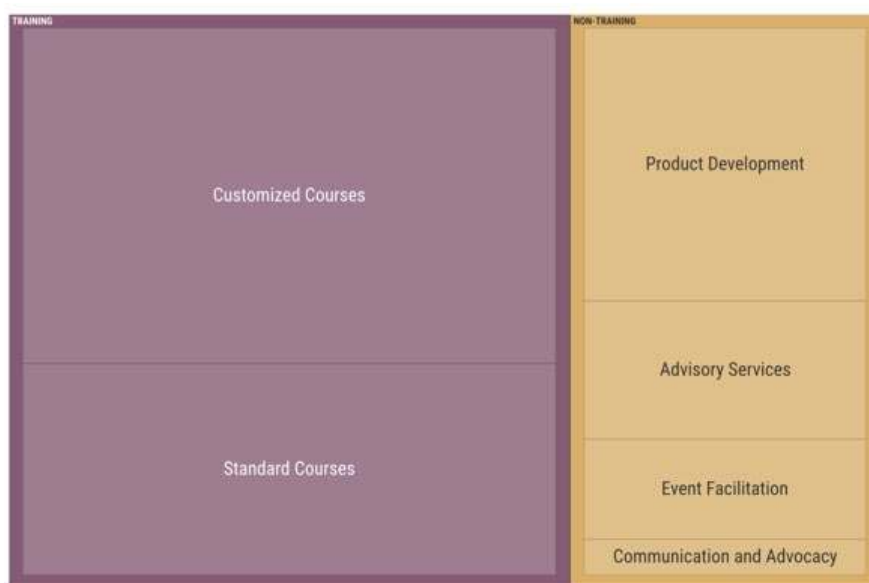
BY CONTRIBUTION TO FIXED COSTS

Source: MAP

4. AREAS OF EXPERTISE

The Centre's areas of expertise are framed by the higher-level strategy frameworks of the ILO. For the 2022-23 biennium, these guiding documents were the 2022-25 ILO Strategy Framework and the 2022-23 ILO Programme & Budget. In the 2022-23 biennium, the ILO P&B prioritized eight interconnected policy outcomes and three enabling outcomes. The Centre's areas of expertise were categorized accordingly.

SUMMARY OF THE ELEMENTS OF THE ILO RESULTS FRAMEWORK (2022-23)
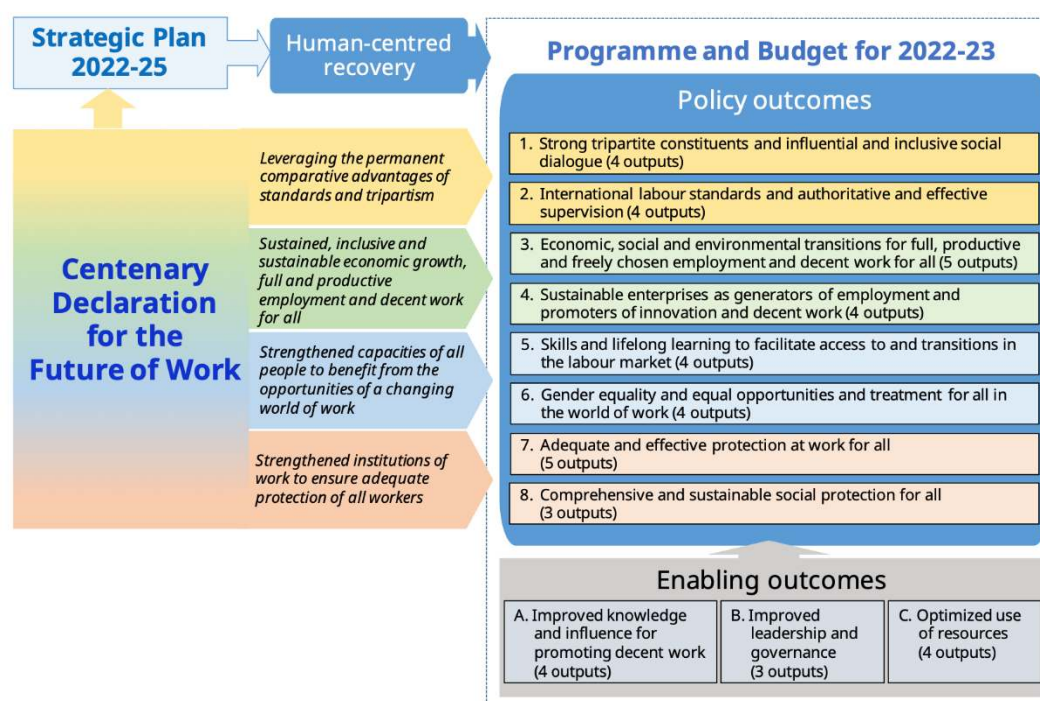
Source : ILO 2022–23 P&B, p.23

In the 2022-23 biennium, **four out of five of the Centre's activities were directly linked to the higher-level policy outcomes of the ILO**, thus maintaining strong alignment with the ILO programme of work in the 2020-21 biennium. 37 per cent of all activities were linked either to outcome 1: *Strong tripartite constituents and influential and inclusive social dialogue* or outcome 3: *Economic, social and environmental transitions for full, productive and freely chosen employment*. Other major thematic clusters were the promotion of sustainable enterprises, adequate and effective protection at work for all, skills development and social protection.

The activities not directly linked to the outcomes of the ILO P&B related to learning innovation activities, the Turin School of Development and product development assignments for ILO development partners, mostly from the UN system.

ACTIVITIES OF THE CENTRE BY ILO POLICY OUTCOME (2022-23)
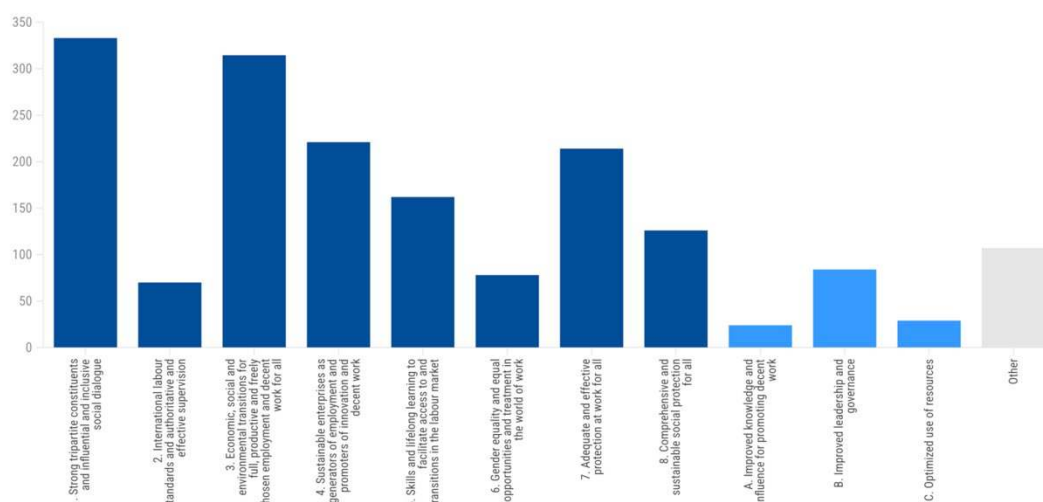
Source: MAP

Another ILO strategy document defining the Centre's work during the biennium has been the Director General's 2023 report on Advancing Social Justice. The report frames the ILO's Decent Work Agenda in the context of a broader vision for social justice and paved the way for the launch of a Global Coalition. The **Centre's contribution to the Global Coalition for Social Justice** since its launch in June 2023 is further described in subsequent chapters of this report.

ADVANCING SOCIAL JUSTICE THROUGH DECENT WORK
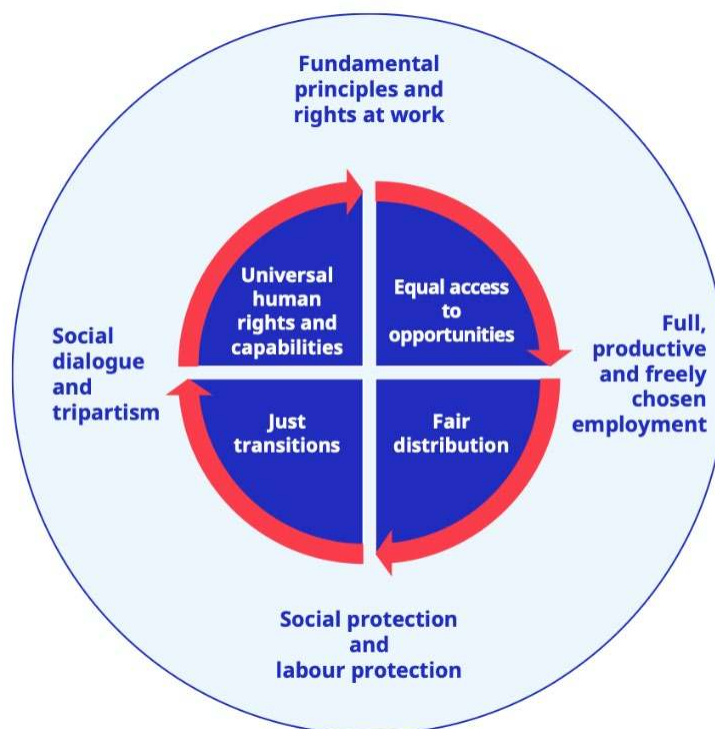
Source: ILC.1.1.1/Report IA, p9

5. OUTREACH

During the 2022-23 biennium, **the universe of beneficiaries reached by the Centre with its capacity development services significantly expanded to close on half a million people** (462,592). The Centre's channel-specific outreach is further described in the following.

THE CENTRE'S BENEFICIARY UNIVERSE (2022-23)
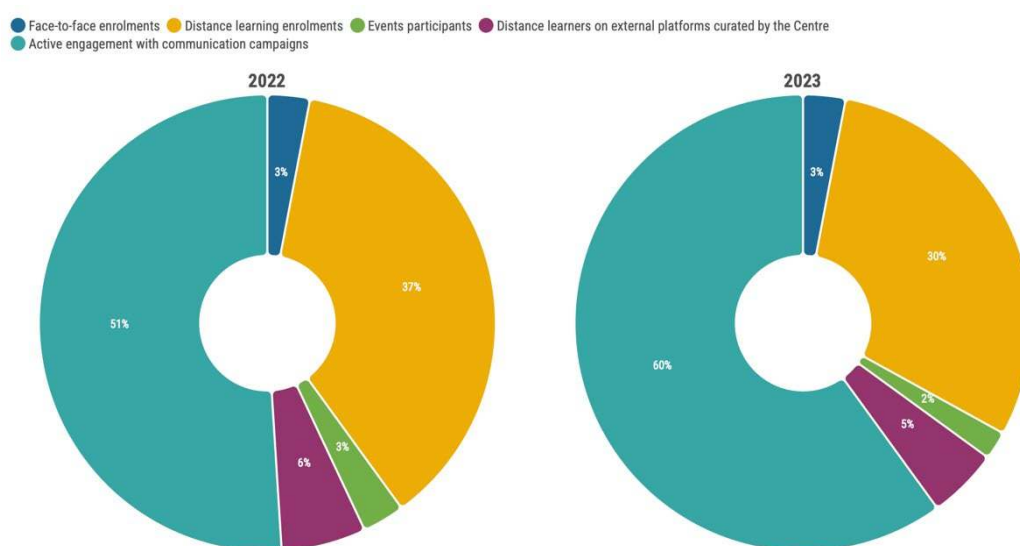
Source: MAP, eCampus, Solicomm, External learning platforms curated by the Centre, social media analytics data

TRAINING ACTIVITIES

During the 2022-23 biennium, **the number of enrolments for the Centre's training activities greatly increased.** Compared to the 2020-21 biennium, the total number of learners went up by a further 28 per cent, from 137,899 to 191,252. Compared to the 2018-19 biennium, outreach effectively *quadrupled.* This rise became possible thanks to a large increase in the number of distance learners and was also boosted by the recovery of face-to-face training activities both on campus and in the field.

The figures also confirm that the Centre made good progress in rebuilding its face-to-face training base as per its strategic plan, while pushing ahead with the expansion of its universe of online learners on the back of a suite of new online learning services.

14

ENROLMENTS IN TRAINING ACTIVITIES (2014-23)
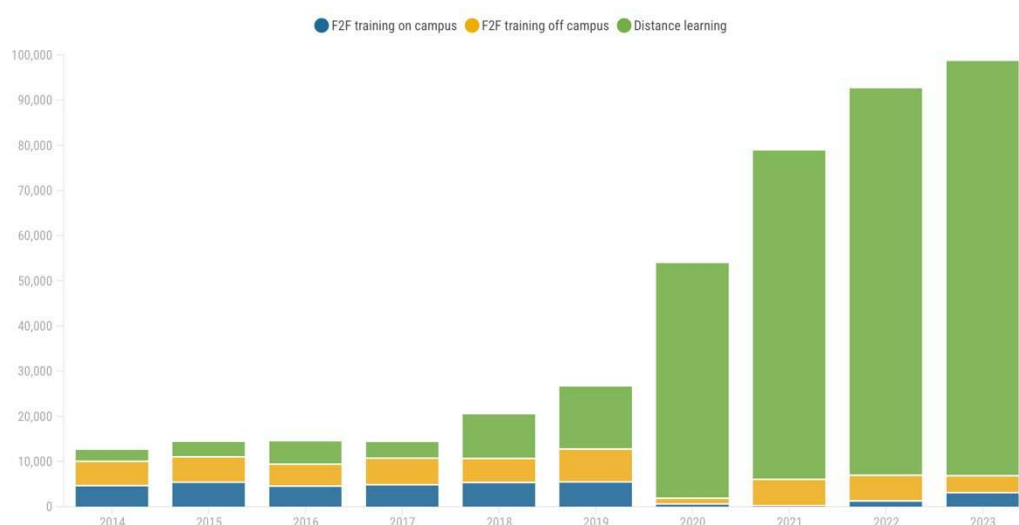
Source: Management of Activities and Participants (MAP), eCampus, Solicomm, external e-learning platforms curated by the Centre. The 2022 and 0223 DL figures includes indirect trainees enrolled in training courses on platforms curated by the Centre.

OUTREACH THROUGH TRAINING ACTIVITIES (2014-23)
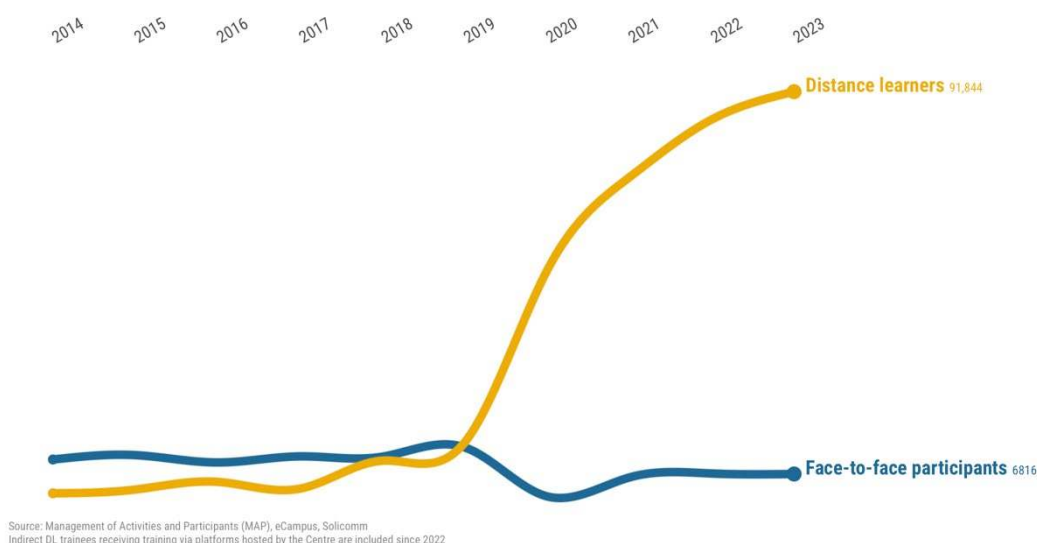
Source: MAP, eCampus, Solicomm

ILO constituents were among the primary beneficiaries of this growth. In the 2022-23 biennium, a total of 37,858 participants were drawn from to the ILO's core constituency (workers' representatives, employers' representatives and ministry of labour officials), up 32 per cent on the 2020-21 biennium (28,769) and more than double the outreach figure registered in the 2018-19 biennium (15,232).

The figures show that, in terms of absolute numbers, the growth in learning outreach among core constituents slowed during the biennium as the Centre's focus partly shifted back to face-to-face training, starting with activities for workers' representatives in 2022 and followed by activities for employers representatives in 2023. Even so, **the share of participants from the core constituency within the participant universe increased from 22 to 24 per cent**, partly due to the launch of a dedicated fellowship fund fed with the surplus from the past biennium's net income.

THE CENTRE'S TRAINING OUTREACH TO ILO CORE CONSTITUENTS (2016-22)
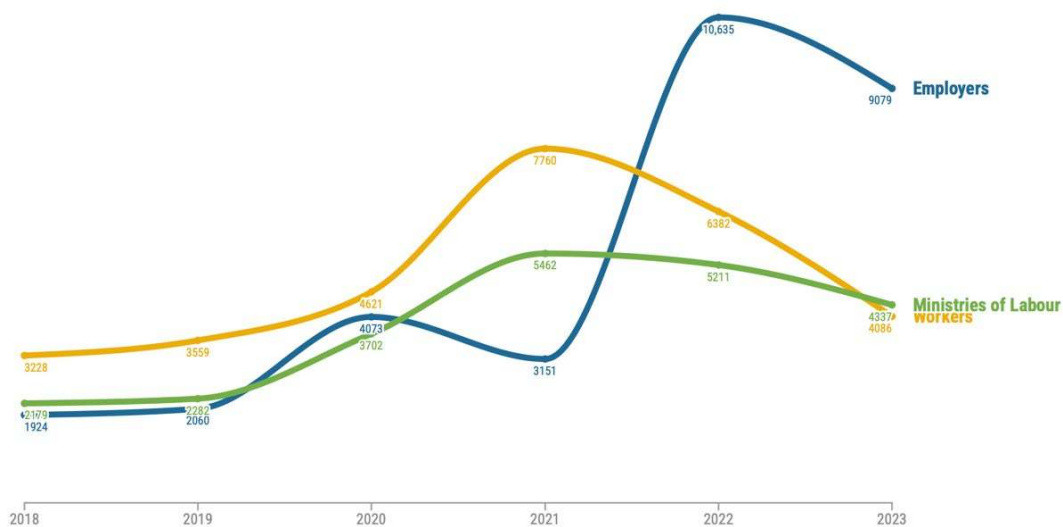
Source: Management of Activities and Participants (MAP), eCampus, Solicomm • Since 2022, enrolments on external platforms curated by the Centre and related to ACTEMP have been included.

The breakdown of the figures by service-delivery channel reveals that training activities dedicated to workers' and government representatives were more likely to have been conducted face-to-face, while training activities for employers' representatives strongly leveraged online learning, where applicable via external platforms developed for and curated by the Centre on behalf of employers and business membership organizations (EBMOs). The participants reached by the Centre via these EBMOs and via platforms (16,332) were registered as indirect beneficiaries.

TRAINING OUTREACH AMONG THE CORE ILO CONSTITUENCY (2019-23)
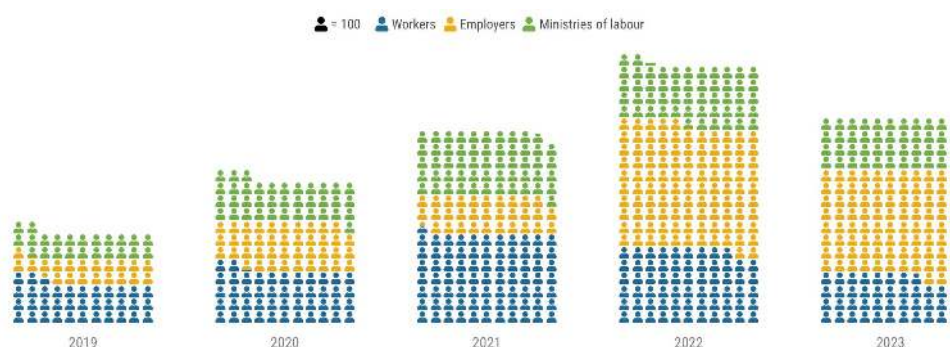
Source: Management of Activities and Participants (MAP), eCampus, Solicomm. Since 2022, enrolments on external platforms curated by the Centre and related to ACTEMP have been included.

Disaggregation of the figures by region shows a strong uptake of dedicated activities for workers' and government representatives on the part of participants from the Africa region, while enrolments from the Arab states lagged by comparison; for employers' representatives, the regional spread was relatively more balanced.

PARTICIPANTS FROM THE ILO CORE CONSTITUENCY BY REGION OF ORIGIN (2022-23 BIENNIUM)
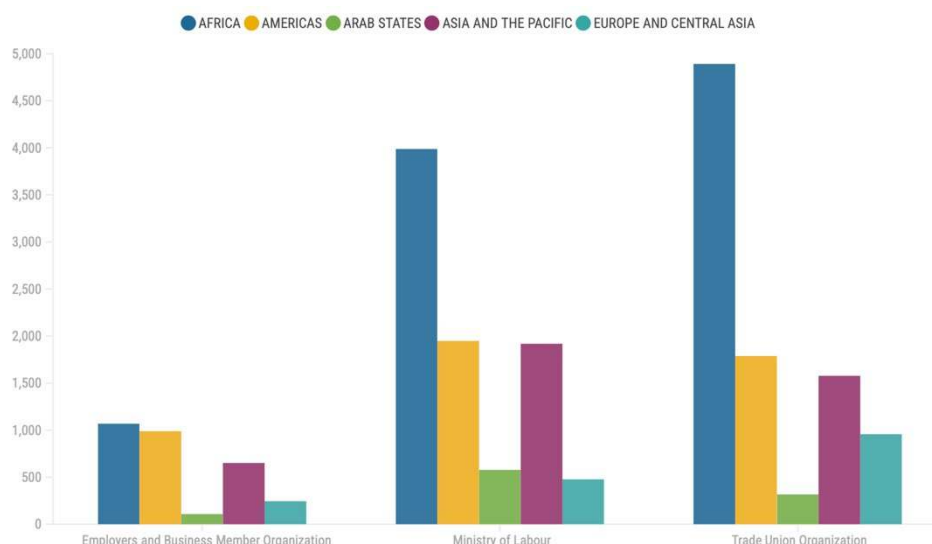
Source: MAP, eCampus; indirect employers enrolments on external platforms are not included due to a lack of regional data.

The Centre's online learning services continued to enjoy high demand. Online learners readily took advantage of the Centre's free self-guided distance-learning courses, accessible 24 hours a day in different languages via the Centre's eCampus.

17

The most popular self-guided distance learning-courses related to aspects of occupational health and safety (OHS), international labour standards (ILS) and sustainable business practices. Self-guided distance learning was the first touch-point with the Centre for many participants, often followed by participation in a tutor-supported course involving a multi-hour sustained learning effort.

UNIVERSE OF ONLINE LEARNERS BY TYPE OF DISTANCE LEARNING (2022-23)

Source: eCampus, Solicomm

THE MOST POPULAR SELF-GUIDED DISTANCE-LEARNING COURSES BY NUMBER OF ENROLMENTS (2022-23)

Key: Bubble size indicates number of enrolments. For example, 10,064 people enrolled for the fire safety management training module (the most popular course on the eCampus), 8,808 for business and decent work, 11,555 for project cycle management and 7,186 for the ILS learning module.

The Centre reached learners across the globe. Mainly on the back of its online activities, the Centre further expanded its outreach among learners from both middle-income and higher- and high-income countries such as Argentina, Brazil, India, Mexico, Nigeria, Pakistan and the Philippines, as well as Italy and the United States. In countries like India, online learning continued to be the principal means of accessing the Centre's services even after the pandemic had come to an end. In 2022, the sharply increased cost of air travel and limited connections initially slowed down the recovery of campus-based face-to-face training activities, whereas field-based face-to-face activities picked up more quickly. Campus-based activities eventually started to recover in 2023, driven by demand from ILO development cooperation projects that were catching up on training activities postponed during the pandemic.

THE UNIVERSE OF TRAINING PARTICIPANTS BY REGION (2022-23)

● Face-to-face trainees ● Distance learning enrolments

Africa
4,924 | 51,761

Asia and the Pacific
4,267 | 43,048

Americas
| 29,262

Europe and Central Asia
| 10,842

Arab States
| 3,607

Source: MAP, eCampus, Solicomm

BREAKDOWN OF ITCILO LEARNERS BY COUNTRY (2022-23)

1 ▬▬▬ 13,500
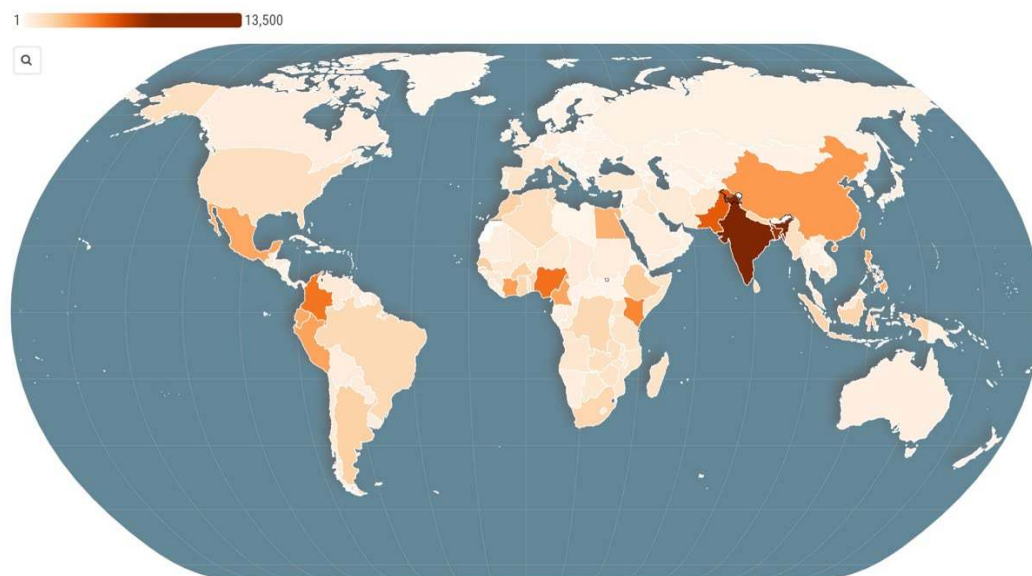
Source: MAP, SOLICOMM and eCampus

19

The Centre further strengthened its position as a learning hub on decent work topics for ILO and other United Nations staff. In the 2022-23 biennium, the Centre registered 4000 unique learners, many of them taking part in more than one activity (7346 enrolments). The figures also show that by end 2023 online learning was firmly established as an additional channel for ILO in-service training.

ILO STAFF TRAINED BY THE CENTRE (2014-23)

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Foresighting futures with the ILO Decent Work Technical Support Team and Country Office for Eastern Europe and Central Asia

On 23 and 24 November 2023, the Centre ran a future foresighting exercise for the ILO Decent Work Technical Support Team and Country Office for Eastern Europe and Central Asia. The foresighting exercise was part of a team retreat in Tashkent/Uzbekistan that had been called to promote a vision of positive change.

Future foresighting is an approach to strategic thinking that helps to understand complexity, set direction and prepare the ground for the planning and implementation of strategies. Foresight, as a strategic thinking approach, is designed to open an expanded range of perceptions of the options available, so that strategy planning is wiser.

Future foresighting acknowledges that the future is not predictable (as it is not predetermined) but that future outcomes can be influenced by present choices. Even though it is impossible to determine which future among the infinite possibilities will eventuate, its shape can nevertheless be influenced by the actions (or inaction) taken in the present.

The foresighting methods used during the retreat were intended to construct preferable futures:
- Scenario mapping – also called scenario planning - involves building a set of plausible alternative stories that can be used to reframe the present situation. The scenarios are created through strategic conversations informed by analysis of so-called mega-trends or drivers of change. A driver of change is a significant shift in environmental, economic, political and social conditions that will play out over the coming years and that is likely to 'shape the strategy space' for the DWST.
- Back-casting is about translating a vision of a preferred future into actionable strategies. Back-casting defines a desirable future then works backwards to identify major events and decisions that would generate it, to allow the DWST to consider what actions are needed today that will connect the future to the present.

Guided by these approaches, the team co-created three scenarios of a better future for the office and eventually converged these scenarios into a strategy corridor. The pathway was further elaborated during a follow-up staff development activity as part of an office-wide capacity improvement plan.

Leading positive change in crisis settings – a group photo from the Tashkent retreat

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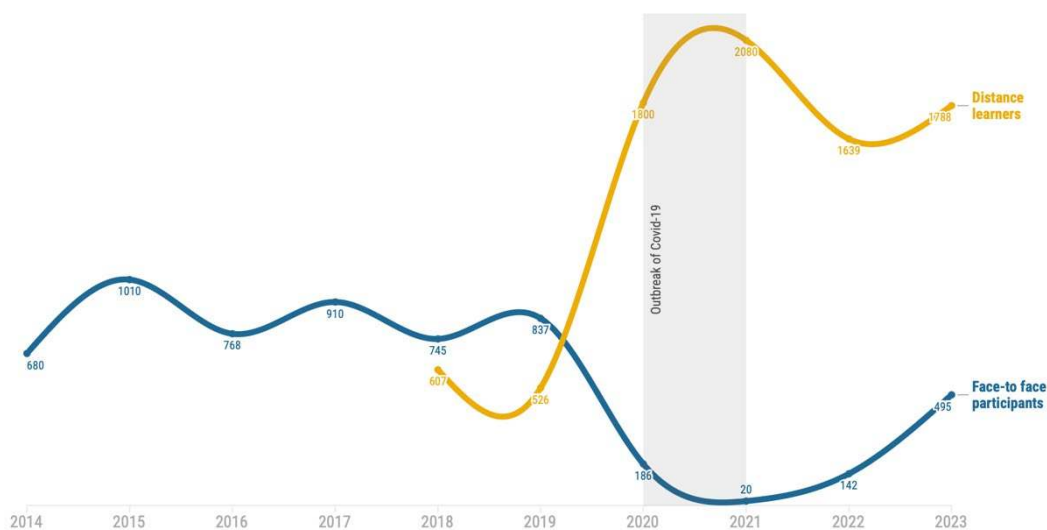
Source: Management of Activities and Participants (MAP), eCampus, Solicomm. Before 2018, participants were not reported separately based on training modality. Distance-learner data is based on a count of unique distance learners.

The Centre's outreach among women is at an all-time high. In the 2022-23 biennium, 65,531 women enrolled for the Centre's training activities (among them 5,684 for face-to-face training and 59,847 for online learning activities), up 22 per cent from the numbers seen in the 2020-2021 biennium (2,150 and 51,343 respectively) and three times the numbers recorded before COVID-19 (10,176 and 10,214 respectively). For the first time in its history, the Centre in 2023 almost reached gender parity (48%) in its face-face training activities; for distance learners, the share of women stood at 39 per cent.

PARTICIPATION OF WOMEN IN TRAINING (2019-23)

Face-to-face training courses
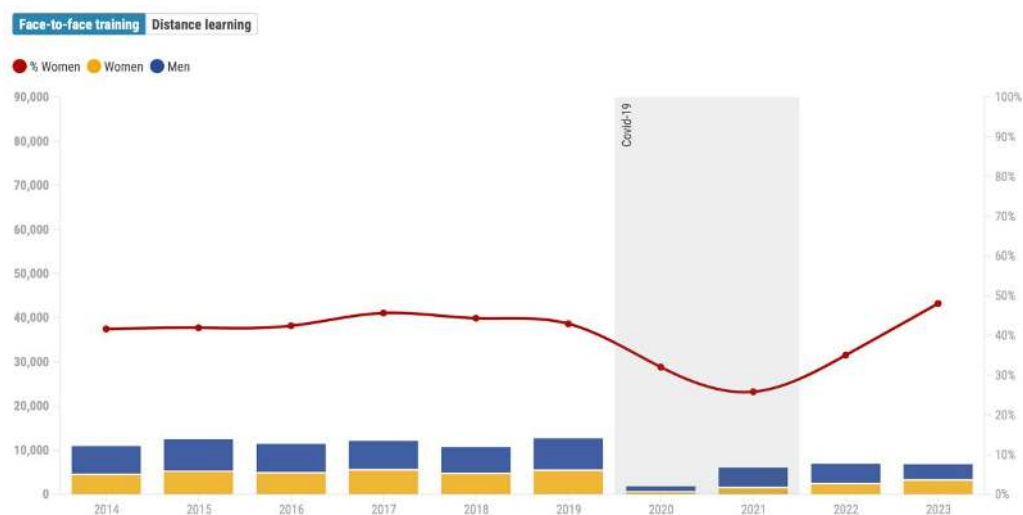
Online learning activities
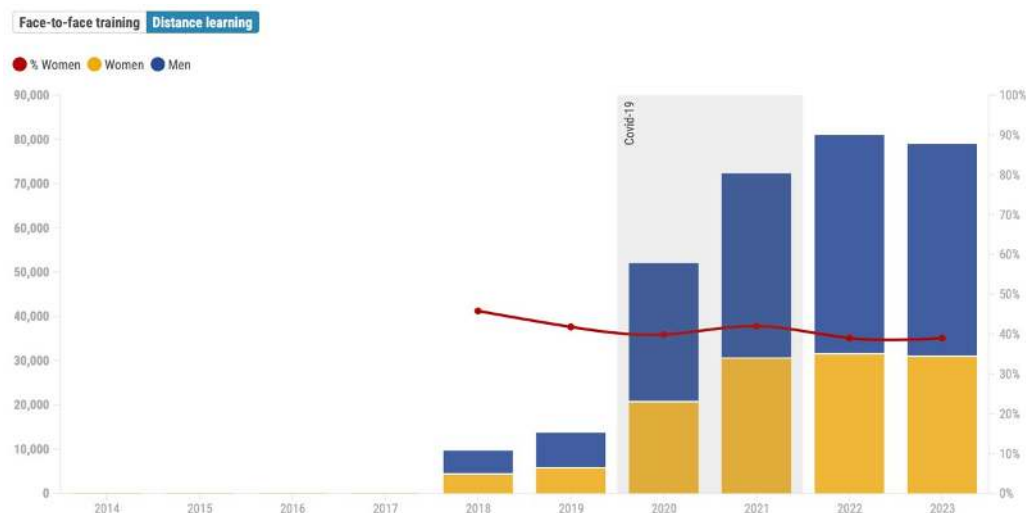
Source: Management of Activities and Participants (MAP), eCampus, Solicomm. Enrolments on external platforms curated by the Centre are not included.

A breakdown of the participant data by age cohort reveals that **online activities enjoyed strong uptake among younger learners** – men and women alike – while face-to face training activities were more likely to be taken up by mid-career professionals. In face-to-face training activities, women constituted the relative majority of very young learners (18-24 years), while men dominated among the older and oldest age cohorts of learners. To improve the gender-balance of its outreach, in 2022 and again in 2023 the Centre embarked on a number of development cooperation projects geared explicitly to women and with the emphasis on harnessing digital technology for better scale and impact. The Centre also ran several social media outreach campaigns geared explicitly to women.

THE PARTICIPANT UNIVERSE BY GENDER & AGE COHORT (2022-23)

Face-to-face training courses

Online learning activities
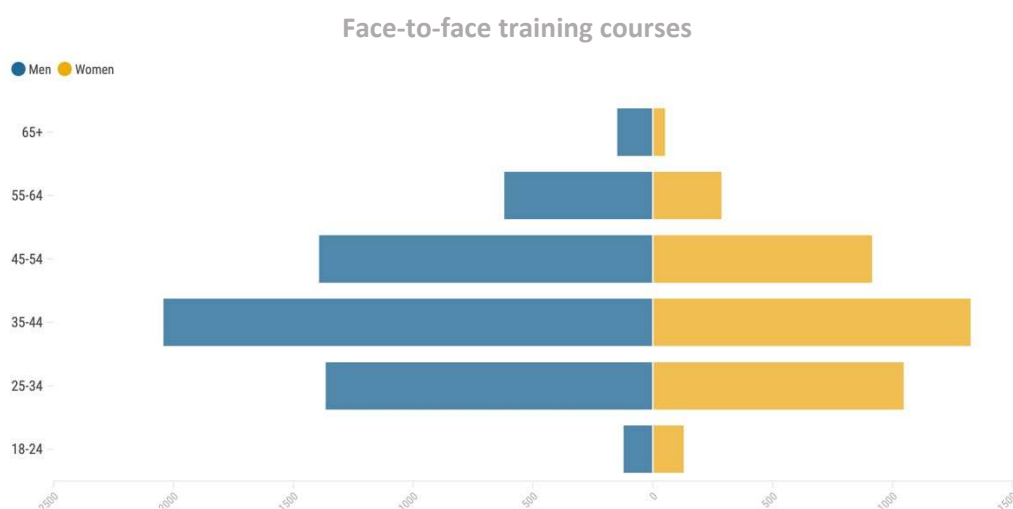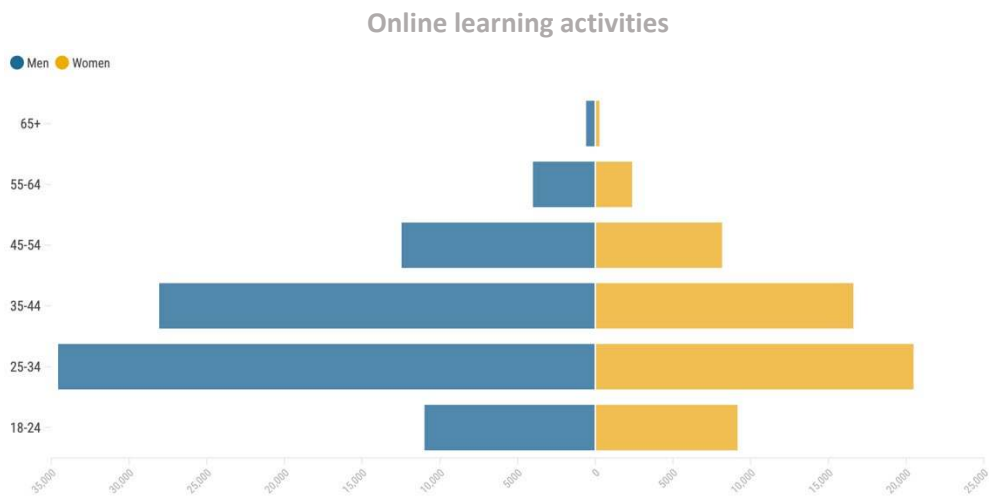
Source: eCampus and MAP

Digital Skills for Youth

The Digital Skills for Decent Jobs for Youth project in South Africa is a joint venture of the Department of Communications and Digital Technologies, the ILO, the International Telecommunication Union and the United Nations Development Programme. The project strives to help young South Africans in accessing the digital economy. As part of this project, the Centre was commissioned in 2022 to run a **Skills Innovation Challenge**. The purpose of the challenge was to co-create digital skills development initiatives to be implemented by local intermediary organizations with outreach to youth. In April 2023, the four winners went through a virtual **Innovation Bootcamp**, during which they brainstormed, refined their ideas and together built collective intelligence to support the acquisition of digital skills in South Africa. The Bootcamp helped the four institutions to ideate their project design elements, map the stakeholders involved and focus on data-driven decision-making. They also became familiar with practical tools for guiding, designing and managing the learning experience for their students, as well as with virtual-reality applications in the development sector. At the end of the Bootcamp, project prototypes had been developed, prototyped and tested. In July 2023, the organizations met again during a **Digital Innovation Lab** to spark inspiration and provide guidance for successful training in digitization and innovation. At the Lab, the projects elaborated after the Bootcamp received technical advice and were validated. This involved an overall review of the innovation cycle and progressing draft projects from an exclusive focus on digital skills to a double focus on innovation **and inclusion**. For more information, go to https://www.itcilo.org/stories/digital-inclusion-action#toc-supporting-innovative-solutions

The proud winners of the innovation challenge

23

The Centre further increased the robustness of its digital governance framework. As the number of online learners continued to increase, the need to better structure the Centre's approach to digital governance became urgent. At the end of 2022, the Centre published digital-governance framework guidelines that describe its digital governance processes and tools for collecting, processing, analysing and, where applicable, disseminating data about participants. The framework firmly establishes the digital rights of learners, including the right to data privacy, and describes the organization's digital-inclusion measures. In 2023, the Centre complemented this digital governance framework with a manifesto framing the use of artificial intelligence (AI) for learning and training purposes (see overleaf).

The Centre co-created learning content in conjunction with the ILO and local partner organizations. In the 2022-23 biennium, two out of three of the Centre's activities (63%) were designed and/or delivered in partnership with the ILO, reaffirming the strategic dimension of this learning alliance. One out of four training activities were designed and/or delivered in partnership with national or regional training organizations, combining global expertise with thorough knowledge of the local context. In the latter case, the trend lines since 2014 – and more in particular the spike in co-created activities in 2021 and 2022 – show that digital-learning activities remove barriers to learning partnerships since transaction costs related to physical travel do not apply. With the resurgence of face-to-face training, the opportunity costs of co-creation with local partners have risen again. This implies that future collaborative efforts should focus on joint delivery of distance-learning activities and co-facilitation of field-based courses.

STRATEGIC PARTNERS OF THE CENTRE (2014-23)
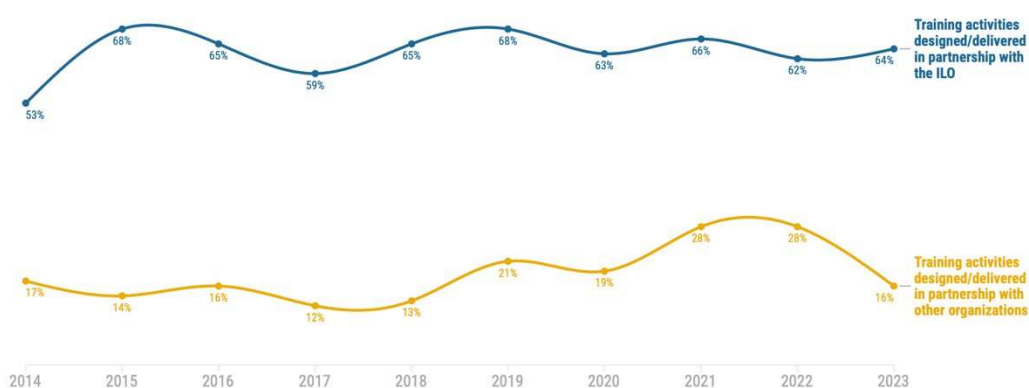
Source: MAP

ARTIFICIAL INTELLIGENCE MANIFESTO FOR ITCILO: EMBRACING AI FOR LEARNING AND DEVELOPMENT

INTRODUCTION:

The International Training Centre of the International Labour Organization (ITCILO) recognizes the transformative potential of Artificial Intelligence (AI) in the context of learning and development. AI has the power to revolutionize education, enhance skills development, and promote inclusive and sustainable growth. Building upon the United Nations' principles for the ethical use of AI, and the UNESCO Beijing Consensus on Artificial Intelligence and Education, ITCILO is committed to harnessing the benefits of AI while safeguarding ethical considerations and ensuring human centeredness.

AI in education raises concerns about widening the digital divide, exacerbating inequalities, perpetuating biases, fostering surveillance, potentially leaving marginalized communities without access, deepening skill gaps, and hindering impactful learning experiences for all.

This manifesto outlines ITCILO's commitments regarding the use of AI and third parties' AI-based tools in the learning context. The five points listed in this manifesto should be seen as a guiding principle to tackle the critical concerns that are emerging due to the increasing use of artificial intelligence in education.

COMMITMENTS:

To unlock the full potential of AI in education, a comprehensive approach is essential to address emerging concerns. This involves establishing ethical guidelines, regulatory frameworks, conducting ongoing research, fostering collaboration, and facilitating dialogue among stakeholders. By adopting a multi-stakeholder approach, we aim to shape the responsible and beneficial use of AI in learning contexts. This process involves identifying underlying assumptions regarding AI implementation through expert insights and regular consultation. ITCILO believes in the power of collaboration and knowledge sharing to maximizing the potential of AI in learning and skills development. We advocate for partnerships with stakeholders from academia, industry, civil society, and governments to collectively address challenges and share best practices. Through international cooperation, research collaborations, and capacity-building initiatives, we aim to foster a global AI community that works towards a common goal of harnessing AI for sustainable development.

1. Democratizing Access to Education:

ITCILO is looking at AI as a catalyst for democratizing access to quality education and training worldwide. AI-powered tools and platforms can enable personalized and adaptive learning experiences, breaking down barriers of time, location, and resources. We strive to develop and deploy AI-driven solutions that ensure equitable access to learning, reaching marginalized communities and empowering individuals irrespective of their socio-economic background or learning profiles.

2. Enhancing Learning Experiences:

ITCILO believes that AI has the potential to revolutionize traditional learning models by enhancing human learning capacity/ intelligence. By leveraging AI technologies, we aim to create engaging, interactive, and learner-centric environments to better support skills development and learning capacity always being transparent with users about where AI is used and why. AI-powered virtual tutors and intelligent tutoring systems could provide personalized guidance and feedback, facilitating continuous learning and skill development.

3. Promoting Lifelong Learning:

ITCILO recognizes that the rapid pace of technological advancements demands continuous learning and upskilling. We believe AI can play a pivotal role in promoting lifelong learning by identifying individual learning needs, mapping skills gaps, and recommending tailored learning paths. By leveraging AI analytics and predictive modelling, we can facilitate informed decision-making, enabling learners to adapt to evolving work environments and seize emerging opportunities.

4. Ethical and Responsible AI:

ITCILO is committed to fostering the development and use of AI in an ethical and responsible manner. We adhere to the United Nations' principles, such as transparency, fairness, accountability, and privacy. Data governance of learning tracks and transparency on learning analytics are at the core of responsible approach to efficient learning experiences. We emphasize the importance of human oversight on AI systems and the need to ensure that AI technologies do not perpetuate bias, discrimination, or inequality. We actively engage in research and dialogue to address ethical concerns associated with AI in the learning context.

5. Continuous Innovation and Adaptation:

ITCILO acknowledges that AI technologies are constantly evolving. We commit to staying at the forefront of AI advancements and evaluating the use of innovative AI-driven solutions into our learning programs. By embracing a culture of experimentation and results' evaluation of emerging technologies, we can continuously improve our pedagogical approaches and create impactful learning experiences that meet the evolving needs of learners in the digital age.

OTHER CAPACITY DEVELOPMENT SERVICES

The Centre's portfolio of services designed to foster institutional capacity development expanded on the back of strong demand for digital-learning and collaboration solutions. The Centre also continued to build its reputation as **a provider of system-level capacity development solutions, with the focus on communication and advocacy campaigns and event-facilitation services.** In the 2022-23 biennium, the Centre implemented 653 non-training activities, an increase of 9 per cent over the previous biennium. The majority of non-training assignments related to product development support, including digital-media production, advisory services and conference and event-facilitation services. In comparison, the number of assignments linked to communication and advocacy campaigns were few but, as indicated earlier in this report, the value of the related contracts and the beneficiary outreach was often significant.

Product development support

Building on the success of the work done during the 2020-21 biennium, the Centre was commissioned on multiple occasions in 2022-23 to assist in the **development of learning materials, online courses and online learning platforms for local partner organizations.** These advisory services were in many cases assembled as service packages under contract from the ILO and delivered in close partnership with experts from ILO field offices and policy departments. Typically, the assignments reached out to local partner organizations belonging to the ILO constituency, including trade union training institutes, EBMOs, labour inspector training institutes, and labour administration and industrial relations training centres.

On request, the Centre also provided **operational and maintenance support for these platforms.** These follow-up services comprised, among others, the hosting of the platforms concerned on the Centre's server, curation of learning content, provision of learning analytics services, technical support for users and digital certification support. In cases where the Centre remains linked to its local partners during roll-out and thus takes co-responsibility for the learning services, individual learners reached via an institutional intermediary are tracked and reported as indirect beneficiaries. In 2022-23, the Centre registered **24,008 enrolments on learning platforms maintained on behalf of its institutional intermediaries**.

Conferences and dialogue events

The Centre has a long history of **moderating face-to-face conferences and dialogue events**. After the outbreak of the COVID-19 pandemic in March 2020, the Centre shifted focus towards online events, initially drawing on its webinar capabilities and later **introducing a suite of virtual and hybrid conferencing applications** in partnership with specialized service providers. These virtual event-facilitation services reflected fast-growing demand from the ILO, other UN agencies and institutional intermediaries linked to ILO constituents in the field.

For example, in 2022-23 the Centre hosted a virtual fair on behalf of the ILO DCOMM Department, facilitated a virtual retreat for the GOVERNANCE Department and ran two events in hybrid format on the future of conferencing from its newly established learning innovation laboratory.

As face-to-face meetings became possible again from the second half of 2022, the Centre organized a series of global and regional events on behalf of the ILO and other clients, including a regional gender academy in Bangkok, a global conference for evaluation practitioners on its campus in Turin and a number of physical retreats for ILO policy departments. Together, **these events attracted 11,271 participants**.

Social dialogue on skills development strategies for the CPLP Community

For decades, Portugal has been one of the Centre's key strategic partners in a joint programmatic effort to promote decent work, facilitate the creation of more and better job opportunities, and enhance employability across Portuguese-speaking nations (Angola, Brazil, Cape Verde, Guinea-Bissau, Equatorial Guinea, Mozambique, Portugal, São Tomé and Príncipe, and Timor-Leste). This collaboration has taken the form of training programmes focusing on areas such as social protection, employment and vocational training, benefitting over 6,000 participants. One of the flagship activities supported under this programme in 2023 was a dialogue event to strengthen skills development through social dialogue, co-facilitated with the Portuguese Institute for Employment and Vocational Training (Instituto do Emprego e Formação Profissional / IEFP). The event took place from 21 to 23 November in Lisbon, with 36 high-level tripartite representatives from the Community of Portuguese-speaking Countries (CPLP).

The event was structured around the five pillars of the new ILO strategy on skills and lifelong learning, ratified during the 109th Session of the International Labour Conference in 2021. It provided a platform for dialogue between government representatives and social partners from CPLP countries, facilitating discussions on the role of social dialogue within each of the ILO's strategy pillars. The primary objective was to promote mutual understanding and active engagement at both national and regional levels among all stakeholders involved in skills development systems and initiatives. As a significant outcome, participants and institutions established a robust network of contacts, laying the groundwork for ongoing discussions and collaborative implementation of activities not only at the national level but also extending to broader CPLP cooperation.

Advisory services

The Centre delivered advisory services to a wide range of organizations, among them workers' training institutes, EBMOs, government training centres, TVET centres and other entities. The emphasis of these advisory services was on **both organizational strategy design and operational aspects of strategy implementation**, and the thematic focus was on digital transformation processes, data-driven services for evidence-based decision-making and learning innovation. For example, the Centre carried out an institutional-capacity assessment of the Industrial Relations Institute in Bangladesh, advised the FAO's partnership development unit on data-driven services for stakeholder mapping, continued rolling out customer relationship management applications for EBMOs, and advised the ILO's Vietnam office on the elaboration of a digital-capacity improvement plan.

Supporting EBMOs digital transformation journeys

Employers and business membership organizations (EBMOs) can leverage digital tools to streamline operations, enhance staff engagement and deliver greater value to their members through innovative products, services and workflows. However, achieving true digital maturity requires more than just adopting new technologies: it necessitates significant organizational change and a supportive culture, processes and practices.

Recognizing this need, the ITCILO's Programme for Employers Activities **offers a suite of tools and advisory services tailored to support EBMOs throughout their digital evolution**. In the 2022-23 biennium, 18 EBMOs seeking to enhance their offer of distance-learning courses for company members received a **cutting-edge Learning Management System** (LMS) from the ITCILO – fully branded for their purposes. Alongside this provision, tailored training was provided to enhance their ability to design online courses using advanced, participatory methodologies. EBMOs using ITCILO LMS reached out globally to a total of over 25,000 companies, the LMS positioning many EBMOs prominently in their respective national markets.

The Programme continues to offer **customer relationship management (CRM) systems** specifically crafted for EBMOs. Over 50 EBMOs worldwide utilize the ITCILO CRM system to effectively manage member data, with eight newcomers joining in the 2022-23 period. Effective management of member data is pivotal for crafting robust membership strategies geared to retaining existing members, fostering engagement and attracting new segments within the private sector. In this context, in 2022-23 the Programme conducted three courses on membership development, benefitting over 100 employer representatives. Additionally, it has provided guidance in devising membership development strategies for EBMOs at both national and sectoral levels in Latin America.

Looking ahead to 2024-25, the Programme for Employers Activities will pilot two new tools to further support EBMOs in their digital journey: a **Legal Chat-Bot** focusing on labour regulatory frameworks and a **Policy Tracker** tailored for EBMOs. These initiatives mark the continued commitment of the ITCILO to empowering EBMOs with the necessary tools and expertise to thrive in an increasingly digital world.

For more information on the subject, go to https://www.itcilo.org/resources/taking-stock-digital-dividend

The Centre also delivered a wide range **of innovation support services**, including advice to ILO constituents on ways of **piloting and scaling innovative solutions** that boost the scale and impact of policies and institutions promoting social justice through decent work, with a focus on areas prioritized in the policy outcomes and on innovative financing. The Centre supported several ILO departmental initiatives designed to **promote a culture of innovation** across the organization and assisted ILO constituents in augmenting the reach and impact of their services, including by leveraging appropriate and sustainable technologies.

The Centre furthermore curated a **network of innovative organizations** and actors to facilitate the exchange of information and knowledge as to what does and does not work in the promotion of social justice. In October 2022, the Centre **opened a dedicated Innovation Laboratory** to physically demonstrate cutting-edge learning technology and to provide a space for the facilitation of hybrid learning events.

On 12 October 2023, the Centre facilitated a symposium on the transformative potential of artificial intelligence (AI) in the field of human resource development, featuring leading experts in the field and addressing key questions that will shape the future of work. The symposium was delivered in hybrid modality: broadcast live to a global audience from the Centre's innovation lab, it was also attended in person by the chiefs of HR departments from across the United Nations system who had convened the same week on campus for a retreat.

As a promoter of lifelong learning, the ITCILO recognizes that AI is already changing the nature of work, the skills required by learning professionals and the importance of continuous upskilling. Against this background, the event provided an opportunity for participants to explore AI's role in shaping the future. What set the symposium apart was the Centre's commitment to bringing together different perspectives and fostering interdisciplinary discussions. The audience could thus engage with foresight specialists, academic researchers, and AI experts and practitioners, to explore the strategy space from different angles, listen to supporters and critics of AI-powered technologies, and critically review practical applications. The symposium triggered a series of follow-up events, including a symposium on the nexus between AI and gender equality, diversity and inclusion, convened in December 2023, and the decision to invest in a new training course on harnessing AI to promote gender equality, diversity and inclusion in HR management. For more information on the symposium, the speakers and how to access selected publications on the subject, go to https://www.itcilo.org/stories/exploring-ais-impact-human-resources-and-learning-development

29

Communication and advocacy campaigns

Mainly at the request of the ILO, the Centre designed and delivered a number of **communication and advocacy campaigns** to promote decent work and social justice. In 2022, the flagship project in this domain was the communication campaign linked to the Global Child Labour Conference in Durban, run by the Centre under commission from the ILO FUNDAMENTALS Unit and the 8.7 Alliance. In 2023, the Centre was contracted by the ILO's Vision Zero Fund to design and deliver a campaign on promoting workers' rights in coffee plantations.

More than 200,000 people engaged with these two communication and advocacy campaigns. Please refer to the chapter on results for more information on how the Centre tracked and counted these beneficiaries. In 2023, the Centre also entered into an agreement with the secretariat of the Global Coalition for Social Justice to design their campaign website. The scope of this assignment was eventually expanded to include the facilitation of consultation in the build-up to the global forum of the 2024 ILC.

The website of the Global Coalition for Social Justice

The vision of the Global Coalition launched the ILO Director General in 2023 is to foster multilateral cooperation and partnerships, accelerating progress towards achievement of the SDGs. The Coalition serves as a platform for generating political commitment, investment and concrete actions that support social justice in alignment with national priorities. The Coalition intervenes by enhancing advocacy, promoting policy coherence and generating knowledge. Through cooperation and partnerships, it mobilizes resources to address critical issues and develops activities to best serve the interlinked causes of social justice and decent work.

The website of the Coalition (https://social-justice-coalition.ilo.org/about) is a key pillar of a global campaign coordinated by the ILO Communication Department. The development of the website was outsourced to the Centre. The website is intended to be a gateway to the Coalition and provides visitors with access to resources relating to Coalition activities.

6. POSITIVE CHANGE

In the course of the 2022-2023 biennium, a series of internal and external evaluations furnished evidence of the outputs, out-takes and outcomes of the Centre's capacity development services. In the past, these assessments had relied mainly on external evaluations of the Centre's training activities, leaving a blind spot as regard the results of its institutional and system-level capacity development services. To finally address this concern, during the 2022-23 biennium the Centre firmed up the quality management processes for its institutional and system-level capacity development services, as part of its ongoing efforts to fully align its quality management system with International Standard Organization (ISO) standards. For classification purposes, it was decided to treat each service assignment as a project, structured along the Plan-Do-Check-Analyze (PDCA) cycle underpinning the ISO 21502 Standard for project management. Subsequently, quality control and data collection tools were established to validate the pre-defined conditions at each step of the PDCA cycle.

By the end of 2022, the Centre had mapped the result chains for all service categories, defined the quality control checkpoints and produced an online toolbox of data collection tools. The quality management system was documented in the 2023 edition of the Centre's quality management guidelines. The charts overleaf illustrate the result chains for each service category and the quality management processes and tools adopted for the different stages of the PDCA cycle.

In 2023, the Centre moved on to carry out systematic assessments of both its training *and* non-training services, in the first case continuing to rely on annual external evaluations of samples of learning activities, and in the latter case running internal evaluations of flagship assignments in each service category. The main findings of these assessments are further described in the following box.

The difference between short-term positive change and long-term lasting positive change

The Centre draws a distinction between the short-to-mid-term positive change brought about by its work (outcome) and long-term lasting positive change (impact). Traditionally, the focus of the Centre's evaluations has been on the validation of short-to-mid-term positive change because of the nature of its two-year programming cycle (with shorter lead times to furnish proof of effectiveness) and since evaluation of long-term lasting change would be typically considered out of scope by the client (particularly in institutional and system-level capacity development interventions that feed into the "larger and longer" result chains of multi-year ILO development cooperation projects). This "short-termist" approach to evaluation was repeatedly criticized by the Centre's Board and has since led to a decision to engage more systematically and in close collaboration with the ILO EVAL office in high-level evaluations of its part-contribution to the longer-term impact of selected ILO projects. This 2022-23 implementation report still focuses on reporting outputs, out-takes and more short-term positive change, whereas from 2024 future reports will include a section on long-term lasting positive change.

MASTER CHART OF THE RESULT CHAINS UNDERPINNING THE CENTRE'S CAPACITY DEVELOPMENT SERVICES

	INPUTS ACTIVITIES	OUTPUTS IMMEDIATE RESULTS	OUT-TAKES INTERIM OUTCOMES	OUTCOMES DIRECT INFLUENCE	IMPACT[1] INDIRECT INFLUENCE
DEFINITION	The activities performed and resources used to generate results	The immediate results or deliverables	An emerging change	A lasting change directly attributable to the outputs and flowing from the out-takes	The long-term lasting change
QUESTIONS	• What was done? • Which activities were carried out?	• Who do you expect to reach with the activity? • Did the activity reach the target audience?	• Was the message received? • Did the activity meet the expectations of the target audience? • What is the instantaneous effect on the target?	• Were the general objective(s) achieved? • Did the activity lead to the expected results? • Did the activity change the perception/behaviour of the audience?	• How did the activity positively impact the society in the long term?
MEASURE Key Performance Indicators (KPI)	Count of activities implemented	**Outreach indicators** measuring (qualitatively and quantitatively) the extent to which the activity reached the right target audience	**Recall indicators** measuring the extent to which the activity satisfied, captured the attention of target audience, or raised knowledge and awareness	**Performance improvement indicators** measuring the extent to which the activity led to either an increased awareness, an evident action taken or a desired change in the target audience perception/behaviour/attitude	Define the long term changes which the service helped achieve for the promotion of decent work and social justice
TRAINING	Count of components/modules of training activity	Count and breakdown of training **participants**[2]	• Percentage of participants who **acquire new knowledge** during training • **Participants satisfaction** with the overall quality of training activities	New **knowledge application** post training	Increased functional and technical skills, resulting in improved individual performance
COMMUNICATION	Count of activities performed and resources created as **work packages**[3] within the campaign	Outreach expressed in number of people **actively engaging**[4] with the campaign	**Sustained engagement**[5] as a proxy for emerging behaviour change	Lasting **behavior change**[6]	Shifts in value systems and perceptions in society, that contribute to decent work and social justice
EVENTS	Count of event components	Count and breakdown of events **participants**	• **Increased knowledge** of the main topic of the event • **Participants satisfaction** with the overall quality of the event • Number of **connections established** as a result of the event • An emerging consensus on a discussed strategy	Lasting **behavior change**[7]	**Lasting change** in society that contributes to decent work and social justice
ADVISORY SERVICES	Count of activities along the advisory service cycle	Count of institutional clients served	• **Satisfaction** with the overall quality of the advisory service • Increased knowledge • An emerging consensus	Improved institutional capacity to operate in a sustainable manner measured against technical, financial, and governance parameters	Stronger institutional structures to support decent work and social justice

1 No KPIs are currently defined.

2 Including breakdown by training modality, gender, geographical distribution, and professional context. In addition to average course completion rate, number of certificates issued, and percentage of returning participants.

3 Count of webpages created, Social media pages set-up to promote the activity and its outcomes, Number of web news published, Number of e-newsletters sent, Number of articles in the press, Number of publications disseminated.

4 Engagement is assumed to take place if a recipient of a communication & advocacy message has responded by variably posting, sharing, following, commenting, or mailing a written answer. The minimum threshold for engagement is at least one such reaction but projects might choose to raise the bar and emphasize on more sustained interaction including by way of multi-level engagement.

5 Sustained engagement is assumed in cases where participants go one step further and actively commit to change. In the context of communication and advocacy projects, attitude change is captured by tracking the share of participants who accept campaign challenges, commit, and make campaign pledges, or reach out for establishing partnerships or alliances.

6 Behavior change is defined as performance improvement after treatment. Behavior change is typically qualitative, like shifts in societal value systems, qualified by way of surveys and tracer studies. Ex. Call to action, Adoption, endorsement, ratification, etc.

7 Ex. Adoption of an idea presented at the event, new projects/ideas/innovations, an agreement on the implementation of a new strategy, an initiative has gained more traction and a bigger audience, a start-up has attracted funding and support, a new community of practice has been created, policy makers have been shown new evidence that they adopt to address solutions.

Source: The Centre's 2023 Quality Management Framework

QUALITY CONTROL CHECKPOINTS AND DATA COLLECTION TOOLS ALONG THE PDCA CYCLE
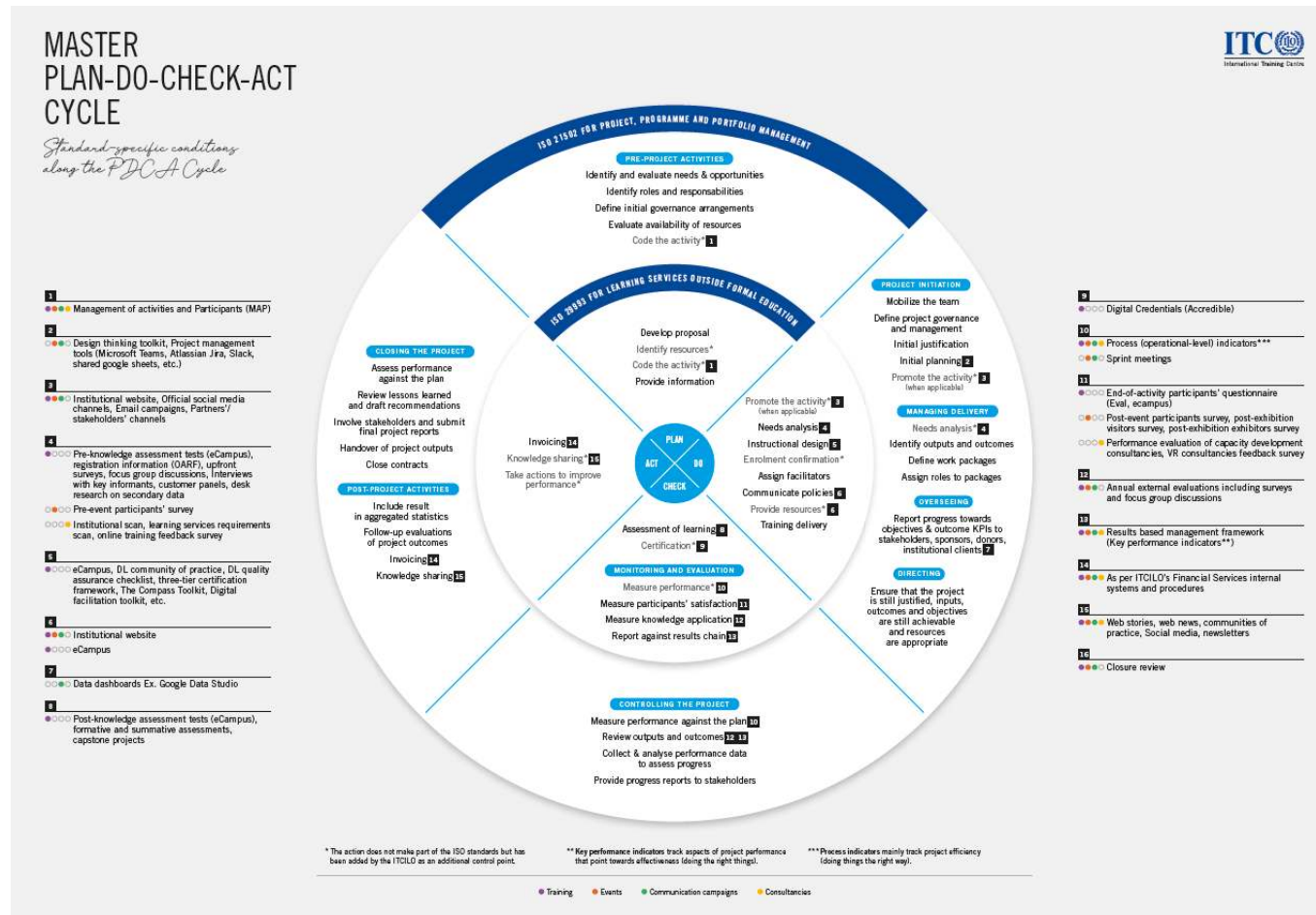
ITCILO 2023: the Centre's Quality Management Framework

Individuals

As concerns training, the customer satisfaction rates routinely monitored by the Centre at the out-take level of the result chain show that overall **participant satisfaction with the learning services of the Centre was high in the 2022-23 biennium**, with marginal improvements over the results registered in 2022-21**.** The average score in the 2022-23 biennium was 4.54, up from 4.46 in the previous biennium, on a scale from 1-5, where 1 denotes poor satisfaction and 5 denotes high satisfaction. The results suggest that the Centre has successfully weathered the pandemic crisis without any negative impact on its service quality.

PARTICIPANTS' SATISFACTION WITH TRAINING (2020-23)

Source: Eval. Results include both face-to-face and online training

Participants were on average equally satisfied with face-to-face training and distance learning, with the notable exception of the group-earning aspect, for which face-to-face training scored higher. For more information on learning out-takes and learning outcomes by training delivery channel, please refer to the next section.

PARTICIPANTS' SATISFACTION WITH TRAINING, BY MODALITY (2022-23)

● All training ● Distance learning ● Face-to-face training

Preliminary information | Achievement of objectives | Contents appropriate to objectives | Gender balance | Skills on Gender | Learning methods | Resource persons | Group learning | Materials | Relevance to participant's job needs | Relevance to your organization's needs | Overall quality

3.7 / 3.79 · 4.31 / 4.34 · 4.4 / 4.45 · 4.21 / 4.23 · 4.05 / 4.04 · 4.33 / 4.44 · 4.53 / 4.53 · 3.96 / 4.44 · 4.38 / 4.45 · 4.55 / 4.55 · 4.5 / 4.52 · 4.52 / 4.57

Source: Eval, based on the average rating (on a scale of 1 to 5)

More than four out of five participants demonstrated increased knowledge at the end of the training activity. The knowledge acquisition tests administered by the Centre at the end of each learning activity as proof of out-take showed that, on average, 84 per cent of all learners demonstrated increased knowledge of the subject studied. The results differed slightly by learning modality and fluctuated to some extent between 2022 and 2023. The best results were registered by self-guided distance learners and there was some variability in the quality of tutor-supported distance-learning courses.

POST-TRAINING KNOWLEDGE ACQUISITION (2022-23)

Based on the aggregated Post-KAT results

● Face-to-face/blended training ● Tutor-based distance learning ● Self-guided distance learning ● All training

2022: 75% · 86% · 84% · 85%
2023: 83% · 79% · 90% · 83%
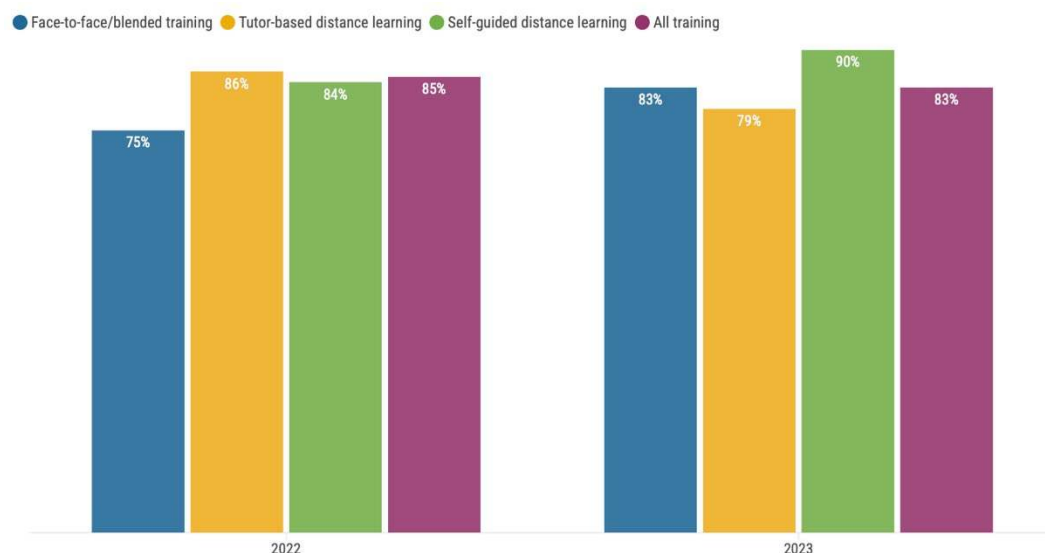
Source: eCampus; Post-training knowledge assessment tests

35

More than **9 out of 10 former participants stated that they were able to apply the newly acquired knowledge** in their work setting and **63 per cent of them provided concrete examples of knowledge application**. The external evaluations carried out in the 2022-23 biennium covered activities with more than 11,000 participants and combined desk research and online follow-up surveys with focus-group discussions and tracer studies to quantify and qualify results.

In 2022, the evaluation was limited to online learning activities (since almost no face-to-face training could take place in 2021 under COVID-19 conditions). In 2023, the online learning activities, and blended and face-to-face training delivered in 2022 were reviewed separately but using the same performance measure grid to allow for benchmarking. The evidence shows that the quality of the Centre's services further improved during the biennium.

POST-TRAINING KNOWLEDGE APPLICATION
Based on the results of external evaluations in 2022 and 2023

● Training participants who agreed or strongly agreed that the courses were relevant to their needs
● Training participants who agreed or strongly agreed that the courses translated theory into practice
● Training participants who agreed or strongly agreed that they can apply the knowledge in their work setting
● Training participants who provided concrete knowledge application examples

Sources: External evaluation reports, https://www.itcilo.org/about/board

Key findings of the 2023 external evaluation

The **purpose of the evaluation** was to provide the Centre's leadership and management with evidence of the relevance, validity of design, effectiveness, efficiency, impact and sustainability of both its online and face-to-face training activities. Carried out from May to August 2023, the evaluation focused on 50 sampled training activities delivered in the course of 2022. The evaluation relied on quantitative and qualitative methods to provide conclusions and recommendations from the findings, substantiated with statistical data and case studies documenting good practice. 627 responses were collected from a participants' survey, and in-depth interviews were conducted with 56 members of the Centre's staff, 5 institutional clients and a focus group of 9 participants. The 2023 evaluation used the same analytical framework as for previous evaluations commissioned in 2021 and 2022, and thus allows us to cross-compare results across calendar years.

The evaluators drew the following conclusions:

- With regard to **relevance**, the ITC's training offer is closely aligned with the ITC's and ILO's strategic documents. The training activities conducted by the ITC are closely aligned with the needs of participants, which can be attributed to the pervasive culture of stakeholder interaction fostered by the Centre, combined with the robust and standardized processes that programme teams apply in interacting with their primary target group(s).

- The ITC's **outreach** has been making good progress, in large part enabled by the Centre's successful shift towards an online learning modality in response to the COVID-19 pandemic restrictions. The ITC manages to ensure a high level of diversity in terms of gender, age, socio-economic background, geographical distribution and organization type, and thus provides relevant training opportunities to a broad base of its beneficiaries. An area for improvement is the need for further alignment with the ITC's and ILO's strategic documents by more effectively including the "cross-cutting strategy drivers" of gender equality, diversity, ILS, social dialogue and tripartism in the ITC training activities.

- With regard to the **coherence** of the ITC's training activities, it is clear that the core ILO values are deeply ingrained in the ITC's work culture and relations with stakeholders.

- With regard to the **validity of the training design**, the findings demonstrate that this aspect is well catered for in the ITC's work structure and there are no major deficiencies in the process of course design and revision. The ITC course design achieves strong results in terms of teaching and cognitive and social presence, although improvements could be made in the area of social interaction between learners. There is also much scope for more exchange of best practices between teams.

- With regard to **effectiveness**, the ITC is successful in providing its learners with a top-quality training experience that leads to enhanced levels of competence. Stakeholders perceive the ITC as an organization whose brand guarantees high quality. Confidence in the ITC as a training provider is therefore at a very high level. The ILO's primary constituents greatly benefit from the outcomes of the training activities.

- With regard to the effectiveness of its **management arrangements**, the ITC has a well-defined internal structure, with different roles and responsibilities clearly assigned. A marked characteristic of this structure is its high level of decentralization: programme teams are given considerable autonomy and almost full responsibility for the training activities they deliver. This structure has both benefits and disadvantages. On the one hand, the high level of autonomy at the programme-team level fosters flexibility, avoids a one-size-fits-all approach and enables teams to tailor their training activities to the needs and requirements of their target groups. On the other hand, it also produces a certain level of fragmentation, with poor collaboration and exchange of practices and lessons learned between teams.

- With regard to **efficiency**, although the evaluation could not delve more deeply into the ITC's financial indicators, all the findings point to the ITC being in a strong financial position, with no immediate threat to its financial stability.

- With regard to **impact**, participants rate their learning experience very highly and their feedback points to strong course applicability and practical orientation across different programmes, with a significant (self-assessed) increase in job performance and competence. The evaluation team also found an impressive number of practical examples of how the skills and competences developed through ITC training activities had contributed to the personal, organizational or societal goals of course participants and/or beneficiary organizations. However, to gain a more reliable insight into the long-term impact of its training activities, the ITC would do well to establish a more structured mechanism for following up and keeping in contact with former participants (alumni).

- With regard to sustainability, participants in ITC training activities acquire an impressive level of knowledge and competence and seem to be highly motivated to share these acquisitions in their immediate environment. Knowledge dissemination and trainer training are therefore valued results of some training activities and could be further developed.

7. The evaluators submitted the following recommendations:
   1. Foster stronger communication and collaboration between programme teams.
   2. Implement systematic staff professional development opportunities, especially in respect of teaching/tutoring/facilitation skills.
   3. Develop more comprehensive mechanisms for guiding the process of training activity design and revision.
   4. Convert all face-to-face courses to a blended modality.
   5. Establish opportunities for interaction among participants and with the ITC beyond course completion.
   6. Improve methods for monitoring inclusion and diversity and increase outreach of the training offer.
   7. Accelerate and mainstream the publication of online open courses and open-access learning resources.

For an electronic copy of the full report, go here: https://www.itcilo.org/external-evaluation-training-2023..

Organizations

During the reporting period, the Centre offered two types of organizational-level capacity development services: (a) product development support and (b) strategy advice. The result chain underpinning product development support assumed that the assignment would result in a tangible product such as an online learning platform, a training manual or a training module (output) that would subsequently be used by the client (out-take) and consequently strengthen its institutional performance in a predefined manner (outcome). Eventually, the longer-term lasting change (impact) would contribute to social justice and decent work within the realm of work of the institutional client.

On the other hand, the result chain for strategy advice assumed that the advisory service proper (input) would result in a capacity improvement plan of sorts (output), which would later be implemented by the client (out-take) and would in due course strengthen the client's institutional performance in the expected manner (outcome). Eventually, the longer-term lasting change (impact) would contribute to social justice and decent work within the realm of work of the organization.

One example to illustrate the **results of the Centre's product development service** during the 2022-23 biennium is the BUILDPROC learning platform developed and curated on behalf of the Asian Development Bank.

PROFESSIONAL CERTIFICATION PROGRAM IN PROJECT PROCUREMENT

The collaboration between the Centre and ADB is part of a portfolio of activities to promote environmental, social and governance (ESG) standards in development investment programmes, here with focus on procurement management as a means of maximizing employment impacts, promoting decent work and minimizing environmental footprint, while adhering strictly to the best offer/value principle. The ADB BUILDPROC training programme is built around a three-tier certification programme, delivered in person and online via the Centre's e-campus. The first two tiers are delivered through distance learning, providing learners with the flexibility to complete the weekly learning assignments on the job and at their own pace. The third tier is delivered in a blended modality.

Participation is by invitation only for procurement officers linked to ADB investment projects, including project staff and executing and implementing agencies. Successful participants receive a professional certification attesting their capacity to plan and conduct project procurement. The programme has been developed and is implemented by a team of procurement management experts and instructional designers from the Centre. Participants get permanent access to the programme's e-Campus portal, training materials and references, as per corresponding tier. Participants also obtain access to the BUIILDPROC Community of Practice.

The BUILDPROC certification programmes are designed to transfer knowledge of a series of competencies categorized under the label's knowledge, skills and attitudes. Candidates must successfully complete the corresponding activities to validate their acquisition of each competence addressed in the certification programme. When all the competencies have been acquired and validated, candidates obtain a level-specific certificate of achievement and, where applicable, can graduate to the next level.

Level-1 and level-2 certification programmes are offered in online modality, while the level-3 programme is offered in blended modality online and face-to-face. The online

learning combines synchronous and asynchronous learning activities and takes place entirely on the Centre's e-campus. The three certification programmes are available in English and Russian.

At end 2023, **the tier 1 certification rate of BUILDPROC participants stood at 75 per cent** (output). **For level 2 and 3, certification reached 97.3 and 100 per cent respectively**. While the Centre's service contract with the ADB did not provide for an external evaluation of out-takes, attribution confidence was strong as proof of successful on-the-job application of newly acquired skills was a pre-condition for admission to the next certification level. Client feedback indicates that procurement management practices in ADB projects did improve (outcome) as result of BUILDPROC training, an assumption supported by the fact that the Centre has since been referred by the ADB to other development finance institutions, for instance the Inter-American Development Bank, to replicate the BUILDPROC approach.

Meanwhile, an example for **the Centre's strategy advisory services** delivered during the 2022-23 biennium is the assignment performed for the Kenya School of Technical and Vocational Education and Training. In 2023, the KSTVET partnered with the ILO PROSPECT project to enhance its digital capabilities after receiving an expanded mandate to include the training not only of teachers but also of all TVET system stakeholders, including managers of TVET centres, assessors, counsellors and in-company trainers. The ILO PROSPECT project went on to commission the Centre to provide the KSTVET with institutional capacity building support in three areas: strategic planning, product development and communication, with a cross-cutting focus on harnessing digital technology for better outreach and impact.

Working in close collaboration with ILO-DWT Pretoria and the ILO PROSPECTS Kenya team, the Centre advised the KSTVET on the **development of a new strategic plan** (output). A learning partnership was then forged between the Centre and the KSTVET to implement selected building blocks of the plan (out-take), starting with product development support and, more specifically, the co-creation of a multi-level training course for TVET managers. As part of this process, the Centre supported the KSTVET in launching the new product and running the first iteration of the new Training of Trainers course.

As part of the learning partnership, the Centre also provided brand support to the KSTVET for upgrading its communication approaches and tools, and developing a new visual identity, including a new look and feel for the institutional website to reflect its expanded role. By end of December 2023, there was outstanding proof of improved institutional performance on the part of the KSTVT (outcome), pending the evaluation of the PROSPECT project.

Screenshot of the rebranded corporate website

For more information on the KSTVET's digital transformation, go to: https://www.itcilo.org/stories/transforming-tvet-kenya-collaborative-journey-ilo-itcilo-and-kstvet

Systems

During the reporting period, the Centre distinguished two types of system-level capacity development services: (a) communication and advocacy campaigns to shift values and perceptions held by system stakeholders and (b) event facilitation services to facilitate information flow and knowledge exchange among the various actors.

The result chain underpinning the Centre's communication and advocacy services assumed that the campaign proper (input) would reach a critical mass of people, who would respond (output), then continue engaging (out-take) and eventually change/commit to change their behaviour in a pre-defined manner (outcome). Eventually, the longer-term lasting change (impact) would be a shift in value systems and perceptions within the boundaries of the targeted social system in a way that positively contributes to social justice through decent work. On the other hand, the result chain underpinning the Centre's event facilitation services assumed that the conference, retreat or dialogue event concerned (input) would attract a critical mass of people (output), who would consequently increase their knowledge, establish new or strengthen existing network connections, would reach a consensus on strategy following discussion (out-take) and would then move on to implement the agreed actions (outcome). The impact would be lasting positive change in system performance.

The results of the Centre's system-level capacity development services are exemplified by the 2023 **flagship communication and advocacy campaign** to promote decent work in the coffee supply chain (#COFFEEPEOPLE).

About the # COFFEEPEOPLE campaign

The 2023 Improving Safety and Health in the Global Coffee Supply Chain campaign, undertaken as part of the ILO Vision Zero Fund (VZF) project aimed to address occupational safety and health (OSH) challenges within the global coffee supply chain. As part of the ILO's *Safety+Health for All* flagship programme, the Vision Zero Fund seeks to achieve zero severe and fatal work-related accidents, injuries and diseases in global supply chains. Since 2016, the Fund has operated in various supply chains and countries, including Laos, Mexico, Colombia, Honduras and Vietnam, benefiting a total of 3.5 million workers. This campaign was funded by the European Union.

The campaign brought together public and private stakeholders, including government agencies, employers' and workers' organizations, and private sector companies. The overarching objective of the campaign was to facilitate a greater understanding of coffee workers'occupational safety and health among a diverse range of industry stakeholders at both the global and country levels. This involved designing and implementing a large-scale campaign informed by evidence on OSH hazards and risks in the coffee sector, while promoting relevant ILO standards.

The milestones of the campaign included:
- A review of key documents on the coffee sector
- A kick-off workshop to co-create the global campaign strategy
- The development of visual identity and graphic-design products
- Production of a campaign video
- Capacity building support for ILO constituents to execute communication and advocacy activities locally
- Web content production and management of media and social media relations
- Campaign monitoring and content performance using various analytics tools

For more information, go to: https://www.itcilo.org/coffee-people-campaign

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For each stage of the results chain of the #COFFEEPEOPLE campaign, the Centre – in consultation with the VZF team and its local stakeholders – had defined campaign-specific KPIs with baselines and targets. These indicators were as follows:

KPIs of the #COFFEEPEOPLE campaign

	Inputs	Outputs	Outtakes	Outcomes	Impact
SMART Objective 1: Raise awareness about occupational safety and health	• Creation of engaging web and print content; • Launch of teaser and social media campaigns **KPI:** Number of public information/awareness plans/campaigns implemented	• Increased website traffic; • Higher social media engagement **KPI:** Website traffic **KPI:** Social media engagement metrics (impressions and reach) on VZF LinkedIn	• Improved awareness levels among the target audience; • Positive reactions and discussions on social media **KPI:** Social media posts (measured by use of official hashtag)	• Integration of occupational safety and health considerations in the coffee industry practices; • Adoption of best practices by coffee enthusiasts and stakeholders **KPI:** Number of initiatives on OSH undertaken in the coffee supply chain	• Reduction in occupational hazards and improved working conditions for coffee workers; • Long-lasting cultural shift towards prioritizing safety in the industry **KPI:** Reduction in OSH hazards/risks
SMART Objective 2: Scale up good practices and mobilize collective action	• Coffee People Pledges; • Engagement with stakeholders through workshops and key events **KPI:** Number of Coffee People Pledges received	• Formation of partnerships and collaborations **KPI:** Number of PPP agreements processed	• Immediate commitment and participation from stakeholders; • Early indicators of collective action within the coffee industry **KPI:** Stakeholder satisfaction rate	• Strengthened partnerships and collaborations for sustained impact; • Demonstration of positive changes in industry practices **KPI:** Stakeholders integrating at least one aspect they learned from the campaign into their work	• Sustainable adoption of ethical and safe practices across the coffee supply chain; • Improved well-being and livelihoods of coffee workers **KPI:** Number of OSH-compliant coffee stakeholders
SMART Objective 3: Spread communication materials	• Production and dissemination of web content, newsletters, and documentary **KPI:** Number of communication materials produced and disseminated	• Reach of communication materials on various platforms; • Engagement metrics on social media and website **KPI:** Number of campaign-related documents and coffee-related communication materials downloaded	• Increased access to information among the target audience; • Positive feedback and sharing of communication materials **KPI:** Audience feedback on relevancy of communication materials	• Improved understanding and knowledge about occupational safety and health in the coffee sector; • Increased engagement of stakeholders in discussions and initiatives **KPI:** Satisfaction rate on campaign activities enhancing OSH knowledge	• Empowered and informed coffee industry stakeholders contributing to a sustainable and responsible coffee sector; • Establishment of a knowledge-sharing culture for ongoing improvement **KPI:** Annual improvement rate in industry OSH practices

The #CoffeePeople campaign was launched on International Coffee Day, 1 October 2023, and over the course of three months reached an estimated 25 million people (based on hashtag reach) (input). The social-media activities at the heart of the campaign were accompanied by four in-person workshops, three webinars and the participation of the campaign team in 30+ panel discussions, directly engaging over 600 representatives. Over 100 campaign materials were developed, comprising a campaign-exclusive webpage, 85 social cards and eight newsletters. A documentary featuring interviews with coffee growers and insights from key organizations celebrated individuals in the coffee sector and sounded a call to action. The campaign's outreach extended to the 2023 World Coffee Conference, endorsed by the International Coffee Organization (ICO). The campaign was featured by 20 national and international media outlets.

135,000 people engaged with the campaign by responding to messages, re-posting and pledging (output). The campaign website registered 21,732 visitors, who downloaded campaign related documents on 323 occasions (CA Kit, campaign brief, how to become a member, and how to join the challenge) and coffee-related knowledge materials (789 instances). Notably, the campaign gained active support from key decision-makers, including the ILO Director General and the President of the International Organization of Employers.

Brazil, in particular, saw the active participation of a social media influencer with more than 1.6 million followers on Instagram, who helped attract other Brazilian celebrities to join. Public figures endorsing the campaign were the Minister of Labour and Employment, the Minister of Social Development and Assistance, Family and Fight Against Hunger, as well as representatives of workers' organizations and ILO staff members.

Two policy statements were adopted by stakeholders at global, regional and/or national level and ten organizations made a total of 14 pledges (out-take). These stakeholders committed to tangible actions for improving working conditions along the supply chain, using a collective action kit developed during the campaign. Several public-private partnerships were established, via which additional funding was mobilized to expand activities to Colombia.

In the end-of-campaign survey, 56 per cent of respondents said that they had changed or were planning to integrate at least one aspect they had learned from the #CoffeePeople campaign activities into their work (outcome). **Ninety-six per cent of respondents reaffirmed that the campaign had been useful in advancing OHS in the coffee supply chain**, while 88 per cent agreed/strongly agreed with the statement "The information provided through the campaign is relevant to my work."

Evaluation of the campaign's impact in 2024 was not part of the assignment but was intended to be part of the broader impact assessment of the VZF. In any case, the data set out above implies that the campaign has increased public awareness of the plight of coffee plantation workers and has contributed to a shift in values attributed by consumers to decent work upstream of the coffee supply chain. The campaign also demonstrated that, for best results, system-level capacity development services should be bundled with institutional and individual capacity development support.

Another example of the Centre's system-level capacity development support, in this case relating to **event facilitation services**, was the ACTRAV Regional Symposium on Workers' Education and Capacity Building for Trade Union Revitalization in Africa.

Regional Symposium on Workers' Education and Capacity Building for Trade Union Revitalization in Africa

At its 347th session held between 13 and 23 March 2023, the Governing Body of the International Labour Organization recommended the holding of a global workers' Symposium on New Approaches to Workers' Education for Trade Union Revitalization. To enrich the deliberations of the Symposium scheduled for September 2023, ACTRAV held five regional symposiums, one being the Africa Regional Symposium entitled "Workers' Education and Capacity Building for Trade Union Revitalization in Africa", which took place from 23 to 25 August 2023.

Watch the event trailer here: https://www.youtube.com/watch?v=BUcyqRxldEY

The Africa regional symposium, conducted in English, French and Portuguese, brought together 251 participants from diverse backgrounds, including workers' organizations, research institutions and academia, thus making it a truly comprehensive event. It spanned three days and comprised a series of 2-hour webinars (input). The Symposium facilitated **dialogue and knowledge exchange on workers' education in Africa** (output), covering its evolution, current trends, milestones, new approaches and future perspectives. The presentations and case-study analyses not only facilitated extensive learning but also the dissemination of good practices, for instance on the digitalization of workers education, thus fostering collaboration and networking among workers' organizations, labour support institutions and academia and enhancing worker education across the continent.

The Symposium issued **a resolution** that underscored the transformative role of workers' education, emphasizing that it is not an end in itself, but a catalyst for positive change in the workforce, workplaces and society generally (out-take). A collective effort of this kind is crucial for harnessing the potential of workers' education. The resolution also highlighted the need for educational programmes to adapt to contemporary developments and challenges, serving as a foundation for long-term trade union work to achieve decent work and ecological conservation guided by principles of just transition and social justice. Participants recognized the significance of adopting digital technologies in worker education in Africa for opening new forms of virtual learning and achieving wider outreach, despite some internet connection challenges. Trade unions have in fact demonstrated resilience, taking advantage of the digital transition with varied levels of digital adoption.

Ongoing investment in infrastructure, skills and competencies in leveraging the benefits of digital-learning technologies across the continent was regarded as crucial. Reference was made to the ACTRAV-led Training of Trainers on e-learning and Digital Communication for Trade Union Educators in East Africa in 2022/2023 – an initiative that should be replicated across Africa, alongside other national centres' and trade union education institutes' online digital-learning efforts. This not only fosters transformations in trade union education, as witnessed in the presentations, but also enhances the quality of management and service delivery, advocacy for policy influence, digital campaigns transcending geographical barriers, and the vibrancy of workers' organizations driving positive change in the African labour landscape. The Symposium emphasized the need for African workers' education programmes to be rooted in principles of freedom, collective bargaining, equality and inclusivity, thus empowering workers to tackle work deficits and injustices. Accessible education, tailored to under-represented groups and adopting worker-centric approaches, is crucial. Looking to the future, the Symposium participants concurred that worker education in Africa must be anchored in strategic thinking, foresight and the consideration of alternatives for navigating and shaping transitions in the world of work, with support from governments, employers and NGOs.

The resolution drawn up during the Symposium has since been fed back into work of the various stakeholders (outcome). **One of the concrete outcomes was the subsequent alignment of the portfolio of learning activities offered by the Centre's Workers Activities Programme**, putting stronger thematic emphasis on just transitions towards a digital economy and more proactively harnessing digital technology to reach out to larger numbers of workers on the continent with impactful and cost-efficient services.

7. FINANCIAL POSITION

The Centre's biennial budget shows very healthy operational results, with a total biennial surplus of €5.156 million under the new business model. Net contributions were made from various sources: training and non-training activities, including distance-learning activities and face-to-face activities on campus and in the field; multimedia services; miscellaneous sources; and voluntary contributions.

The budget results by year and for the 2022-23 biennium as a whole, including comparison with the previous 2020-21 biennium, were as follows:

(in thousands of Euro)	2022-23	2023	2022	2020-21	2021	2020
Total revenue	92 381	46 774	45 607	76 147	42 912	33 235
Total direct expenditure	25 068	12 459	12 609	18 005	11 128	6 877
Total net contribution towards fixed expenditure, contingency and institutional investments	**67 313**	**34 315**	**32 998**	**58 142**	**31 784**	**26 358**
Fixed expenditure	57 357	29 392	27 965	50 330	26 059	24 271
Institutional investments	4 800	3 600	1 200	2 400	2 400	-
Budget surplus	**5 156**	**1 323**	**3 833**	**5 412**	**3 325**	**2 087**

Source: ITCILO 2023 and 2021 Financial Statements

Net contributions

As a result of the new form of presentation adopted in the 2022-23 Programme and Budget, the results now show the net contribution available to cover fixed expenditure, contingency and institutional investments, derived from the difference between the revenue and   direct expenditure required to earn the related revenue. The total net contribution comes from four main sources: training and non-training services, multimedia services, miscellaneous sources and voluntary contributions.

In the 2022-23 biennium, the net contribution totaled €67.313 million and was distributed as follows:

45

2022-23 NET CONTRIBUTION BY SOURCE (IN THOUSANDS OF EURO)
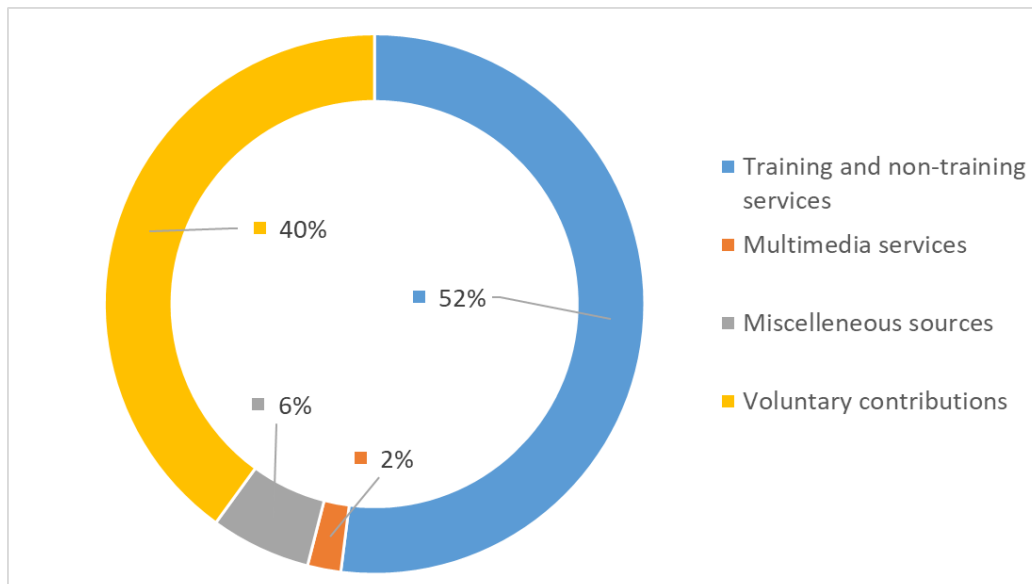
Source: ITCILO 2023 Financial Statements

2022-23 NET CONTRIBUTIONS BY SOURCE – TWO-BIENNIA COMPARISON (IN THOUSANDS OF EURO)
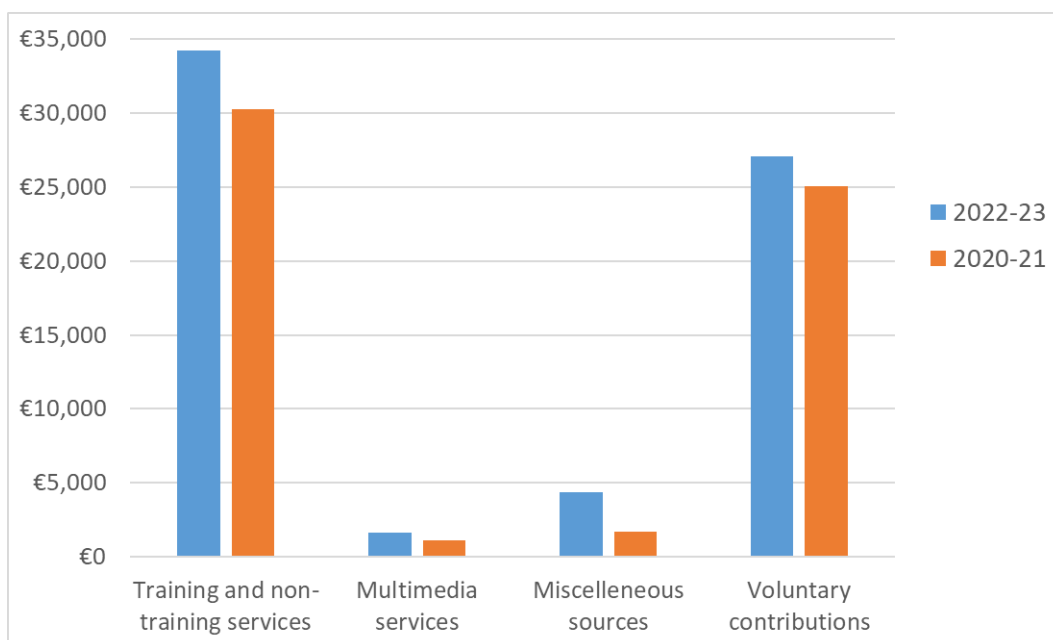
Source: ITCILO 2023 and 2021 Financial Statements

In the 2022-23 biennium, the net contribution generated from each of the four areas amounted to €67.313 million, representing an increase of €9.171 million, or 15.8 per cent, as compared to the previous biennium.

One of the main reasons was an overall increase of €4.1 million (45%) in the net contribution from training and non-training services as a result of the significant ongoing increase in outreach, as well as the fact that the effects of the pandemic were still being felt in 2020 and 2021. The net contribution of these services represented 61.5 per cent of the Centre's total revenue from 2020-21 activities, with direct expenditure averaging 38.5 per cent of the related revenue, as compared with a ratio of 59.3 per cent in 2022-23, when direct expenditure represented 40.7 per cent of revenue. The 2022-23 ratio was again well above the average earned prior to the pandemic, which generally averaged around 46.0 per cent. This was due mainly to the significantly higher direct expenditure associated with face-to-face activities, as compared with the expenditure associated with distance learning.

Voluntary contributions also increased by nearly €2.0 million (7.9%) when compared with the previous biennium. This was due to an increase in the ILO's annual contribution, which since 2021 includes an additional voluntary contribution covering the matching expenditure recorded by the Centre for after-service health insurance for Centre retirees (which thus has no overall impact on the budget results), a small biennial inflation-related increase in the ILO's voluntary contribution of some USD 9.5 million, and the variation in foreign exchange rates applied each year.

In addition, in 2022-23 the Centre benefited from an increase in the net contributions from multimedia services and miscellaneous sources of 46.5 per cent and 154.1 per cent, respectively, as compared to the previous biennium. Demand for digital-media and design services and communication and advocacy assignments has grown significantly since the pandemic. A significant increase was also observed in the use of the campus facilities by external parties, as well as in the return on investment from the Centre's funds and in foreign exchange gains.

Expenditure

Total expenditure in 2022-23 amounted to €62.2 million. This was distributed between fixed expenditure of €57.4 million and institutional investments of €4.8 million.

The following graphic shows the fixed expenditure by source:

2022-23 FIXED EXPENDITURE BY SOURCE (IN THOUSANDS OF EURO)
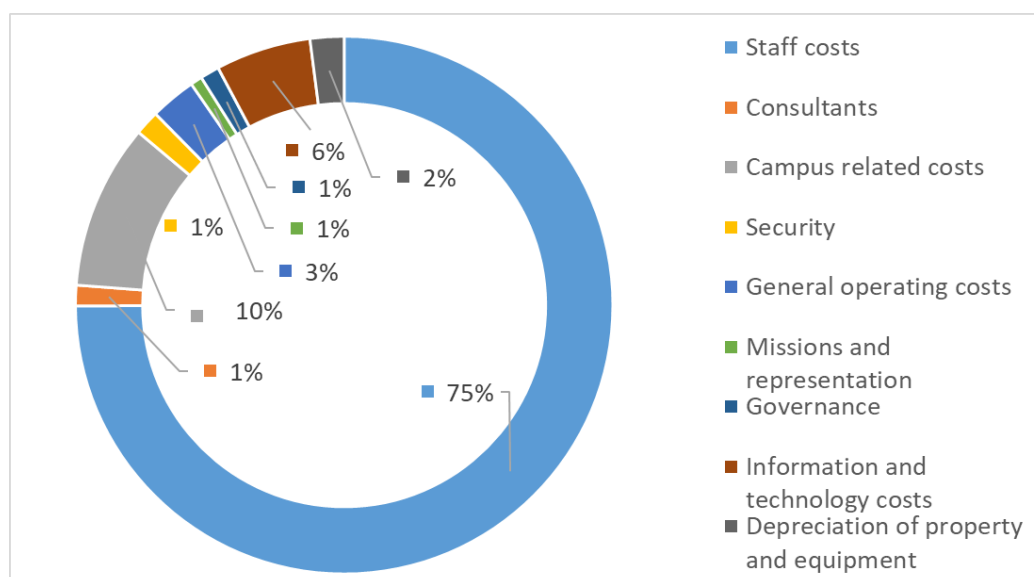
Source: ITCILO 2023 Financial Statements

2022-23 FIXED EXPENDITURE BY SOURCE – TWO-BIENNIA COMPARISON (IN THOUSANDS OF EURO)
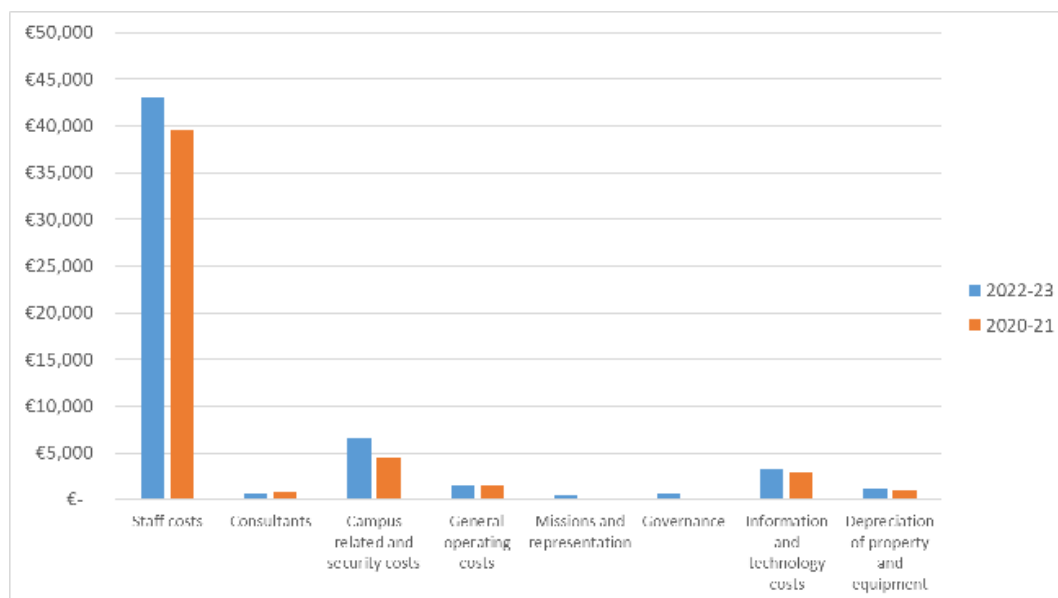
Source: ITCILO 2023 Financial Statements

Staff-related costs

When compared to the previous biennium, staff-related costs were higher by some €3.5 million (9%). In 2020 and 2021, the Centre had implemented a freeze on recruitment, as one of its cost-cutting measures during the pandemic. In 2022-23, the Centre began to recruit to fill vacant positions, while temporarily retaining short-term and time-based staff until new candidates arrived to take up their functions. As part of the ongoing restructuring of the Centre to support the new business model, the Centre negotiated several termination packages with interested staff during both years, costing a total of €545,000. Five positions, as indicated in the Programme and Budget KPI, were transferred from services to operations and were re-profiled, as were other vacant positions. Due to the ongoing turnover, the Centre incurred additional costs relating to installation and repatriation, as well as costs relating to the recruitment process itself. The 2022-23 staff-related costs also include an amount of €1.86 million covering after-service health insurance for Centre retirees, for which the ILO provides the Centre with a matching voluntary contribution. Recognition of this contribution did not begin until 2021, therefore the 2020-21 biennium budget reported an amount of only €806,000. As in 2020-21, when the Centre contributed an additional €2.6 million, the Centre again made two annual ad-hoc transfers amounting to €2 million to the Terminal Benefit Fund, thus further reducing the funding gap to some €4 million at the end of December 2023.

Campus-related costs

During the 2022-23 financial period, campus-related expenditure increased by some €1.9 million (51.4%) as compared with the previous biennium. One of the main reasons for this significant increase was that during 2020 and 2021, all scheduled extraordinary maintenance work was postponed due to the pandemic. As a result, in the 2022-23 biennium the Centre undertook a significant amount of maintenance work on the campus infrastructure: OSH-related work to bring certain areas up to code, refurbishment of common areas and several hotel rooms in Americas 1, as well as increased regular maintenance due to the aging of the campus. In addition, the Centre saw a significant increase of some €765,000 (more than 60%) in its utility expenditure from one biennium to the next. In 2020-21, savings were achieved as a result of the pandemic and the overall freeze on non-critical expenditure. However in 2022-23, costs escalated due to the energy crisis affecting the entire Eurozone, caused by post-pandemic inflation and the Ukraine crisis. Various mitigation actions were put in place to minimize impact on the final results.

2022-23 Institutional investments

As recorded in the 2022-23 Programme and Budget, the Centre allocated funds to two existing and two new funds:
- Campus Improvement Fund
- Information and Communication Technology Fund
- Innovation Fund
- Fellowship Fund

49

In the 2021 financial year, the Board approved preliminary funding to each fund to the level for a whole biennium. In 2022-23, the approved funding was added to each fund. In 2023, the Director, acting under Financial Regulation 7.1(b), decided and approved additional funding for each Fund to whole-biennium level. At the end of 2023, the funds had the following balances available for use:

(in thousands of Euro)	Campus Improvement Fund	Information and Communication Technology Fund	Innovation Fund	Fellowship Fund
Balance as at beginning of 2022	**3 977**	**300**	**400**	**1 200**
Transfer from General Fund, as approved by Board in May 2022	1 000			
Approved funding 2022-23	500	300	400	1 200
Additional funding 2023 approved by the Director	500	300	400	1 200
Usage in 2022-23 including Africa 10/11 pavilions	(4 175)	(323)	(226)	(1 312)
Additional funding from Italian government for the renovation of Americas 2	8 000	-	-	-
Balance as at end of 2023	**9 802**	**577**	**974**	**2 288**

Source: ITCILO 2022 and 2023 Financial Statements and Financial ERP – Oracle

In 2022, the Centre completed the renovation of the Africa 10/11 pavilions, with staff starting to re-occupy the premises in early 2023. In December 2022, the ILO and the Italian Government signed a new agreement for the renovation of the Americas 2 pavilion on campus, providing funding of €8.0 million, fully received in 2023. In 2022-23, use of this Fund related mainly to the renovation of the Africa 10 and 11 pavilions, including the Innovation Lab. The balance available at the end of 2023 stood at €9.8 million, of which €8.0 million is set aside for the Americas 2 renovation project.

The Information and Communication Technology Fund was drawn on during the biennium to provide for periodic investments in ICT infrastructure and software renewal that were not part of normal operating expenditure. Drawings during this period covered new virtual infrastructure, back-up batteries to ensure continuity of operations, technical assistance to develop and improve various applications used in the delivery of the Centre's services, and the replacement of IT switches. The balance available at the end of 2023 stood at €577,000.

The Innovation Fund was drawn on during the biennium to promote innovation in learning- and knowledge-sharing tools, develop new training activities in response to emerging ILO policies and invest in other innovative actions deemed beneficial to the Centre. In 2022-23, the Centre developed an AI-powered knowledge management tool, self-guided e-learning modules to mainstream core ILO policy messages (master classes) and an online course on learning analytics, as well as a coachbox to serve as the digital pillar for future non-training services.

These projects contributed to increased outreach, better financial returns in terms of the net contribution, and an overall increase in client satisfaction and knowledge acquisition and application. In 2023, the Centre also undertook the planning work for new event facilitation services, to be rolled out in 2024. The balance available at the end of 2023 stood at €974,000.

The Fellowship Fund was created to provide partial funding for the participation of constituents in the Centre's activities and enhance its tripartite character. This mandate was further expanded to include financial support for the development of training products for use by ILO constituents, to enable them to reach out to their own members. In 2022-23, the Centre increased the balance of the Fund by a total of €2.4 million, of which €1.2 million was approved in the 2022-23 Programme and Budget for institutional investment in the Fund and an additional €1.2 million approved by the Director in 2023. During the biennium, €1.3 million was withdrawn to provide fellowships for 520 ACTEMP constituents, 795 ACTRAV constituents, 238 ILSGEN constituents and another 95 constituents belonging to these three groups who had enrolled in learning opportunities offered by other technical programmes. The balance available at the end of 2023 stood at €2.288 million.

8. PARTNERSHIPS

Following the economic challenges arising from the pandemic, the 2022-23 biennium was a pivotal period for evaluating the Centre's ability to adapt to the post-pandemic landscape. During this time, the Centre faced the task of attracting, retaining and expanding its network of development partners to support its updated portfolio of training and non-training services, while its operational business model evolved within a less constrained environment where mobility and economic factors were concerned.

Outcome 3 of the Programme and Budget for 2022-23 had identified three main vectors for further diversifying its revenue mix. The objective of Output 3.1 was to promote stronger development partnerships by consolidating and further expanding relations with traditional donors, while exploring the possibility of networking with non-traditional partners. Output 3.2 introduced a systemic approach to digital marketing analytics as a way of attracting more individual learners to the Centre's training activities and promoting its services to a wider audience of institutional clients, with the emphasis on digital learning and collaboration solutions. In turn, Output 3 emphasized the need to expand the scope of the Centre's participation in development projects managed by multilateral development banks, the UN and the European Union.

The trends identified in the Centre's 2022 Interim Implementation Report, halfway through the period, were reaffirmed by the end of 2023. While maintaining robust support from its traditional partners, notably the governments of Italy, Portugal, Ireland and Japan, **the Centre was also successful in broadening its development partnership base.** This expansion led to a more balanced distribution among various donor categories and funding partners.

Next to ILO, governments and the UN system continued to feature as the Centre's main funding partners, providing support for individual projects and tailor-made activities. Collaboration with governments often takes the form of sponsorship for a single activity but can also comprise financial support for bundles of activities or even entire projects. Cases in point are the agreements signed with the governments of Portugal, Spain and Flanders. Service demand from the UN system continued to grow, consolidating the Centre's reputation as a **provider of choice for UN system-wide capacity development services relating to social justice, decent work and digital innovation**.

Non-traditional donors such as multilateral development banks, the private sector and training institutions also emerged as important development partners. In these segments, collaboration took the form of development projects, for instance the project on Women in Digital Business awarded to the Centre pursuant to a letter of intent signed in August 2022 by the ILO and Microsoft; the renewed commitment of the *Instituto Salvadoreño de Formación Profesional* (INSAFORP) to a long-term training project; and projects for multilateral development banks relating to the good governance of development cooperation and project management.

The chart below provides an overview of the sources of funding received by donor category. Please refer to Annex 2 for a more complete overview of funding agreements entered into by the Centre in 2022:
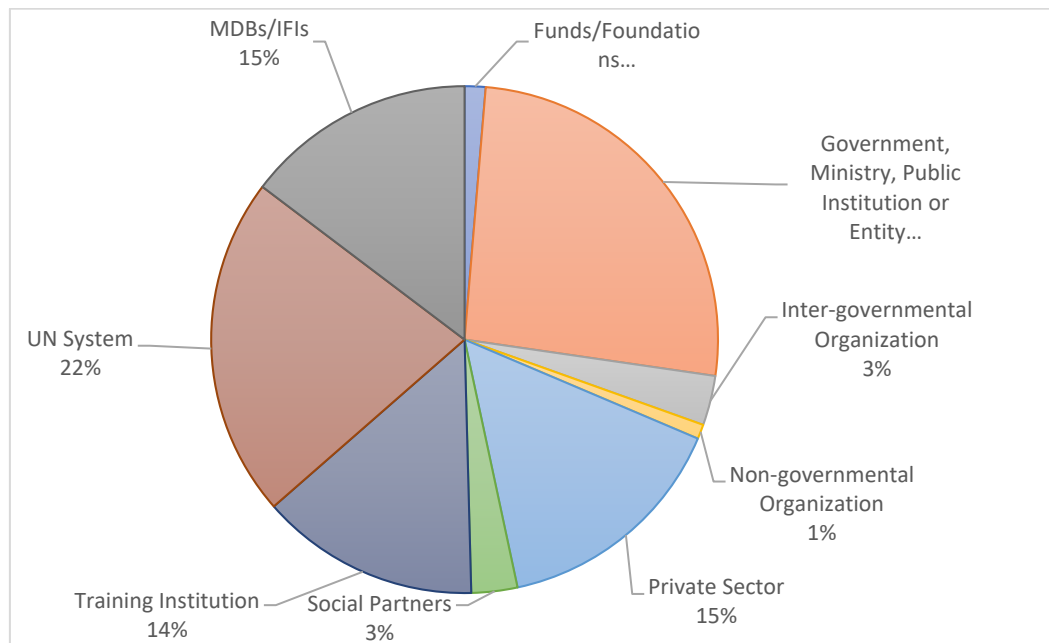
The indicators for 2022-23 demonstrate a strong increase in the number of funding agreements signed, significantly surpassing the targeted 5 per cent increase on the previous biennium. This underscores the substantial progress made in efforts to diversify.

During the reporting period, the Centre significantly strengthened its in-house marketing analytics capabilities with the recruitment of a data analyst, the aim being to offer learning activities to more people in the world of work. This strategic enhancement paved the way for a series of experiments to explore the effectiveness of data-driven outreach strategies for augmenting uptake of the Centre's training services. Focusing on free self-guided distance-learning courses, these experiments were designed to assess the global accessibility of these resources and the impact of digital marketing on enrolment rates. Using a digital marketing mix including various channels such as social media and email, the experiments established a positive correlation between tailored outreach initiatives and increased learner engagement and enrolment.

The results highlighted the effectiveness of precise, data-driven promotional activities that resonate well with targeted demographics. The studies also provided insights into the link between participation in free courses and subsequent enrolment in fee-based courses, revealing patterns in learner behaviour and marketing efficacy. These findings reaffirmed that the well-coordinated integration of various promotional channels, aligned with learner profiles and needs, not only boosts course uptake but also supports the broader objective of expanding the ITCILO's training outreach.

53

For the Centre, development projects remain a key strategic driver for advancing its capacity development services and promoting the Decent Work Agenda. During the 2022-23 biennium, leveraging its extensive expertise in project cycle management, the Centre enhanced its in-house capabilities in bidding for and managing projects. This led to an overall increase in project submissions and an improvement in the overall success rate in project acquisition. The Centre has also multiplied its efforts to identify new sources of project funding by various means, including grants, direct selection and competitive bids.

During the biennium, the Centre participated in 23 competitive bids or calls for proposals, which resulted in 14 projects being awarded to Centre as lead applicant or co-applicant, with project values ranging from less than €100,000 to €2,500,000. Targets for the biennium were only partially reached, due to a deferral to 2024 of the signature of two major IFAD project awards.

In 2023, the Centre carried out a feasibility study in preparation for seeking a pillar assessment from the European Union (EU), a multi-step external certification process intended to ensure that an organization's governance system is compliant with EU standards. The aim of this initiative is to strengthen the Centre's position in securing larger projects and engaging directly with the EU and other multilateral agencies.

9. GOVERNANCE

Governance refers to the process of governing an organization. To be effective, governance requires established structures and must include mechanisms to ensure fair decision-making that is in the best interests of all stakeholders, accountability, transparency, a legislative framework that includes rules, internal processes and risk management, and, finally, ethics and integrity.

Oversight

The Centre's governance is overseen by a **tripartite Board**, comprising representatives of governments, workers' organizations and employers' organizations. These representatives are members of the Board by virtue of having been elected to membership of the ILO's Governing Body. The chairperson of the Board is the ILO Director-General. The Board meets once a year in October. The Board has delegated responsibility for reviewing and adopting the financial statements to the managing Officers. One of the tasks of the Board is to verify that management is acting in accordance with their directives and that the organization's resources are being used efficiently and responsibly.

Governance and auditing are interconnected because of their shared objectives of promoting accountability, transparency, risk management and continuous improvement within an organization. Effective governance relies on independent audits to provide assurance that organizational objectives are being met and that risks are being managed effectively.

The Centre is subject to an **annual external audit** by the ILO's external auditor: the Commission on Audit of the Republic of the Philippines during this biennium. The external audit consists of a financial review of the Centre's financial statements and the issuance of two auditors' reports: an unqualified audit opinion on the financial statements and a long-form report highlighting the results of the audit, including any observations and recommendations with respect to the Centre's internal controls, process efficiency and management. In both 2022 and 2023, **the Centre received an unqualified audit opinion on its annual financial statements**. After performing a risk assessment of the Centre, in 2022 the external auditor also carried out reviews of the training activities' evaluation framework and, in 2023, of the management of participant support services. The results of these reviews are presented to the Officers of the Board at the May meeting, and shared with the Board in October.

The Centre is also subject to a review of its internal control environment in the form of an **Internal Audit** performed by the ILO's Internal Auditors' Office to assess the effectiveness of its internal processes, controls and risk management process, and to identify areas of weakness or vulnerability.

In 2022 and 2023, the Internal Auditor completed a review of the Centre's digital governance, cyber security and e-banking, as well as a third and final review of the Africa 10 and 11 pavilions renovation project.

Various recommendations were made and management is working on their implementation. A summary on the 2023 observations and recommendations will be provided in the Report of the Chief Internal Auditor in October.

Various project audits were also carried out by both the External and Internal Auditors on behalf of donors. No significant issues were raised.

Risk management

To ensure that emerging risks are quickly identified and brought to the attention of the Centre's Director and senior management, a **Risk Management Committee** was set up by the Director to assist him in fulfilling his oversight responsibility for enterprise risk management. The Committee has met regularly to review emerging risks and assess their impact on the Centre, and reports to the Director on any recommended actions required to mitigate such risks. The risk registers of the programmes and units, as well as the corporate risk register, are shared with the external and internal auditors. Any significant risk would be escalated by the Director to the Board for discussion and subsequent action.

10. CORPORATE SERVICES

The Centre's corporate services include Financial Services, Human Resources Services (HRS), Information and Communication Technology Services (ICTS), and Facilities and Internal Services. These services have supported the Centre's capacity development operations in pursuing the strategic objectives of the 2022-23 Programme and Budget.

An organization's corporate services have many objectives:
- **Ensuring efficiency** by streamlining and automating processes to support all operations across the various programmes/units, optimizing workflows, implementing new technologies and standardizing procedures;
- **Overseeing compliance** with the Centre's regulatory and risk-management frameworks, and developing strategies to mitigate potential threats to the organization's reputation and financial stability and sustainability;
- **Supporting business growth** by facilitating the expansion and maintenance of its infrastructure, resources and support systems to enable new initiatives and the scaling up of existing operations;
- Human Resources Services focuses on **recruiting, training and retaining talented staff**, as well as **fostering a positive organizational culture**, promoting diversity and inclusion, and addressing staff needs and concerns;
- Financial Services manages the Centre's finances, which includes **budgeting, financial reporting, cash flow management** and ensuring compliance with accounting standards. This is a core responsibility, ensuring that senior management is provided with appropriate and complete financial information for decision-making.

Over the past few years, Financial Services has taken a lead role in promoting and assisting in the overall objective of increasing efficiency by streamlining, standardizing and automating the Centre's internal processes. Depending on the project, corporate services, with assistance from operations, have been involved in various projects at different levels.

Financial Services

During the 2022-23 period, the following projects were completed:
- **Implementation of the non-SEPA payment process**: Financial Services, working with ICTS, implemented an automated workflow process to enable the Centre to effect payments internationally without any manual intervention between its ERP Financials system and its operating banking institution. Not only has this led to stronger internal controls over the Centre's payment process, it has also had a significant impact on the efficiency in the unit's treasury section.

- **Review of property and equipment management**: Financial Services, working with ICTS and Facilities Services carried out a full review of this process in order to simplify and clarify the Centre's rules and workflow. This has led to increased efficiencies in this area and has prepared the Centre for the eventual integration of all data into an existing application.
- **Transfer of responsibilities for the administration of external collaborators and staff in the ERP Financials system**: HRS transferred the responsibilities associated with the creation of these suppliers to Financial Services. Their creation has now been integrated into an existing application, which has increased the efficiency of the process as it is now fully automated.
- **Review of the Funding Agreements Committee's (CFA) terms of reference and automation of the review process**: Financial Services reviewed the methodology applied to the review of funding agreements by Committee members to align it with the Centre's Risk Management Framework. Working with PMSU, Financial Services also assisted in the automation of the review and approval process for implementing new tools. This has led to a more efficient review process; the next step will be to automate the signing of all agreements that remain paper-based.
- **Implementation of the automated performance management framework and tool (PMF)**: HRS, working with ICTS, developed and implemented a new performance management framework and a related tool for use used by staff and managers. Staff directly input their outputs, competencies and future development goals onto the platform, after discussion with their supervisor, for subsequent online approval at various levels. The previous paper-based process has been discontinued. This is resulting in a fully automated workflow, which is more efficient for all and can provide better up-to-date information for monitoring purposes. This change is part of the broader exercise being implemented by HRS on the Centre's performance management.
- **Automation of the management of classroom and bedroom bookings**: ICTS, working with Facilities Services, implemented an automated process for reserving campus classrooms and bedrooms, and this has been integrated into the existing activity management application (MAP). The result has been increased efficiency due to the elimination of manual reservation worksheets handled by Facilities Services, as well as many phone calls and emails.
- **Automatic enrolment for tailor-made distance-learning activities**: Financial Services assisted ICTS in the implementation of automated enrolment for this type of activity, thus eliminating PATU's involvement in the process. This is a first step towards the broader project of automating enrolment of participants in the Centre's activities to the greatest possible extent.
- **Automation of the activity evaluation process**: ICTS, working with the Training Department, implemented a new system for the evaluation of training activities, which is now integrated into the eCampus platform. This makes it easy for participants to complete the end-of-activity questionnaire and to roll up results for review, thus further streamlining and improving the process.

- **Updated workflow for participant input in MAP**: Facilities Services reviewed the process of capturing participants' ID information on arrival, as required by law. Capture is now automated using scanning technology that automatically saves the necessary information for subsequent review and upload to MAP. Not only is this more efficient, the rapid process has improved customer experience, reducing the risks involved in holding participants' documents overnight, improving security, and making some financial savings.

In 2022, working with the ILO, Financial Services explored the possibility of using the IRIS system for services relating to human resources and payroll. After several discussions with the ILO, the Centre concluded that, although this was a good idea, there were still challenges relating to its implementation. In late 2023, the idea was again raised with the ILO and new efforts are being made to reconsider the challenges and find alternative solutions. The Centre is confident that this project will evolve in 2024 and that a move in this direction could be successful. It would have a significant and positive impact for the Centre and its internal HR and payroll processes, especially in ensuring continuity of service and streamlining the current process.

Efforts continued across the Centre on the implementation of e-commerce and the automation of the enrolment process for training activities. Given the multitude of funding arrangements, initial discussions have revealed significant difficulties in the existing enrolment processes and, before any such application can be implemented, further review of the internal processes is required. The Centre is implementing this project by stages, grouping participants by funding and activity type. It requires the involvement of Financial Services, ICTS and all the technical programmes.

An overall review of processes continued to be a priority for the Centre as the growth registered in 2022-23 has meant a significant increase in enrolments and activities, thus impacting the number of financial transactions to be processed. While many internal financial processes had already been automated and streamlined, there are still areas where further streamlining is required to maintain the current level of service in the absence of further resources.

Human Resources Services

During the 2022-23 biennium, Human Resources Services (HRS) prioritized several key areas. Its work included a comprehensive review of relevant staff rules, standards and frameworks, with alignment to those of the International Labour Organization (ILO) in many cases. Some changes led to amendments to the Centre's Staff Regulations.

One of the primary objectives during this period was to enhance the Centre's talent development programme component. This was pursued by implementing a robust staff training programme to enhance skills and thematic expertise, foster professional development and promote a culture of continuous learning and innovation among the workforce. The Centre remained committed to investing in staff training and development during the reporting period. Special emphasis was placed on strengthening in-house capacity in the design and delivery of digital learning and collaboration solutions. HRS played an important role in supporting staff in acquiring the new digital skills needed under the evolving business model. There were various initiatives focusing on digital accessibility, and facilitation methodologies for digital events were successfully implemented. To further support staff development, the Centre procured online LinkedIn learning licenses, which were used to address emerging learning needs and provide targeted development on specific topics, ensuring that staff remain adaptable and equipped with the necessary competencies to thrive in an evolving digital landscape.

Efforts were also made to continue streamlining the recruitment and selection process within HRS. Special emphasis was placed on promoting geographical diversity and attracting a diverse pool of qualified candidates. These initiatives were integral to fostering an inclusive and dynamic work environment reflective of our global operations.

In October 2022, following approval by the Board of amendments to the Staff Regulations to accommodate the new performance management system (PMS) modelled on ILO practice, the Centre began to implement this new framework. After a transition period, the Centre fully implemented the new PMS from in January 2024. The overarching goal of the new system is to establish a direct link between performance and future objectives, with provision for a mid-term review to address any problems arising and make the necessary adjustments.

In 2023, the Centre initiated a comprehensive review of all job descriptions (JDs) for its staff members in consultation with the Staff Union. The objective is to standardize and streamline all JDs and establish a consistent format for each grade. This process began with the general-service staff of the training units and will be progressively extended to the units' professional staff, with completion expected by early 2024. Subsequently, the review will encompass all general-service and professional staff working in the remaining service areas, a process scheduled for completion and finalization by the end of 2024.

Information and Communications Technology Services

In addition to the work done in support of other outcomes (for instance on the eCampus and process streamlining), the focus for 2022-2023 was on three topics: digitally inclusive ICT services; greater resilience, including the use of cloud-based technologies; and enhanced information security.

To achieve digitally inclusive ICT services, priority was given to the systems with the largest audiences: the Centre's public website and its eCampus. An external provider was selected to assist the Centre in making its digital services and content accessible. This provider – a recognized leader in digital accessibility with approximatively 70 per cent of its staff living with disabilities – performed a formal accessibility assessment of both the Centre's public website and a sample of online courses hosted on the eCampus platform, based on the international standard for Web Content Accessibility (WCAG 2.1 AA). Following this assessment, all the blocking and critical accessibility issues relating to the public website were resolved in 2022, while issues relating to the eCampus were fixed during a major update conducted in April 2023. The Centre also integrated an accessibility toolkit, available on the eCampus, with a view to identifying and fixing accessibility issues for its online courses. Moreover, a number of colleagues (20% of the staff) attended training sessions on digital accessibility.

To build greater resilience, an output indicator was defined to measure and improve the resilience of the Centre's IT services. The indicator is simply the number of days IT services are down, the objective being to ensure that no service is down for more than two days in a year. By the end of 2023, all the Centre's IT services had achieved this target.

Moreover, a new Data Centre was set up in Pavilion Africa 10, in replacement of the Data Centre in Pavilion Italy. The Data Centre was developed following a globally recognized standard for data-centre availability and overall performance; certification will be applied for in the next biennium. A new Oracle infrastructure was also deployed.

The share of cloud-based communication and digital-collaboration services increased from 30 to 61 per cent. This trend was a reflection of increased use of collaboration platforms such as Microsoft One Drive and Teams, the implementation of cloud-based filtering services (to protects against spam, malware and other email threats), the development of new dashboards using a cloud-based data visualization platform, and the implementation of new CRM platform bringing a robust suite of features and advanced analytical capabilities.

To enhance information security, the Centre's information security certification (ISO 27001) was reconfirmed in both 2022 and in 2023. Following a recommendation from the UN's Joint Inspection Unit, the Centre commissioned the UNICC to perform a review of its cyber resilience. The assessment did not identify any major issues requiring priority action and assigned an overall cyber security score of 4.1 (out of 5), which is higher than the UN system average.

61

The scope of the ISO 27001 certification and the UNICC cyber-security assessment also covers more than 50 e-learning platforms and 30 public websites created and hosted by the Centre for the ILO (such as the website of the Global Coalition for Social Justice), ILO constituents and other UN organizations.

During the 2022-23 biennium, the eCampus was further improved. Given that slightly more than 11 per cent of eCampus participants shared in a survey that they make use of assistive technology, an accessibility toolkit has been integrated to monitor and ensure the accessibility of e-learning content. An external assessment was performed by a recognized leader in digital accessibility and all the major accessibility issues were fixed, contributing to a more digitally inclusive learning experience. An updated version of the eCampus mobile app was also released, including both accessibility and other functional improvements.

To verify the satisfaction of learners with the Centre's training courses, each training activity was assessed by way of an end-of-activity satisfaction questionnaire. The system used to manage those questionnaires has been redesigned and developed directly within the eCampus, thus simplifying the process, as well as improving it for activities organized in the field.

A series of online training sessions was delivered by ICTS and LIP with the aim of familiarizing staff with new tools and integrated features: the interactive agenda, a set of visual learning components designed with inclusive and accessible practices in mind, a video collaboration solution allowing participants to directly annotate and discuss video content uploaded on the eCampus. A re-engagement functionality was added, especially useful for self-guided courses, to remind participants to return to the course and complete pending activities, with the objective of decreasing the drop-out rate. Improvements have also been made to support staff in managing and monitoring multiple online learning courses at the same time.

The self-guided distance-learning modules were aligned with the Open ECBCheck, an accreditation and quality-improvement scheme for e-Learning programmes initially developed by the European Foundation for Quality in Learning (EFQUEL). Self-guided courses were also harmonized in terms of the information available on the public website. A new version of the Digital Facilitation Toolkit has been released. The Toolkit includes a database of online events for staff to clarify different formats and encourage delivery of different learning-event modalities (from webinars to conferences, round-table sessions to hackathons), as well as methodologies that help unlock participation in fully online, blended and hybrid training activities.

Facilities and Internal Services

In 2023, two additional memoranda of understanding were signed between the Government of the Italian Republic and the International Labour Organization, to fund the construction work on the Americas 2 and the Italy pavilions on the Centre's campus.

In line with the Board's decisions concerning the future configuration and mission of the campus, the Centre also continued its extraordinary maintenance programme to upgrade the facilities in the light of the full-scale return of face-to-face training activities from the second semester of 2022.

The Centre adopted and amended measures to maintain the overall safety and health of its campus community, including routine OSH activities.

Campus security was upgraded in collaboration with the UN Security Management Team for Italy and the host country's law enforcement units. To ensure the requisite security standards, the action plan finalized by the UN Security Management Team has been adopted. No significant security incidents were reported.

The Centre expanded and implemented its annual action plan for eco-sustainability. Greenhouse gas (GHG) inventory reports and a waste inventory were produced and submitted to the UNEP / Greening the Blue Initiative. Unavoidable emissions were neutralized by procuring carbon offsets. The annual process for maintaining the Centre's Green Flag status awarded by the Foundation for Environmental Education was successfully completed.

The renovated Africa 10 pavilion was awarded the LEED – Gold certification.

11. CROSS-CUTTING STRATEGY DRIVERS

For the 2022-23 biennium, the Centre defined a number of so-called cross-cutting policy drivers to give the purpose of its work – the promotion of Social Justice through Decent Work – better effect.

Three policy drivers were distinguished:
- **Innovation and learning**: Nurturing an organizational culture that embraces learning and innovation among staff and participants.
- **Gender equality, inclusion and diversity**: Promoting gender equality and diversity among staff and participants, and mainstreaming gender equality and diversity messages across the Centre's learning products.
- **Social dialogue and tripartism and international labour standards**: Mainstreaming messages on social dialogue, tripartism and international labour standards across the Centre's learning services, and taking action to promote participation by the ILO's tripartite constituency in all learning activities.

For the cross-cutting policy drivers related to innovation and learning, and to gender equality, inclusion and diversity, in 2022 the Centre formulated **action plans**, earmarked **seed finance** to fund supportive action and set up **committees or advisory councils** to monitor results. **Performance was tracked using a series of indicators** listed in the Annex of this document. The third policy driver was mainstreamed across the service portfolio but tracked using dedicated metrics in the results-based management framework.

To promote innovation and learning, the main focus of supportive activities was on the **Innovation Fund** and the **Innovation Laboratory**. At the beginning of 2022, and again at the beginning of 2023, the Centre identified a number of in-house innovation projects that would be financed during the biennium through the Innovation Fund. For example, with seed finance from the Innovation Fund the Centre developed a suite of world-class self-guided distance-learning modules branded as master classes. The Centre also invested in the development of a chatbot application powered by AI, launched in mid-2023 and since rolled out for use by ILO constituents and other ILO development partners. In addition, the Centre developed and brought to market a self-guided distance-learning module on learning analytics to share the lessons learned from its own work.

Complementing the Innovation Fund, the Centre completed the construction of an Innovation Lab. This facility was inaugurated in October 2022 on the occasion of the annual Board meeting. The Innovation Lab has since been fully integrated into the Centre's service offer, hosting a large number of retreats, TED-style talks, hybrid conferences and other learning events.

To promote gender equality, diversity and inclusion among its staff, in 2022 the Centre organized a training activity on unconscious gender bias for senior management staff, implemented a workshop open to all staff on bias and how to be more inclusive at work, and throughout the biennium channelled technical and financial support to the in-house network of gender focal points. The Gender Equality, Diversity and Inclusion Advisory Council to the Director furthermore commissioned a review of its 2018-21 Gender Action Plan and the development of a new Action Plan, released in early 2023. On 1 December 2023, the Centre convened an organization-wide Gender Equality, Diversity and Inclusion Day that coincided with the Global Gender Academy and the World Day against Gender Violence in the Workplace.
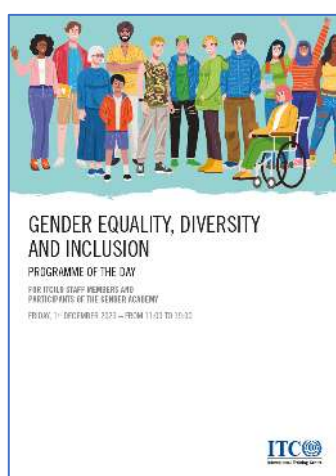
The 2023 GEDI day

The event was presided over by Christophe Perrin, Director of the Centre. His opening remarks were followed by a panel discussion on the challenges and opportunities posed by AI-powered technologies in the larger quest for gender equality, diversity and inclusion in the workplace.

After the plenary session, participants had the opportunity to engage in group discussions on selected aspects of the topic, including VR applications to combat violence and harassment in the workplace, navigating inclusion and diversity through improvisation, communicating with inclusive language, and taking concrete measures to improve workplace disability inclusion.

For more information, go to:
https://www.itcilo.org/stories/introducing-itcilo-action-plan-gender-equality-diversity-and-inclusion-age-ai

To boost the Centre's outreach among women worldwide, during 2022-23 the Centre implemented several development cooperation projects for the empowerment of women (referenced earlier in this report). In 2023, the Centre also ran a series of successful data analytics experiments to promote its self-guided distance-learning courses to a female audience. The Centre also actively encouraged the Technical Programmes concerned to ring-fence at least 50 per cent of their fellowship allocations for women and other groups with special vulnerabilities. The Centre facilitated participatory gender audits in Egypt and introduced to market a tailored training product for women leaders.

To promote inclusion throughout its service portfolio, in 2022 the Centre completed an accessibility check of its eCampus to identify measures for improving digital inclusion for learners with disabilities. The Centre also released a publication on digital inclusion in online-learning design prepared as a follow-up to the Centre's 2021 digital inclusion summit.

To promote social dialogue, tripartism and international labour standards, the Centre embedded free self-guided learning modules on ILS, social dialogue and tripartism, and the inclusion of people with disabilities in the learning platforms of its calendar courses. The Centre also rolled out an online in-service training platform for lawyers, judges and legal practitioners (developed originally in 2021 for constituents in Italy) across the globe and in multiple languages. The Centre added dedicated learning tracks for UN resident representatives to its online academies on ILS and fundamental principles and rights at work to raise awareness of labour standards among a wider audience. The ILS, SD and tripartism trackers used by the Centre to monitor these activities showed that these measures had some effect. For example, 28 per cent of all Centre activities – the lion's share of them being calendar courses for which the Centre has strong leverage over the syllabus – were logged by Technical Programmes in the database as having comprised at least one session on ILS, a statement validated by the overwhelming majority of participants (91%) in the end-of-activity surveys.

Through its Fellowship Fund, the Centre provided financial assistance to 1,648 representatives of the core constituency to enable them to attend learning activities on campus and in the field, with the focus on activities covering core ILO policy messages on standards, social dialogue and tripartism, and also gender equality, diversity and inclusion. The vast majority of these participants came from lower-middle-income and least-developed countries.

With generous financial support from the Portuguese Government, the Centre facilitated several social-dialogue events in the field. One of the flagship activities in this area was an event on skills anticipation in the Community of Portuguese-speaking Countries (CPLP), convened in November 2023 in Lisbon.

12. TURIN SCHOOL OF DEVELOPMENT

The Turin School of Development (TSD) is an educational programme hosted by the Centre that combines the world of international organizations with academia. The School draws on the expertise of the Centre, ILO and UN-related agencies, local universities such as the University of Turin and the Politecnico of Turin, and a wide network of international experts to offer courses for graduate students that are both theoretically grounded and practically orientated. This approach ensures that participants are not only exposed to the latest thinking and research in their fields but are also equipped with the practical skills and knowledge needed to apply this knowledge in real-world situations. In the 2022-23 biennium, the TSD offered seven masters' programmes and carried out some research.

In 2023, the TSD underwent a management transition, triggered by the retirement of its then Director. The transition provided an opportunity to review the School's operations and to gear them for growth in the 2024-25 biennium.

The review showed that the TSD had made an important contribution in promoting the Centre's development mandate but also faced some sustainability challenges. On the upside, and in terms of outreach, the School was found to have reached students across all regions of the world, including students from least-developed countries, where applicants were able to enroll thanks to fellowships granted by drawing on voluntary contributions from the Italian Government and the Compagnia di San Paolo. The participant universe of the masters' programmes was gender-balanced, thanks partly to gender-sensitive programming of fellowship resources. On the downside, while the School had met its outreach targets in the 2022-23 biennium, the mid-term enrolment trends over the last three biennia gave grounds for concern.

In terms of results, on the downside it was found that the School lacked a robust monitoring and evaluation system, and that proof of learning outcomes could not be easily provided. On the upside, an ad hoc follow-up evaluation commissioned as part of the TSD review established that 95 per cent of the respondents to a survey of the student cohort for the 2021-22 academic year confirmed that they had acquired new knowledge during their master studies. Ninety per cent felt that the master programme had met their original expectations. About 85 per cent of all participating students stated that they had applied the newly acquired knowledge after graduation.

Enrolments in the TSD Masters' Programmes (2017-2023)
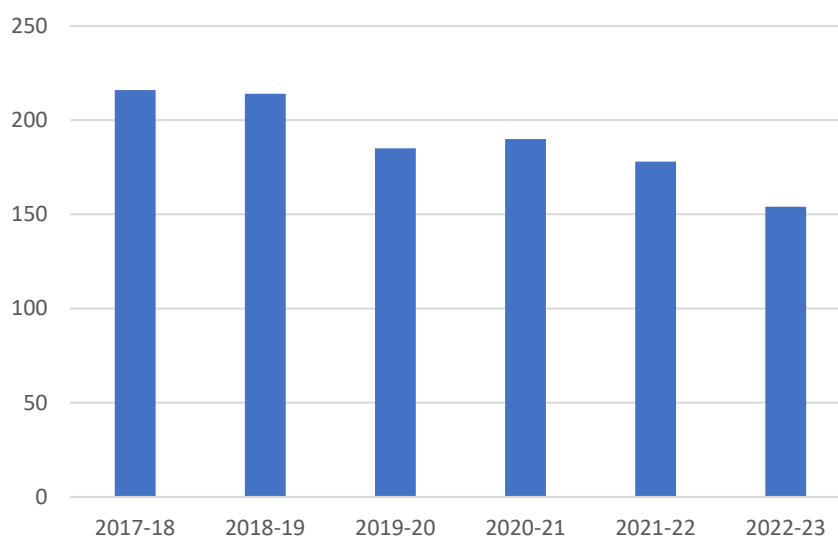
Region of origin of Master students
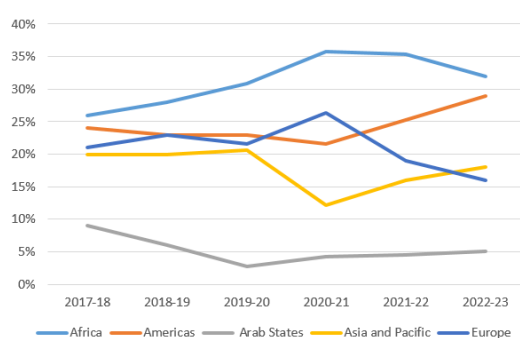
Gender distribution of Master students
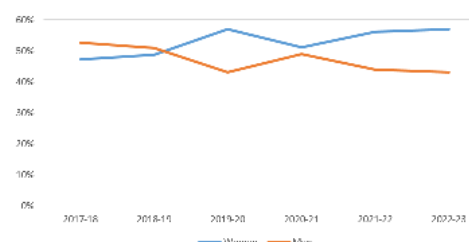
Source: TSD review 202

Have you applied the newly acquired knowledge in your workplace since graduation?
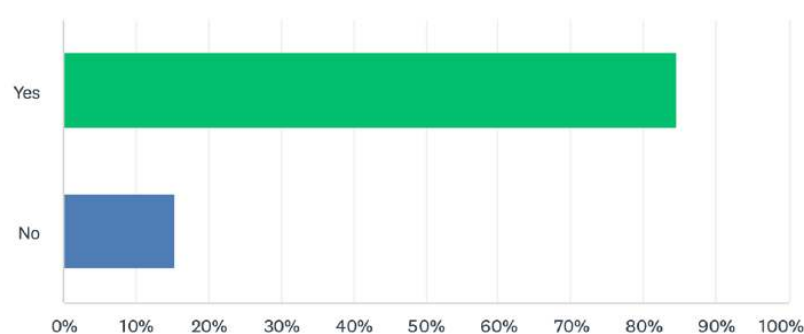
Source: TSD online follow-up evaluation survey carried out in October 2023

As far as financial performance was concerned, the review found that the TSD had achieved its contribution to the fixed-costs target but also noted that revenue trends were negative, while fixed costs had increased rapidly. In the light of a cut in voluntary

contributions to the TSD in 2023, this meant that the School was at risk of recording a deficit in in future years.

TSD revenue trends (2017-2022)
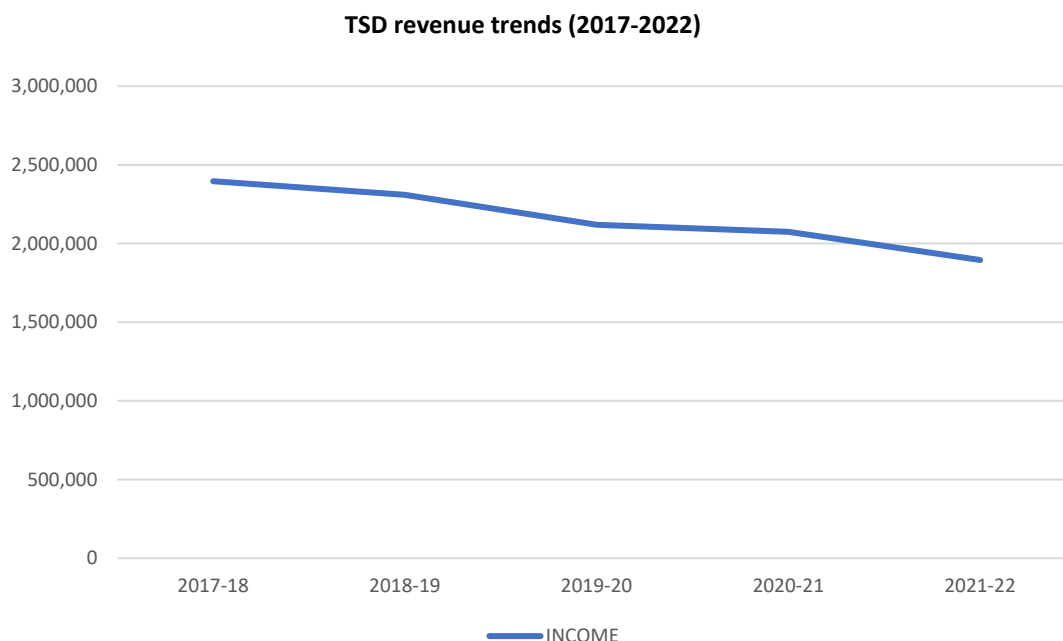
The results of the TSD review informed the elaboration of a competitiveness strategy to evolve the operational model of the School during the 2024-25 biennium. The competitiveness strategy foresees that by the end of 2025 the TSD will have:
1. increased the outreach of its suite of masters programmes;
2. introduced to market new products for undergraduate, graduate and post-graduate students;
3. refined the quality of its evaluation processes and tools;
4. built its brand recognition as a provider of (post)graduate learning services for future leaders in the global quest for social justice;
5. improved the financial performance of its portfolio and spread financial risk between assets more wisely;
6. controlled costs at the levels registered in the 2023-24 academic year;
7. bolstered the credibility of its internal control mechanisms.

Result Area 1: Market penetration
The main emphasis of actions in Result Area 1 will be to reverse the decrease in enrolments experienced since 2017 by conducting a market penetration exercise in close consultation with academic partners. The market penetration push will need to go hand in hand with measures to ensure the quality of existing masters' courses.

Result Area 2: New product development
Starting in 2024, the TSD plans to introduce to market some new non-masters service products. More specifically, TSD could become the umbrella organization for bundling and

hosting learning activities for students other than those taking masters' courses, i.e. undergraduate and graduate students. This would include summer universities, boot camps and online learning activities to explore the social dimension of sustainable development with future leaders in the world of work. These new products might also be positioned as the TSD contribution to the Global Coalition for Social Justice led by the ILO.

Result Area 3: Quality management
To support the market penetration drive ahead of the 2024-25 academic year, a decision was taken to systematically evaluate the learning outcomes of master students in past editions. The purpose of these quality management activities is two-fold: (1) to inform the design of the learning-service cycles of consecutive masters editions and (2) to mine the M&E data for future outreach activities. With regard to (1), it was decided to leverage the Centre's learning analytics capabilities to bolster the quality management processes and tools at the various stages of the learning-service cycle for masters' programmes. For more information on (2), mining the M&E data for promotional purposes, please refer to the next paragraph.

Result Area 4: Brand support
Brand support for the TSD will aim to sharpen the thematic focus of the portfolio on the social dimension of sustainable development, and more specifically the nexus between decent work, social justice and sustainable development. This thematic focus is in line with the overall policy priorities of the ILO and is expected to open the TSD's doors to offer its services under the umbrella of global ILO-led initiatives such as the Coalition on Social Justice, the Global Accelerator and, where applicable, ILO Action Programmes.

To strengthen its brand, the TSD will rely on the Centre's digital marketing analytics capabilities. This will involve predictive analysis of market demand based on mining of big data on past-user preferences. The plan is to drill far deeper into potential client segments and to tailor outreach campaigns to segment-specific personae. The TSD will aim to use social media campaigns even more proactively to reach its clientele, and will explore avenues for better utilizing its alumni network for promotional purposes. This might involve recruiting former graduates as brand ambassadors and/or working with influencers. The M&E data generated earlier with the help of learning analytics will inform this marketing analytics work stream.

Result Area 5: (Higher) income
Bearing in mind the resource-scarce environment where voluntary contributions are concerned, and to improve financial performance, the Centre will want to ensure that all masters' programmes in the TSD portfolio perform above break-even point. Likewise, all new masters' programmes should pass an upfront feasibility test.
To boost earned income, the TSD may have to increase prices to some extent and should actively seek to push enrolment numbers on the back of its market penetration and brand support measures (see above).

The new product development activities described above are meant to open additional revenue streams for cross-financing the masters' programmes. TSD management will also seek to mobilize additional voluntary fellowship contributions by conducting targeted outreach campaigns to find sponsors.

Result Area 6: (Better) cost control
As an immediate measure, at the end of 2023 the TSD trimmed its governance costs by redeploying former TSD staff and by freezing its discretionary spending for publications, travel and other miscellaneous items until the end of 2025.

The new TSD management arrangements

To implement the competitiveness strategy outlined above, the TSD institutional set-up and management arrangements had to be realigned. From different scenarios explored during the TSD review, the Centre eventually decided to decentralize the TSD functions across units in the Training Department, whereby the Office of the Director would be responsible for oversight, the Office of the Director of Training would be in charge of day-to-day management, and Training Programmes would design and deliver the TSD activities. This option called for the dissolution of the former TSD cell and the redistribution of TSD staff and TSD tasks.

More particularly,
- The overall direction of the TSD shifted from the Deputy Director to the Director of the Centre;
- Daily TSD management tasks were reassigned from the Deputy Director of the Centre to the Director of Training (who had already held the position of Assistant Director of the TSD since 2016);
- The role of Assistant Director of the TSD, currently performed by the Director of Training, was assigned to the Deputy Director of Training, now with focus on partnership development, resource mobilization and management support tasks;
- The TSD staff formerly attached to the TSD in the Office of the Director was reassigned to Technical Programmes in the Training Department;
- Staff in corporate services formerly performing part-time TSD work was reassigned full time to other administrative support services.

The new management arrangements and organizational structure also necessitated a reshuffle of the coordination functions among TSD activity managers to ensure that the workload was more evenly spread.

Result Area 7: Strengthened internal controls
The TSD will elaborate a standard operations manual describing its quality management processes and tools. The TSD will also upgrade its communication strategy, with the focus on establishing more elaborate online knowledge-sharing mechanisms. This might involve digital briefs, data visuals, more comprehensive online implementation reports, publication of evaluation results, alumni network activities and a more systematic approach to public relations with the Italian media. Finally, a peer-to-peer review mechanism is to be established to replicate good practice among the different masters' programmes.

ANNEXES

Annex 1: INDICATORS OF THE CENTRE'S RESULT-BASED MANAGEMENT FRAMEWORK

DIMENSION	TECHNICAL PERFORMANCE				
High-level indicator of organizational performance	**Baseline** *(2020- 21)*	**Target** *(Cumulative figure for the 2022-23 biennium)*	**Results** **(2022)**	**Results** **(2023)**	**Results** **(2022-23)**
Immediate Outcome 1	**The Centre has further expanded its service outreach**				
Outcome indicator 1.A: Percentage of growth in training outreach over the previous biennium among **direct** training beneficiaries ------------------ Source: e-Campus, SoliComm, MAP	182 per cent	26 per cent	26 per cent		
Outcome indicator 1.B: Percentage of growth in training outreach over the previous biennium among **indirect** training beneficiaries ------------------ Source : Enrolments in e-Campus, External eCampus platforms	N/A ------------------ Number of enrolments: 6 018	150 per cent	306 per cent ------------------ Number of enrolments: 24 411		

Output indicator 1.1a: Number of participants reached through **face-to-face training activities**, disaggregated by gender, tripartite constituents and showing the share of these face-to-face learners involved in blended learning activities ------------------ Source : MAP	7 891 participants, with 27 per cent of them women Among them: 141 employer participants 865 worker participants 248 labour ministry participants 11 per cent involved in blended training	20 000 participants	6 929 enrolments with 35 per cent of them women Among them: 200 employer participants 530 worker participants 499 labour ministry participants 18 per cent involved in blended training	6 816 enrolments with 48 per cent of them women Among them: 310 employer participants 802 worker participants 857 labour ministry participants 33 per cent involved in blended training	13 745 enrolments with 41 per cent of them women Among them: 510 employer participants 1 332 worker participants 1 356 labour ministry participants 25 per cent involved in blended training
Output indicator 1.1b: Number of participants reached through **distance learning activities**, disaggregated by gender, tripartite constituents and distance learning modality ------------------ Source: e-Campus, SoliComm, MAP Active distance learners are counted once in the biennium even if they were ADL in both years.	73 275 unique distance learners accounting for 124 863 enrolments with 41 per cent of them women Among them: 7 083 employer participants 11 516 worker participants 8 916 labour ministry participants	100 000 enrolments	74 473 enrolments with 39 per cent of them women Among them: 1 495 employer participants *(+ 8 621 enrolments on external platforms)* 4 928 worker participants 4 083 labour ministry participants 50 993 unique distance learners	79 026 enrolments with 39 per cent of them women Among them: 1 058 employer participants *(+ 7 711 enrolments on external platforms)* 3 284 worker participants 3 480 labour ministry participants 51 447 unique distance learners	153 499 enrolments with 39 per cent of them women Among them: 2 553 employer participants *(+ 16 332 enrolments on external platforms)* 8 212 worker participants 7 563 labour ministry participants 97 344 Unique distance learners* *Unique distance learners are counted once in the biennium
Output indicator 1.1c:	40 per cent women participants	45 per cent women participants	38 per cent women participants	40 per cent women participants	39 per cent women participants

Gender distribution and affiliation to ILO core **constituents** for both face-to-face and distance learning ------------------ Source: e-Campus, SoliComm, MAP enrolments	22 per cent learners affiliated with the ILO core constituency	30 per cent learners affiliated with the ILO core constituency	22 per cent learners affiliated with the ILO core constituency* ------------------ *Amended to include enrolments on external platforms hosted by the Centre	26 per cent affiliated with the ILO core constituency* ------------------ *including enrolments on external platforms hosted by the Centre	24 per cent affiliated with the ILO core constituency
Output indicator 1.2: Number of enrolments in activities run by institutional **intermediaries** via online **platforms** hosted by the Centre ------------------ Source: External eCampus platforms	5 145 enrolments	15 000 enrolments	11 190 enrolments	12 818 enrolments	24 008 enrolments
Output indicator 1.3: Number of **Master** students enrolments ------------------ Source: MAP (All Masters participants)	743 students	450 students	338 enrolments	245 enrolments	479 enrolments ------------------ A student is counted only once in biennial Masters
Output indicator 1.4: Percentage of training activities designed and/or delivered in **institutional partnership** with ILO technical departments and/or ILO field offices ------------------ Source: MAP	64 per cent	66 per cent	62 per cent	64 per cent	63 per cent
Output indicator 1.5: Number of **ILO staff** trained by the Centre ------------------ Source: e-Campus, SoliComm, MAP	206 (Face-to-face) 3 094 (Unique Distance Learners)	800 (Face-to-face) 3 500 (Unique Distance Learners)	142 (Face-to-face) 1 639 (Unique Distance Learners)	495 (Face-to-face) 1788 (Unique Distance Learners)	637 (Face-to-face) 3 255 (Unique Distance Learners)
Output indicator 1.6:	25 per cent	25 per cent	28 per cent	16 per cent	22 per cent

Percentage of training activities designed and/or delivered in **partnership** with other organizations ------------------ Source: MAP					
Output indicator 1.7: Share of **non-training services** in the Centre's capacity development portfolio ------------------ Source: MAP	35 per cent	36 per cent	34.54 per cent	41 per cent	37 per cent
Output indicator 1.8: Number of **organizations** reached with Institutional capacity development **advisory services** ------------------ Source: MAP	8	10	13	17	25
Immediate Outcome 2	**The Centre has further increased its service impact**				
Outcome indicator 2.A: Percentage of participants in **training** activities who agreed or strongly agreed that the courses were **relevant** to their needs. ------------------ Source: External evaluation survey	*(2021)* 95.4 per cent	75 per cent	95 per cent	96.9 per cent	95.9 per cent
Outcome indicator 2.B: Percentage of participants in **training** activities who agreed or strongly agreed that the courses that the courses translated **theory into practice** ------------------ Source: External evaluation survey	*(2021)* 92.3 per cent	75 per cent	90.5 per cent	93.8 per cent	92 per cent

	(2021)				
Outcome indicator 2.C: Percentage of participants in **training** activities who agreed or strongly agreed that they can **apply the knowledge** in their work setting. ------------------ Source: External evaluation survey	94.3 per cent	75 per cent	94.2 per cent	93.6 per cent	93.9 per cent
Outcome indicator 2.D: Percentage of participants in **training** activities who provided concrete examples of **knowledge application** ------------------ Source: External evaluation survey.	57 per cent	50 per cent ------------------ The original target of 60% (P&B 2022-23) has been re-adjusted in line with the changes that have taken place to the assessment method since 2021	52.3 per cent	75.4 per cent	62.5 per cent
Output indicator 2.1: Percentage of participants who **acquired new knowledge** during training. ------------------ Source: Post-KAT	82 per cent	85 per cent	85 per cent	83 per cent	84 per cent
Output indicator 2.2: End-of-activity level of participant **satisfaction** with the overall quality of **training** activities. ------------------ Source: Eval	4.46 Face-to-face training: 4.38 Distance learning: 4.46	4.5	4.49 Face-to-face training: 4.52 Distance learning: 4.49	4.58 Face-to-face training: 4.6 Distance learning: 4.56	4.54 Face-to-face training: 4.57 Distance learning: 4.52
Output indicator 2.3: Average participant satisfaction level with **meeting and event** facilitation services. ------------------ Source: Post-event satisfaction questionnaire	N/A	4.5	4.2	4.3	4.2

Output indicator 2.4: Average participant satisfaction level with **consultancy** services. ------------------ Source: Post-service performance evaluation questionnaire	N/A	4.5	5	5	5
Output indicator 2.5: Average participant satisfaction level with **communication and advocacy** services.	N/A	4.5	N/A	5	5
Output indicator 2.9: Share of training activities bundled as **diplomas** ------------------ Source: MAP	N/A	25 per cent	8 per cent	17 per cent	12 per cent
Output indicator 2.10: Rating of the Centre's **learning analytics** system on the LA sophistication pathway ------------------ Source: LA system sophistication matrix	Level 2.5	Level 3	Meso-level learning analytics system in progress	Level 3	Level 3
DIMENSION	**FINANCIAL PERFORMANCE**				
Immediate Outcome 3	**The Centre has further diversified its revenue mix**				
Outcome indicator 3.A: Share of **total net contribution** from earned revenue to total net contribution to cover fixed expenditure, contingency and institutional investments.	54 per cent ------------------ Source: ORACLE	56 per cent	59 per cent	60 per cent	59.7 per cent
Output indicator 3.1: Percentage growth in the number of **funding agreements** p.a.	N/A ------------------ Source: PMSU	5 per cent	29 per cent	12 per cent	24.5 per cent

Output indicator 3.2: Return on **promotional expenditure** (the ratio of gross revenue from capacity development activities over gross marketing investment to promote them).	N/A ------------------ Source: Open courses promoted with targeted marketing investments from the Office of the Director of Training only.	5:1	6:1	5:1	5:1
Output indicator 3.3: Number of **bids** with a budget exceeding €500,000 awarded to the Centre.	4 ------------------ Source: PMSU	6	3	1	4
Immediate Outcome 4	**The Centre has improved its operational efficiency**				
Outcome indicator 4.A: Ratio of **support service staff** to total staff.	33 per cent ------------------ Source: HRS	30 per cent	31 per cent	27 per cent	27 per cent
Output indicator 4.1: Number of business **processes** streamlined and digitalized during the reporting period.	4 ------------------ Source: FINSERV/ICTS	6	2	4	9
Output indicator 4.2: Share of indirect **staff costs** to total staff costs.	31.4 per cent ------------------ Source: ORACLE	29.75 per cent	30.3 per cent	29.75 per cent	29.82 per cent
DIMENSION	**ORGANIZATIONAL PERFORMANCE**				
Immediate Outcome 5	**The staff of the Centre have been upskilled to perform their new roles**				
Outcome indicator 5.A: Percentage of recommendations from the 2021 **Skills Gap Survey** implemented.	N/A ------------------ Source: HRS	100 per cent	90 per cent	100 per cent	100 per cent

Output indicator 5.1: **HR strategy** document released.	N/A ------------------ Source: HRS	by June 2022	released on time	100 per cent	100 per cent
Output indicator 5.2: **Performance appraisals** linked to indicators cascaded from this results framework	N/A ------------------ Source: HRS	by December 2022	Transition period started in March 2023 – new policy in force January 2024	100 per cent	100 per cent
Output indicator 5.3: Share of **job descriptions** reviewed in consultation with incumbents and supervisors	N/A ------------------ Source: HRS	100 per cent	50 per cent	50 per cent	50 per cent
Output indicator 5.4: Number of staff graduating from the in-house **Leadership Accelerator Programme**	N/A ------------------ Source: HRS	5	10	9	19
Immediate Outcome 6	**Part of the campus facilities have been upgraded to meet the requirements of the new operational model**				
Outcome indicator 6.A: Level of participant satisfaction with **refurbished campus facilities** in Pavilions Africa 10&11	*(2019)* 4.26 ------------------ Source: FIS	4.5	To be defined	4.5	4.5
Output indicator 6.1: Implementation of **Phase I of the refurbishment plan** completed	N/A ------------------ Source: FIS	by July 2022	Completed	Completed	Completed
Output indicator 6.2: Tender for **Phase II of the refurbishment plan** issued	N/A ------------------ Source: FIS	by July 2023	Planned for the second half of 2023	Completed	Completed
Immediate Outcome 7	**The Information and Communication Technology deployed by the Centre is inclusive and compliant with global security standards**				

Indicator	Baseline	Target			
Outcome indicator 7.A: **ISO 27001** security certification	Certified compliant ------------------ Source: ICTS	Retain certification	Retained	Retained	
Output indicator 7.1: Percentage of open online courses compliant with **Web Content Accessibility Guidelines** (WCAG 2.1) at level AA	N/A ------------------ Source: ICTS	70 per cent	0 per cent Accessibility was improved but not yet up to 2.1 at level AA	61 percent of 2023 open courses	28 per cent of whole-biennium open courses
Output indicator 7.2: Share of **cloud-based** communication and digital collaboration services	30 per cent ------------------ Source: ICTS	100 per cent	48 per cent	61 per cent	
Output indicator 7.3: Reduction in **service-level agreement downtime** (the number of days IT services are down)	3 days ------------------ Source: ICTS	2 days	2 days		
Immediate Outcome 8	**The Centre complies with global standards of good governance**				
Outcome indicator 8.A: Board confirmation of **senior management's proper discharge of duties**	N/A ------------------ Source: DIR (annually)	Confirmed	Confirmed	Confirmed	Confirmed
Output indicator 8.1: Annual **unqualified audits**	Obtained ------------------ Source: FINSERV	To be retained	Retained	Retained	Retained
Output indicator 8.2: Periodic (quarterly) **performance updates** for Board members	N/A ------------------ Source: DIR/TDIR via a public online dashboard	Quarterly updates	In 2022, the Centre introduced data visuals on its website that are updated in real time based on MAP information. The Centre also releases quarterly digital briefs and monthly web articles to inform Board members about its work		

DIMENSION	CROSS-CUTTING STRATEGY DRIVERS				
Outcome	**The Centre is aligned with higher-level ILO guidance documents to promote Innovation, gender Equality and Diversity, International Labour Standards, Tripartism and Social Dialogue**				
Outcome indicator: ILO Governing Body acknowledges the **alignment of the Centre with the ILO strategy**	N/A ------------------ Source: GB notes covering the institutional segment (annually)	Acknowledged	Acknowledged	Acknowledged	Acknowledged
Output indicator A1: Percentage of open courses run by the Centre explicitly referencing ILO messages on **ILS and SDT** ------------------ Source: MAP (ILS and SDT Markers values)	ILS: 27 per cent SDT: 22 per cent	ILS: 40 per cent SDT: 30 per cent	ILS: 26 per cent SDT: 19 per cent	ILS: 31 per cent SDT: 19 per cent	ILS: 28 per cent SDT: 19 per cent
Output indicator A2: Percentage of training course participnts with an ILS marker of 2 or higher stating that **ILS/SDT** had been explicitly referenced during training ------------------ Source: Eval	ILS: 92 per cent SDT: 87 per cent	ILS: 90 per cent SDT: 75 per cent	ILS: 91 per cent SDT: 86 per cent	ILS: 90 per cent SDT: 88 per cent	ILS: 91 per cent SDT: 87 per cent
Output indicator B1: Percentage of open courses explicitly referencing ILO messages on **gender equality and diversity** ------------------ Source: MAP (Gender marker values)	25 per cent	40 per cent	20 per cent	20 per cent	20 per cent
Output indicator B2: Percentage of **females** among **ILO** staff participants in ITCILO training activities ------------------ Source: Enrolments in MAP, eCampus, Solicomm	53 per cent	54 per cent	51 per cent	53 per cent	53 per cent

Output indicator B3: Percentage of **males** among **ILO** staff participants in ITCILO **gender-specific** training activities ------------------ Source: MAP	10 per cent	25 per cent	28 per cent	6 per cent	16 per cent
Output indicator C: Percentage of **ILO** staff acknowledging the Centre to be a **learning innovation** leader	N/A ------------------	90 per cent	In December 2023, the Centre was formally appointed by the Director General as custodian of output A.3. (innovation) of the ILO 2024-2 P&B, and is thus mandated from January 2024 to promote innovation and learning across the entire organization		

Annex 2: LIST OF FUNDING AGREEMENTS SIGNED BY THE CENTRE

SUMMARY OF APPROVALS IN 2022

Projects awarded through bids or direct negotiations	Value (€)	Duration
Microsoft Philanthropies	1,996,500	2022-2025
Asian Development Bank	780,960	2022-2024
	USD 123,750	2022
Inter-American Development Bank	234,248	2022-2023
Plan Internacional Peru	18,761	2022
Weglobal, Turkey	16,665	2022

Direct Agreements

United Nations System	Value (€)	Duration
FAO	137,538	2022
IFAD	32,316	2022
IOM	110,189	2022
OHCHR	62,310	2022
UNCDOTS	47,936	2022
UNDP	337,689	2022
UNDESA	133,992	2022
UNDIS	13,950	2022
UNECE	32,702	2022
UNEP	56,430	2022
UNESCO	72,071	2022
UNFPA	9,380	2022
UNICEF	96,494	2022-2023
UNICRI	6,446	2022
UNIDO	19,215	2022
UNITED NATIONS	35,428	2022
UNOG	6,380	2022
UNOPS	135,630	2022
UNV	49,755	2022
UNWOMEN	17,784	2022
WFP	141,530	2022-2023
WHO	68,764	2022

Multi/bilateral Partners and Development Agencies		Value (€)	Duration
Germany	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	106,282	2022
Italy	Azienda Sanitaria Locale TO3	50,000	2022-2023
Japan	Ministry of Health, Labour and Welfare (Employment and OSH)	USD 553,100	2022-2023
Portugal	Instituto do Emprego e Formação Profissional de Portugal (IEFP)	300,000	2022
Portugal	Strategy and Planning Office of the Ministry of Labour, Solidarity and Social Security of Portugal	700,000	2022-2025
Spain	Ministry of Labour and Social Economy	140,212	2022

International Financial Institutions	Value (€)	Duration
African Development Bank	57,036	2022
Asian Development Bank	40,037	2022
Islamic Solidarity Fund for Development Bank (ISFD)	48,907	2022-2023
The World Bank Group	483,299	2022

Direct Trust Funds		Value (€)	Duration
Bangladesh	Bangladesh Institute of Administration and Management (BIAM)	210,436	2022
	Central Procurement Technical Unit (CPTU) - Govt of Bangladesh	98,885	2022
Cambodia	Ministry of Labour and Vocational Training - Govt of Cambodia	22,500	2022
Canada	Minister of Employment and Social Development (ESDC), Government of Canada	51,179	2022-2023
Comoros	Caisse des Retraites des Comoros (CRC)	5,981	2022
Georgia	NNLE - Education Development and Employment Center (EDEC)	8,400	2022
Kazakhstan	Republican State Enterprise "Kazvodkhoz"	11,894	2022

Kyrgyzstan	Ministry of Education and Science (WB Implementation unit)	11,894	2022
	Project Management Unit "Tax Administration and Statistical System Modernization Project", under the Ministry of Finance	18,842	2022
	PIU National Water Resources Management Project	18,842	2022
	Agricultural Projects Implementation Unit (APIU)	8,420	2022
	Public Foundation MSDSP KG	4,210	2022
Mauritania	Islamic Republic of Mauritania, Presidential Office	25,182	2022
Oman	Ministry of Labour – Oman Government	45,576	2022
Pakistan	Governance and Policy Project (GPP-Balochistan)	188,298	2022
	Punjab Resource Management & Policy Unit (PRMPU), Planning & Development Board, Government of the Punjab	63,895	2022-2023
Spain	Generalidat de Cataluña	118,373	2022-2023
Tajikistan	Ministry of Education and Science	8,420	2022
	OJSC "Pamir Energy Company"	12,630	2022
	State Establishment "Project Management Unit for Electro Energy Sector"	8,420	2022
	State Institution "Project Implementation Unit for Access to Green and Rural Finance Development" under the Ministry of Finance of the Republic of Tajikistan (PIU MOF)	4,210	2022
Togo	Agence nationale pour l'emploi (ANPE)	37,373	2022
UAE	Department of Tourism & Culture (DTC)	181,751	2022-2023
Uzbekistan	International Centre for Food and Agriculture Strategic Development and Research, Ministry of Agriculture of Uzbekistan	36,356	2022
	Ministry of Finance	8,420	2022
	Project Implementation Unit "Emergency Medical Services", Uzbekistan	8,420	2022
	Regional Road Development Project Implementation Unit at the Republic Road Fund, Uzbekistan	4,210	2022

Direct Trust Funds – Training Institutes and Universities		Value (€)	Duration
China	Fudan Rongchang Scholars Program	39,573	2022
	Xi'An Jiaotong University	19,800	2022
	Shanghai Maritime University	6,856	2022
The Netherlands	United Nations University – Maastricht University (UNU-MERIT)	10,000	2022
Switzerland	Swiss Federal University for Vocational Education and Training	3,493	2022

Social Partners (Workers' and Employers' Organizations)	Value (€)	Duration
Dutch Employers' Cooperation Programme (DECP)	55,000	2022
Sociedad Nacional de Industria (SNI), Peru	6,930	2022
Safety and Security Sectoral Bargaining Council, South Africa	49,414	2022
European Trade Union Institute (ETUI)	18,913	2022
International Transport Workers' Federation (ITF)	19,175	2022
Japan International Labour Foundation (JILAF)	19,000	2022

Private Sector	Value (€)	Duration
Moncler SpA, Italy	38,940	2022
TREE Srl, Italy	14,008	2022
ICS – Initiative for Compliance and Sustainability, France	10,000	2022
Gattinoni & Co. Srl, Italy	11,100	2022
Fondazione Centro Studi ENEL	9,800	2022
Eurasian Center for People Management, Kazakhstan	8,500	2022
SUE "Dushanbevodokanal", Tajikistan	8,420	2022

Foundations	Value (€)	Duration
Fondazione Compagnia di San Paolo	385,000	2022
UN Global Compact	38,455	2022
Aga Khan Foundation – Branch Office in Kyrgyzstan	4,210	2022

Intergovernmental Organizations	Value (€)	Duration
Organization of American States (OAS)	19,768	2022-2023
Organisation for Economic Co-operation and Development (OECD)	17,490	2022
International Criminal Court (ICC)	1,220	2022
North Atlantic Treaty Organization (NATO)	915	2022

Other NGOs	Value (€)	Duration
Commission de l'Océan Indien	26,345	2022
Helvetas Kyrgyzstan	480	2022

SUMMARY OF APPROVALS IN 2023

Projects awarded through bids or direct negotiations	Value (€)	Duration
National Council for Women, Egypt	411,480	2023-24
Agence de Développement de l'Enseignement Technique (ADET) Gouvernement de la République du Benin	287,855	2023-24
European Commission - Directorate-General for Employment, Social Affairs and Inclusion	297,000	2023-25

Direct Agreements

United Nations System	Value (€)	Duration
FAO	315,291	2023-24
IFAD	140,712	2023-24
OHCHR	150,240	2023-24
UNCTAD	48,885	2023
UNDP	94,947	2023-24
UNDESA	154,275	2023
UNDIS	41,480	2023
UNEP	207,178	2023
UNESCO	60,830	2023
UNICEF	35,184	2023
UNIDO	26,040	2023
UNITED NATIONS – UNCITRAL	9,136	2023
UPU	25,685	2023-24
UNV	32,813	2023
WFP	245,402	2023-24

Multi/bilateral Partners and Development Agencies		Value (€)	Duration
Germany	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	80,575	2023
France	Agence Française de Développement (AFD)	39,747	2023
	Expertise France	117,110	2023-24
Italy	Azienda Sanitaria Locale TO3	50,000	2023-24
	Regione Piemonte	44,496	2023-25
Japan	Ministry of Health, Labour and Welfare (Employment and OSH)	USD 553,100	2023-24
Portugal	Instituto do Emprego e Formação Profissional de Portugal (IEFP)	300,000	2023
Spain	Ministry of Labour and Social Economy	192,000	2023

International Financial Institutions	Value (€)	Duration
Asian Development Bank	187,530	2023
Inter-American Development Bank (IaDB)	37,940	2023
European Bank for Reconstruction and Development (EBRD)	203,245	2023-25

Direct Trust Funds		Value (€)	Duration
Canada	Minister of Employment and Social Development (ESDC), Government of Canada	60,027	2023-24
France	Mairie de Suresnes	7,159	2023
Georgia	Ministry of Environmental Protection and Agriculture	11,988	2023
Iraq	Kurdistan Region Government - Ministry of Construction and Housing	62,561	2023
	Ministry of Construction and Housing and Public Municipalities - Roads and Bridges Directorate	89,165	2023
Ireland	Government of Ireland – Department of Jobs, Enterprise and Innovation	40,000	2023
Kazakhstan	State Social Insurance Fund (JSC-SSIF)	1,710	2023
	The Centre for Social Cooperation and Communications (CSCC)	2,490	2023
Moldavia	Ministry of Education and Research of the Republic of Moldova	4,245	2023
South Africa	Gauteng Provincial Legislature of South Africa	55,267	2023
Tajikistan	Ministry of Finance	11,670	2023
	Projects Management Group for Energy Facilities Construction	11,988	2023
	State Institution "Project management unit of Ferghana Valley water resources management project"	8,490	2023
	State Unitary Enterprise Dushanbe Vodokanal (DVK)	32,466	2023
Uzbekistan	International Centre for Strategic Development and Research in the Field of Food and Agriculture (ISCAD), Ministry of Agriculture	11,670	2023
	Emergency Medical Service Project Implementation Unit	24,368	2023
	Ministry of Pre-school and School Education, Agency of Pre-school Education	16,980	2023

Direct Trust Funds – Training Institutes and Universities		Value (€)	Duration
Belgium	D-Teach online training	10,170	2023
China	Fudan Rongchang Scholars Program	195,688	2023
	Shanghai University	14,146	2023
	Wuhan University	23,340	2023
	Xi'An Jiaotong University	28,323	2023
El Salvador	Instituto Salvadoreño de Formación Profesional (INSAFORP)	1,582,065	2023-27
Germany	Bonn-Rhein-Sieg University of Applied Sciences	1,215	2023
Senegal	Institut de la francophonie pour l'éducation et la formation (IFEF)	75,277	2023
The Netherlands	United Nations University – Maastricht University (UNU-MERIT)	10,600	2023
South Africa	Education Labour Relations Council (ELRC)	62,970	2023

Social Partners (Workers' and Employers' Organizations)	Value (€)	Duration
International Organisation of Employers (IOE)	26,863	2023
Employers Confederation of the Philippines (ECOP)	800	2023
Asociación Hondureña de Maquiladores (AHM)	800	2023
European Trade Union Institute (ETUI)	144,508	2023
International Transport Workers' Federation (ITF)	94,530	2023
Japan International Labour Foundation (JILAF)	20,000	2023
ACV-CSI	74,938	2023

Private Sector	Value (€)	Duration
Moncler SpA, Italy	32,621	2023
Business & Sport Travel LLP, Kazakhstan	54,556	2023
ICS – Initiative for Compliance and Sustainability, France	24,533	2023
Master Travel, Egypt	20,850	2023
Omnia Education Partnerships Ltd (OEP), Finland	13,994	2023

Foundations	Value (€)	Duration
Fondazione Compagnia di San Paolo	330,000	2023
UN Global Compact	49,830	2023-24

Intergovernmental Organizations	Value (€)	Duration
Organization for Security and Co-operation in Europe (OSCE)	10,545	2023
Frontex	1,015	2023
European Training Foundation (ETF)	1,850	2023

Other NGOs	Value (€)	Duration
Forum for African Women Educationalists (FAWE)	48,070	2023
SWISSCONTACT Indonesia	44,064	2023

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