Quality Management

In the International Training Centre of the International Labour Organization

Contents

Foreword

Quality management is the foundation stone of the capacity development service portfolio of the International Training Centre of the International Labour Organization (the Centre). To technically perform in a sustainable manner, these services need to conform to relevant global standards of good practice.

This guidance document describes the Centre's service quality management system, including its objective, principles, quality assurance practices and tools, and the global industry standards that they relate to.

The document should be studied in conjunction with the higher-level strategy documents of the Centre, and more in particular with the International Training Centre of the International Labour Organization (ITCILO) 2022-25 strategic plan and the ITCILO 2022-23 Programme & Budget. The document also directly refers to other ITCILO governance documents meant to make strategy actionable, among them the Digital Governance guidance document and the Centre-wide action plan to promote Innovation and Knowledge Management. The document is also the central "knowledge gateway" to operational-level and service-specific documentation about quality management tools, quality management processes and benchmarking reports.

Service quality management is a distributed function in the Centre, with oversight exercised by the Office of the Director, operational-level management following under the purview of the Office of the Director Training and daily implementation entrusted to Technical Programmes in the Training Department. This document was drawn up by the Quality Management Unit in the Office of the Director of Training; please refer directly to the quality management unit for further information on the framework.

Andreas Klemmer
Director of Training
ITCILO
April 2023

Executive summary

The overall objective of this guidance document is to contribute towards the achievement of the Centre's 2022-25 strategic plan and the Centre's 2022-23 Programme and Budget, in the latter case with emphasis on outcome 2 (service impact) of the results-based management framework. Accordingly, the immediate objective is to strengthen the capacity of the Centre to design and deliver impactful capacity development services that comply with global good practice.

In line with the terminology promoted by the International Standards Organization (ISO), this framework defines quality as the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs. Quality management refers to the processes and tools put in place by the Centre to monitor and evaluate quality along the service delivery cycle.

This guidance document is directed at two target groups, namely a direct/intermediate and an indirect or ultimate target group. The direct target group of the document are all stakeholders in the Centre's Training Department involved in the facilitation and delivery of the capacity development services. In turn, the indirect beneficiaries are the users of the institutions and individuals reached with these capacity development services.

The guidance document covers the Centre's capacity development service portfolio including operations and programming through out posted project staff. The framework does not cover the quality assurance practices of support services outside the Training Department.

About the service portfolio of the Centre

Firmly anchored under the ILO capacity development strategy, capacity development is understood by ITCILO as a process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time. While training is a common factor, capacity development can also be achieved through learning by doing, fostering relationships and partnerships, supporting research and knowledge-sharing, participation in communities of practice, South-South learning initiatives, on-the-job training, and other learning techniques that empower individuals and institutions to take charge of development challenges.

The ITCILO capacity development approach is based on distinguishing three mutually reinforcing and interdependent levels of capacity development: individual, organizational, and resulting from the enabling environment. The first means increasing the skills and abilities of individuals; the second focuses on increasing the capacity of organizations to fulfil their mandates; and the third involves improvements in policies, legislation, regulations, labour market institutions, and societal systems. The Centre's capacity development services can be grouped along the three levels of the capacity development grid above. Technical and functional skills training for individuals dominates the service mix in terms of number of activities but non-training activities aimed at institutional capacity and system-level capacity make an important contribution to outreach and financial performance. This implies that quality management for learning services and for non-training capacity development services is equally important

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To quality-assure its capacity development services, the Centre takes inspiration from the quality management systems approach promoted by ISO. In line with this approach, all of the Centre's services are structured along the ISO Plan-Do-Check-Act (PDCA) cycle, whereby

- **Plan:** at the outset of each cycle, the service provider, in consultation with the client, establishes the specific objectives of the activity, the guidelines governing its implementation and the resources needed to deliver the results, in accordance with beneficiaries' requirements and the assignment's terms of reference, and identifies and addresses risks and opportunities
- **Do:** in the second step, the activity is implemented in accordance with the relevant standard, and the implementation process is monitored
- **Check:** in the third step, the results are evaluated against policies, objectives and requirements, and activities planned, and are reported
- **Act:** in the fourth step, actions are undertaken as necessary to improve performance in subsequent cycles; these improvements may entail refinement of the terms of reference, needs assessments, definition of the resource envelope for implementation, and other measures

Using the PDCA cycle as strategy canvas, the Centre's learning services (both face-to-face training and distance learning activities) are benchmarked against ISO 29993:2017(E) standard for learning services outside formal education while non-training capacity development services take inspiration from ISO 21502:2020(E) standard for project, programme and portfolio management. The distinction between learning services and other project-type capacity development services acknowledges that learning service cycles typically resemble batch-size "assembly lines" while non-training assignments are usually custom-made and thus have the character of stand-alone projects. However, since all projects share certain characteristics like a pre-established purpose, start and end dates, pre-defined outcomes, set deliverables, time-bound activities and an activity budget they can in practice be mapped along a PDCA cycle with step-specific generic quality control points. Refer to the main body of this document for detailed information about the standard-specific conditions.

The Centre has a shared system of roles and responsibilities in performing quality management functions involving the Office of the Director, the Office of the Director of Training and Programme Management. The Office of the Director provides overall direction, leadership and management of the Centre. The Office of the Director of Training is in charge of facilitating the quality assurance processes related to all capacity development services of the Centre. Programme Management is a generic term comprising the manager-level posts of all entities in the Training Department. Programme Managers' responsibilities are to undertake the quality assurance functions in accordance with the present framework.

Bearing in mind the volatile, uncertain, complex and ambiguous environment within which the Centre is operating, this guidance document is going to be continuously reviewed and amended in response to the rapidly evolving service portfolio. The quality management framework is ambitious and implemented in a staged approach, consolidating the quality assurance processes particularly for non-training capacity development services where the Centre cannot build on decades of monitoring and evaluation experience. The implementation of the framework may consequently include the issuance of amendments to account for adjustments in requirements or other elements based on the evolving nature of monitoring and evaluation functions and taking into consideration international good practices.

BACKGROUND

Description of the Centre's service portfolio

1. The International Training Centre of the International Labour Organization (the Centre) was established in 1964 to provide capacity development support to International Labour Organization (ILO) constituents, originally with focus on vocational training and technical education courses delivered face-to-face on its campus in Turin. By the end of the twentieth century, the mandate had evolved in line with the higher-level strategy frameworks of the ILO towards the facilitation of technical *and* functional skills training both on campus and worldwide in the field. In the first decade of the twenty-first century, the Centre successively added distance learning activities to its portfolio; in the second decade, the Centre went on to further diversify its services with a range of non-training services including consultancies, event facilitation, product development support and, most recently, communication and advocacy services**.**

2. Going forward, the 2022-25 strategy of the Centre envisions it to be the global centre of excellence for ILO constituents to source capacity development services on social justice for decent work. The mission of the Centre is to provide people across the world of work directly and via ILO constituents with access to digitally enhanced capacity development services to successfully manage their Future of Work transitions. The mission statement articulates the development mandate of the Centre, placing primary emphasis on delivering impactful services to as many people as possible, in a financially sustainable manner and in compliance with global standards of good governance.

*TABLE 1: SNAPSHOT OF THE CENTRE'S STRATEGY FRAMEWORK*
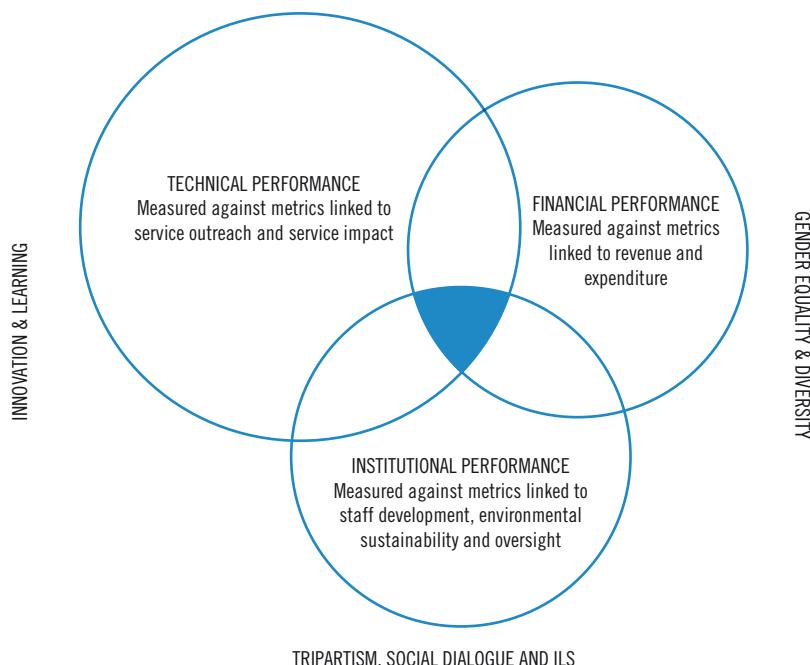
Source: ITCILO 2021-22 implementation report

3.   Firmly anchored under the ILO capacity development strategy, capacity development is understood by ITCILO as a process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time. Capacity development may involve technical capacities (in such fields as employment, social security and health) and functional capacities (such as leadership, financial management, partnership and relationship building) and it may be implemented in several ways. While training is a common factor, capacity development can also be achieved through learning by doing, fostering relationships and partnerships, supporting research and knowledge-sharing, participation in communities of practice, South-South learning initiatives, on-the-job training and other learning techniques that empower individuals and institutions to take charge of development challenges.

4.   The ITCILO capacity development approach is based on distinguishing three mutually reinforcing and interdependent levels of capacity development: individual, organizational and resulting from the enabling environment. The first means increasing the skills and abilities of individuals; the second focuses on increasing the capacity of organizations to fulfil their mandates; and the third involves improvements in policies, legislation, regulations, labour-market institutions and societal systems.

TABLE 2: THREE INTERVENTION LEVELS FOR CAPACITY DEVELOPMENT SUPPORT
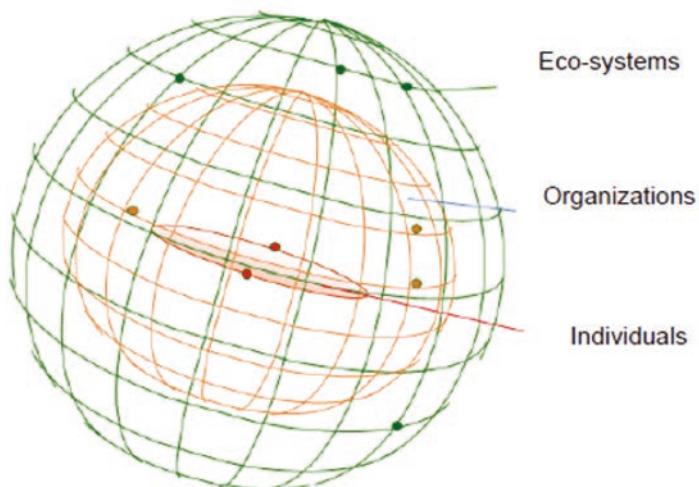
5.   The Centre's capacity development services can be grouped along the three levels of the capacity development grid above. These services are highly diverse and range from the delivery of short-term, small-scale, stand-alone courses and other learning events to long-term, large-scale technical capacity development projects, many of which are implemented with partners and involve activities linked to multiple outputs and outcomes. The means of delivery are equally diverse and include face-to-face, technology-enhanced and blended forms of training, product development support, networking and knowledge sharing.

TABLE 3: THE SERVICE PORTFOLIO ILLUSTRATED

	Overall objective: Promote decent work and social justice			
	Immediate objective	Primary means of action	Intended outcome	Comments
Individual capacity development	To strengthen the delivery capacity of individuals	IIn-service training Masters studies	Increased functional and technical skills, resulting in improved individual performance	Portability (skills move with the individual)
Institutional capacity development	To strengthen the delivery capacity of organizations (representing the individuals)	Management advisory services Product development support	Improved institutional capacity to operate in a sustainable manner	Anchored at organizational level through processes and tools
System-level capacity development	To strengthen the holding capacity of the system (within which organizations and individuals interact)	Facilitation of dialogue events and conferences Knowledge management and innovation support Communication and advocacy campaigns	A more enabling and rights-based environment for interaction between individuals and institutions, and between systems	Focus on the "rules of the Game" incl. *intangibles* like values and perceptions

6.   The graph below illustrates the asset weight in the service mix as of end 2022, in terms of activity numbers, activity outreach and contribution to fixed costs. It shows that technical and functional skills training dominates in terms of number of activities but that non-training activities make an important contribution to outreach and financial performance. This implies that quality management for learning services and for non-training capacity development services is *equally* important.

TABLE 4: THE RELATIVE WEIGHT OF ASSETS IN THE CENTRE'S SERVICE MIX (2022)
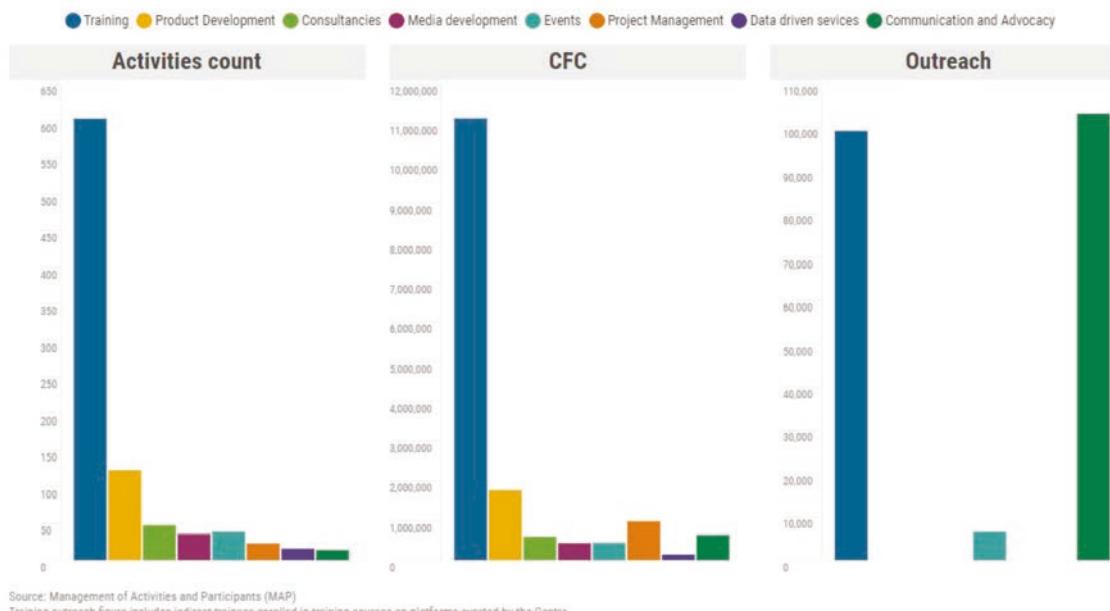
The theory of change underpinning the Centre's service mix

7. In line with the capacity development strategy of the ILO, the theory of change underpinning the Centre's service mix takes inspiration from systems thinking. In a nutshell, the Centre's capacity development services are to be pictured as separate but intertwined and mutually reinforcing interventions that play out across system levels in often non-linear processes. Consequently, capacity development services should be combined for best impact and capacity accumulates over time as part of a multi-step development process. The above said also implies that the theory of change underpinning the services of the Centre should be pictured as a "chain of chains" rather than a single result chain where results of one intervention feed as inputs or contributing results into concurrent or follow-up interventions. In the same vein, the process of capacity accumulation over time might be imagined as a sequence of expanding loops rather than a time arrow.

TABLE 5: THE TRIPLE HELIX OF THE CENTRE'S CAPACITY DEVELOPMENT STRATEGY

Capacity development support for individuals

Capacity development support for organizations

Capacity development support aimed at the eco-system within which individuals and organizations interact
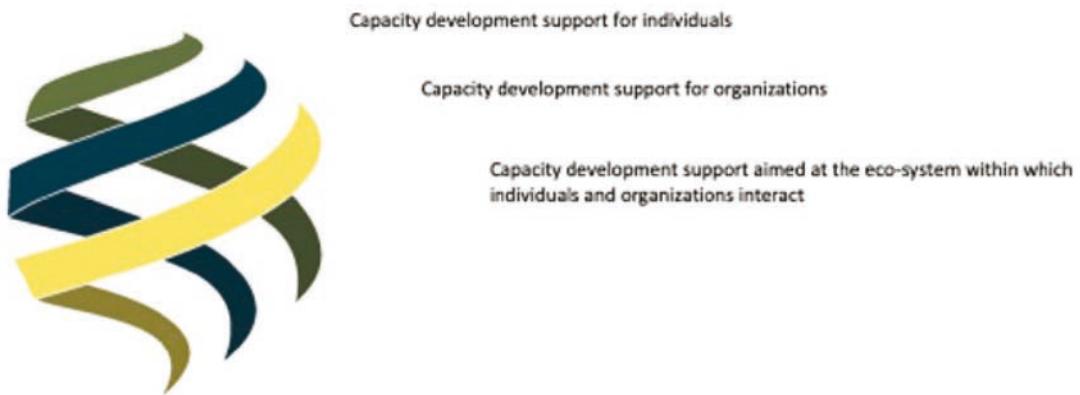
8. In order to track change along the timeline of all its capacity development interventions, the Centre uses the following model for monitoring and evaluation purposes:

Inputs ® Outputs ® Out-TAKES (interim outcomes) ® Outcomes ® Impact

Whereby
- Inputs describe the activities performed and resources used to generate results
- Outputs refer to the immediate results or deliverables
- Out-takes or intermediate/interim outcomes capture an emerging change; examples of out-takes include knowledge acquisition as a direct result of training, or the *sustained* engagement of people reached via a communication campaign like pledging, committing, or accepting a challenge
- Outcomes express lasting change directly attributable to the outputs and flowing from the out-takes; an example of an outcome is performance improvement as a result of knowledge application or change in behaviour as a result of a campaign
- Impact relates to the long-term lasting change; an example for impact is a reduction of a given decent work deficit

DESCRIPTION OF THE QUALITY MANAGEMENT SYSTEM

Terms and definitions

9. In line with the definition used by the International Standards Organization (ISO), the Centre defines *quality* as the totality of features and characteristics of a service that bear on its ability to satisfy stated or implied needs.[1] *Quality management* refers to the systematic application of processes and tools to assure quality at each step of the service delivery cycle, as prescribed by the relevant ISO quality standards (see paragraph 20 for further information).[2]

10. *Monitoring and Evaluation* is a function of quality management. Monitoring is a means to measure progress towards intended outcomes on a recurrent basis. Evaluations, on the other hand, examine the extent to which outcomes were achieved, the determining factors for this, as well as whether or not any unintended outcomes emerged. Evaluations utilize information from monitoring systems to conduct in-depth assessments of contribution, relevance, effectiveness and sustainability. Evaluation also brings elements of independent judgement to the performance system and provides recommendations for appropriate action from management. Monitoring is conducted at all stages of the service delivery cycle while evaluations usually take place after (sometimes also during) service delivery to check on results.[3]

Objective

11. This guidance document is anchored under the Centre's 2022-25 strategic plan where service quality is stated as "one of the principles to guide the work of the Centre in coming years, with emphasis on data-driven approaches to monitoring and evaluation and on widely sharing results for evidence-based decision making".[4] The Results-Based Management Framework underpinning the Centre's 2022-23 Programme & Budget (P&B) further specifies the meaning of service quality, explicitly under outcome 2 (service impact) but likewise referenced under outcome 1 (service outreach).[5] The related outcome-specific Key Performance Indicators (KPI) distinguish between processes and results, monitoring *efficiency* along the steps of the service cycle and evaluating *effectiveness* expressed as (emerging) positive change after

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[1] ISO 8402:1994 Quality management and quality assurance Vocabulary, withdrawn and revised by ISO 9000:2000 Quality management systems -- Fundamentals and vocabulary, March 2004

[2] ISO 8402:1994 Quality management and quality assurance Vocabulary, withdrawn and revised by ISO 9000:2000 Quality management systems -- Fundamentals and vocabulary, March 2004

[3] The Centre's monitoring and evaluation processes and tools are largely aligned with the ILO evaluation policy and the ILO evaluation strategy, which in turn adhere to the Development Assistance Committee of the Organization for Economic Co-operation and Development (OECD/DAC) Principles for evaluation of development cooperation and UNEG Norms and Standards for Evaluation (UNEG 2016). A notable difference between the Centre's evaluation practices and the ILO EVAL policy and strategy is the focus of the former on concrete outtakes and outcomes on the capacity of individuals and organizations in the course of a biennial programming cycle while the latter also includes evaluations of longer-term cumulative impact on the world of work. Another difference is that the ILO evaluations are external and independent while the Centre's evaluations are only external.

[4] The Centre's Strategic Plan for 2022-25 (CC/85/21), p.5, accessible via https://www.itcilo.org/about/board

[5] The Centre's Programme and Budget proposals 2022-23, p.14

the fact. With the above said in mind, the *overall objective* of this guidance document is to contribute to achieving the outcomes set in the Centre's P&B, with emphasis on outcome 2 of the results-based management framework while its *immediate objective* is to strengthen the capacity of the Centre to design and deliver impactful capacity development services that comply with global good practice.

Principles

12.   The document is guided by the principles underpinning the work of the Centre. As described in the Centre's strategic plan, the following principles apply

- Human-centred: putting people first in the transition towards the Future of Work and promoting International Labour Standards, Social Dialogue and Tripartism, sustainable business practices, social inclusion, non-discrimination and digital inclusion
- Emphasizing employment-rich growth: the Centre will advocate for employment intensive investment approaches that maximize the job creation impact of these Future of Work transition processes, including the transition towards a Green Economy
- Embracing diversity: embracing diversity among participants in learning activities offered by the Centre, among staff of the Centre, and among resource persons and partner organizations co-delivering capacity development services
- Connected: working in partnership and blending the expertise of the Centre with the expertise of partners, including employers and workers organizations, universities and research institutions
- *Quality focused: a more data-driven approach to monitoring and evaluation, and on widely sharing results for evidence-based decision making*
- Participant-centred: co-creating learning services with the participant
- IT-enhanced: harnessing digital technology to achieve pedagogical aims, scale up outreach and reduce the financial burden on contributors and participants
- Innovative: continuously adapting learning applications and technology
- Safety First: health and safety of learners and staff are overarching concerns
- Sustainability: empowering local partners to independently and effectively provide capacity development services to their membership

13.   Bearing in mind that quality management involves the collection, processing, analysis and dissemination of large amounts of data, the Centre puts great emphasis on digital rights, data security and data privacy. Its quality management practices put digital human rights first and comply with global good practice in personal data protection, the protection of privacy and, more generally on cybersecurity. The Centre also has released digital inclusion guidelines to ensure that its services are accessible for all. For more information refer to the Centre's Digital Governance guidance document released in 2022.

TABLE 6: THE DIGITAL HUMAN RIGHTS CATALOGUE ENDORSED BY THE CENTRE

DIGITAL HUMAN RIGHTS
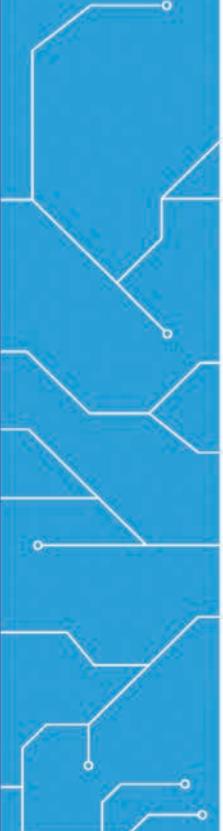
THE UNITED NATIONS SECRETARY-GENERAL'S
ROADMAP FOR DIGITAL COOPERATION

ENSURING THE PROTECTION OF HUMAN RIGHTS

Human rights apply both online and offline. Digital technologies provide new means to exercise human rights, but they are too often used to violate human rights. Data protection and privacy, digital identity, the use of surveillance technologies, online violence and harassment, are of particular concern.

THE WAY FORWARD

1. **PLACE HUMAN RIGHTS AT THE CENTRE** of regulatory frameworks and legislation on digital technologies.

2. **GREATER GUIDANCE ON THE APPLICATION OF HUMAN RIGHTS STANDARDS** in the digital age

3. **ADDRESS PROTECTION GAPS CREATED BY EVOLVING DIGITAL TECHNOLOGIES**

4. **DISCOURAGE BLANKET INTERNET SHUTDOWNS** and generic blocking and filtering of services

5. **HUMAN RIGHTS-BASED DOMESTIC LAWS** and practices for the protection of data privacy

6. **CLEAR, COMPANY-SPECIFIC ACTIONS TO PROTECT PRIVACY RIGHTS** and other human rights

7. **ADOPT AND ENHANCE SAFEGUARDS RELATED TO DIGITAL IDENTITY**

8. **PROTECT PEOPLE FROM UNLAWFUL OR UNNECESSARY SURVEILLANCE**

9. **HUMAN-RIGHTS BASED LAWS AND APPROACHES** to address illegal and harmful online content

10. **TO ENSURE ONLINE SAFE SPACES, TRANSPARENT AND ACCOUNTABLE CONTENT GOVERNANCE FRAMEWORKS** that protect freedom of expression, avoid overly restrictive practices and protect the most vulnerable

11. **UNITED NATIONS SYSTEMWIDE GUIDANCE ON HUMAN RIGHTS** due diligence and impact assessments in use of new technologies

LEARN MORE AT: UN.ORG/DIGITAL-ROADMAP

United Nations

Source: https://www.un.org/techenvoy/sites/www.un.org.techenvoy/files/general/Digital_Human_Rights_Summary_PDF.pdf

Stakeholders

14. This document has two target groups, namely a direct/intermediate target group and an indirect/ultimate target group. The direct stakeholders of the guidance document are the entities in the Centre directly involved in the facilitation and delivery of the capacity development services, i.e. all units in the Centre's Training Department. In turn, the indirect stakeholders are the individuals and organizations reached by the Centre with these capacity development services.

Coverage and scope

15. The guidance document applies to the entirety of the Centre's capacity development service portfolio including operations and programming via project staff. The quality management system described in this document does not cover the quality assurance practices of support services outside the Training Department, such as Facilities Management, Human Resource Management, Finance, ADMIN and Information and Communication Technology.

16. The framework is also limited in scope as concerns projects, activities or other undertakings which are implemented in collaboration with partners or executed entirely by partners on behalf of the Centre. In cases where projects or other undertakings are implemented jointly, including country projects in which the Centre is accountable to donors for funds disbursed to national partners, the technical programme involved should inform implementing partner(s) and donors of the present framework and carry out consultations with a view to determine appropriate indicators for measuring results and modalities for evaluation. Should monitoring and/or evaluation modalities deviate from the present policy framework as a result of such consultations, programme management should inform the Office of the Director of Training.

Building blocks

Standards

17. To manage the quality of its capacity development services, the Centre takes inspiration from the quality management systems approach promoted by ISO. In line with this approach, all of the Centre's services are structured along the ISO Plan-Do-Check- Act cycle, whereby
- **Plan:** at the outset of each cycle, the service provider, in consultation with the client, establishes the specific objectives of the activity, the guidelines governing its implementation and the resources needed to deliver the results, in accordance with beneficiaries' requirements and the assignment's terms of reference, and identifies and addresses risks and opportunities
- **Do:** in the second step, the activity is implemented in accordance with the relevant standard, and the implementation process is monitored
- **Check:** in the third step, the results are evaluated against policies, objectives and requirements, and activities planned, and are reported
- **Act:** in the fourth step, actions are undertaken as necessary to improve performance in subsequent cycles; these improvements may entail refinement of the terms of reference, needs assessments, definition of the resource envelope for implementation, and other measures

TABLE 8: THE PDCA CYCLE ILLUSTRATED
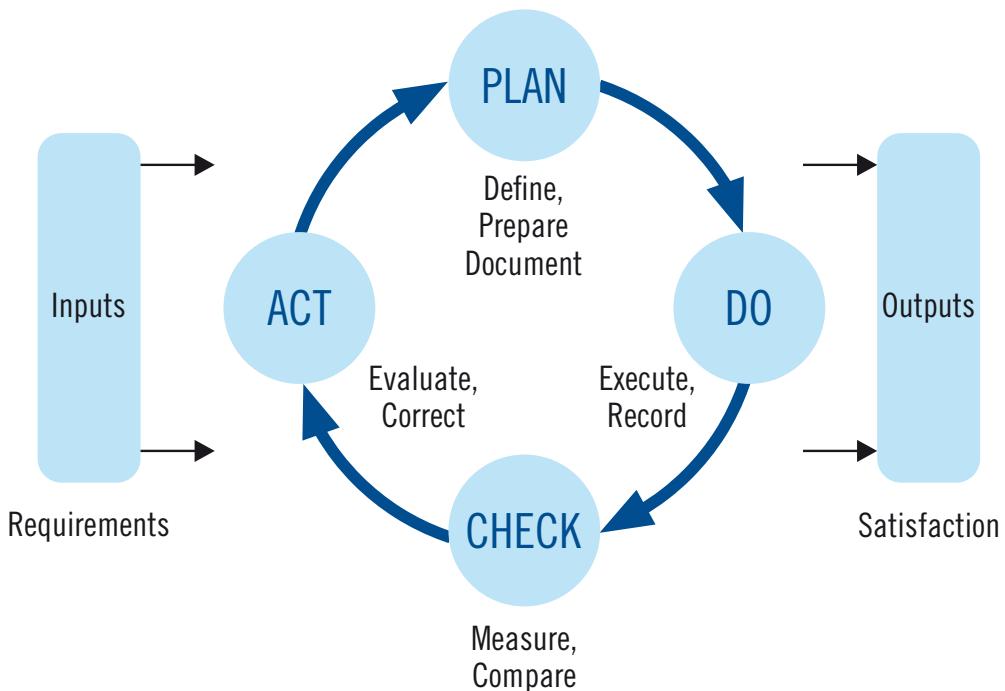
Source: Camilleri 2018, ISO 21001 – Presentation and overview of the standard

18. Using the PDCA cycle as a strategy canvas, the learning services of the Centre (both face-to-face training and distance learning activities) can be mapped against the ISO 29993:2017(E) standard for learning services outside formal education while non-training capacity development services take inspiration from the ISO 21502:2020(E) standard for project, programme and portfolio management; the two standards are annexed for ease of reference. The distinction between learning services and other project-type capacity development services acknowledges that learning service cycles typically resemble batch-size "assembly lines" while non-training assignments are usually custom-made and thus have the character of stand-alone projects. However, since all projects share certain characteristics like a pre-established purpose, start- and end dates, pre-defined outcomes, set deliverables, time-bound activities and an activity budget they can in practice be mapped along a PDCA cycle with step-specific generic quality control points.

Processes and tools

19. Illustrated overleaf are the *channel-specific* quality management processes and tools for both learning services and project-type capacity development services along the steps of the PDCA cycle, with references to source documents. Please note that as of April 2023 when this document was released, the Centre had mapped its quality assurance practices for learning services, consultancy assignments, communication and advocacy campaigns and event facilitation services. Data-driven services were subsumed under consultancy assignments but product development support, project management services and innovation support were yet to be mapped. Also refer to the section about amendments and reviews for more information on the reasons for the staged approach to quality management followed by the Centre.

Indicators

20. Also illustrated overleaf are the KPIs tracked by the Centre along the results chain for each service category, the quality management processes and tools are meant to furnish the data required to monitor progress towards attainment of results and to validate (emerging) positive change. While the KPIs are specific to each service category the data collected at each control point can be compared across the capacity development strands. These strands can thus be interwoven into a theory of change that cross-cuts the three system levels of the ILO capacity development approach.

MASTER PLAN-DO-CHECK-ACT CYCLE

Standard-specific conditions along the PDCA Cycle

ITC International Training Centre

ISO 21502 FOR PROJECT, PROGRAMME AND PORTFOLIO MANAGEMENT

PRE-PROJECT ACTIVITIES
Identify and evaluate needs & opportunities
Identify roles and responsabilities
Define initial governance arrangements
Evaluate availability of resources
Code the activity* 1

PROJECT INITIATION
Mobilize the team
Define project governance and management
Initial justification
Initial planning 2
Promote the activity* 3 (when applicable)

MANAGING DELIVERY
Needs analysis* 4
Identify outputs and outcomes
Define work packages
Assign roles to packages

OVERSEEING
Report progress towards objectives & outcome KPIs to stakeholders, sponsors, donors, institutional clients 7

DIRECTING
Ensure that the project is still justified, inputs, outcomes and objectives are still achievable and resources are appropriate

CONTROLLING THE PROJECT
Measure performance against the plan 10
Review outputs and outcomes 12 13
Collect & analyse performance data to assess progress
Provide progress reports to stakeholders

CLOSING THE PROJECT
Assess performance against the plan
Review lessons learned and draft recommendations
Involve stakeholders and submit final project reports
Handover of project outputs
Close contracts

POST-PROJECT ACTIVITIES
Include result in aggregated statistics
Follow-up evaluations of project outcomes
Invoicing 14
Knowledge sharing 15

ISO 29993 FOR LEARNING SERVICES OUTSIDE FORMAL EDUCATION

Develop proposal
Identify resources*
Code the activity* 1
Provide information

Promote the activity* 3 (when applicable)
Needs analysis 4
Instructional design 5
Enrolment confirmation*
Assign facilitators
Communicate policies 6
Provide resources* 6
Training delivery

Assessment of learning 8
Certification* 9

MONITORING AND EVALUATION
Measure performance* 10
Measure participants' satisfaction 11
Measure knowledge application 12
Report against results chain 13

Invoicing 14
Knowledge sharing* 15
Take actions to improve performance*

PLAN — DO — CHECK — ACT

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1. ● ● ○ ○ Management of activities and Participants (MAP)

2. ○ ● ● ○ Design thinking toolkit, Project management tools (Microsoft Teams, Atlassian Jira, Slack, shared google sheets, etc.)

3. ● ● ● ○ Institutional website, Official social media channels, Email campaigns, Partners'/stakeholders' channels

4. ● ○ ○ ○ Pre-knowledge assessment tests (eCampus), registration information (OARF), upfront surveys, focus group discussions, Interviews with key informants, customer panels, desk research on secondary data
   ○ ● ○ ○ Pre-event participants' survey
   ○ ○ ○ ● Institutional scan, learning services requirements scan, online training feedback survey

5. ● ○ ○ ○ eCampus, DL community of practice, DL quality assurance checklist, three-tier certification framework, The Compass Toolkit, Digital facilitation toolkit, etc.

6. ● ● ● ○ Institutional website
   ● ○ ○ ○ eCampus

7. ○ ○ ● ○ Data dashboards Ex. Google Data Studio

8. ● ○ ○ ○ Post-knowledge assessment tests (eCampus), formative and summative assessments, capstone projects

9. ● ○ ○ ○ Digital Credentials (Accredible)

10. ● ● ● ○ Process (operational-level) indicators***
    ○ ● ● ○ Sprint meetings

11. ● ○ ○ ○ End-of-activity participants' questionnaire (Eval, ecampus)
    ○ ● ○ ○ Post-event participants survey, post-exhibition visitors survey, post-exhibition exhibitors survey
    ○ ○ ○ ● Performance evaluation of capacity development consultancies, VR consultancies feedback survey

12. ● ● ● ○ Annual external evaluations including surveys and focus group discussions

13. ● ● ● ○ Results based management framework (Key performance indicators**)

14. ● ● ● ○ As per ITCILO's Financial Services internal systems and procedures

15. ● ● ● ○ Web stories, web news, communities of practice, Social media, newsletters

16. ● ● ● ○ Closure review

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* The action does not make part of the ISO standards but has been added by the ITCILO as an additional control point.

** **Key performance indicators** track aspects of project performance that point towards effectiveness (doing the right things).

*** **Process indicators** mainly track project efficiency (doing things the right way).

● Training   ● Events   ● Communication campaigns   ● Consultancies

MASTER RESULTS CHAIN
Service-specific key performance indicators

ITC International Training Centre

	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]	• **Participants satisfaction** with the overall quality of training activities • Percentage of participants who **acquire new knowledge** during training	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**	• **Participants satisfaction** with the overall quality of the event • **Increased knowledge** of the main topic 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** of the addressed topics • 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, this 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.

Role and Responsibilities

21. The Centre has a shared system of roles and responsibilities in performing quality management functions involving the Office of the Director, the Office of the Director of Training and the Programme Management.

22. The Office of the Director provides overall direction, leadership and management of the Centre. The Office's roles and responsibilities are the following
- Submits the Centre's results-based programme budget to the Board of Trustees for approval
- Submits other relevant documents to the Board for review, including performance reports and reports on corporate evaluations

23. The Office of the Director of Training is in charge of facilitating the quality management processes related to all capacity development services of the Centre. In the capacity, the Office of the Director of Training
- Oversees the application of the quality governance framework for capacity development services, identifies bottlenecks and constraints and makes recommendations for updating the requirements or other elements of the framework, in line with international good practice, lessons learned as well as and the evolving programming and operational needs and characteristics of the Centre
- Facilitates regular interaction in-house with managers and other staff, collects feedback and facilitates learning on the framework
- Commissions and where applicable conducts research and engages in critical and analytical reflection as well as issues recommendations to management for compliance with the framework
- Prepares and circulates guidelines, checklists, templates and other tools to facilitate the application of the framework
- Develops and promotes standards for evaluation and quality assurance
- Conducts and/or manages corporate evaluations, identifies projects and discretionary evaluations
- Undertakes reviews of decentralized evaluations on periodic and selective basis for quality assurance purposes
- Prepares, maintains and monitors the implementation of an annual evaluation plan based on scheduled corporate and decentralized evaluations
- Prepares a synthesis and maintains a compilation of Programme Performance Reports based on submissions from programme management
- Prepares annual implementation reports
- Maintains a public depository of evaluation reports with a view to ensure transparency and facilitate the integration of lessons learned and best practices into the broader concept of knowledge management
- Promotes knowledge management, organizational learning and lessons learned by keeping abreast of innovative practices in the field of evaluation and monitoring, identifying relevant state-of-the art techniques, tools and methods, and providing divisional units with guidance on the use of respective tools and methods
- Collaborates and coordinates with the Centre's development partners including across the United Nations system on issues related to monitoring and evaluation

24. Programme management is a generic term comprising the manager-level posts of all entities in the Training Department. Programme managers' roles and responsibilities are the following

- Undertake quality management functions in accordance with the present policy framework, including monitoring progress towards results, as well as planning and conducting decentralized, self-evaluations
- Inform donors and implementing partners of the Centre's evaluation requirements when preparing and negotiating project agreements and modalities for cooperation, and ensures that monitoring and evaluation modalities are specified in project documents or related agreements
- Budget resources for the planning and undertaking of self- and/or independent evaluations in line with applicable evaluation requirements
- Incorporate evaluation into annual work planning in close consultation with the Office of the Director of Training
- Follow up on findings, conclusions, recommendations and lessons learned of independent evaluations in the form of a management response
- Implement recommendations of evaluations provided that they are relevant and actionable, and indicates expected dates for completing implementation and
- Commit to sharing best practices and lessons learned for the purpose of enhancing the quality of the Centre's products and services

Dissemination and Disclosure

The monitoring data collected and processed by the Centre is released on its public website by way of tables and dynamic visuals, always in compliance with applicable standards for data security and data privacy. The Centre furthermore publicly discloses its evaluation findings, releasing the full reports of the external evaluations and publishing digital briefs synthesizing the report contents, always with a view to ensure transparency and facilitate knowledge management and application of lessons learned. The Centre presents the data to ILO and ILO constituents during the Annual Board meeting in October of the calendar year, and also convenes annual online stakeholder meetings to widely disseminate the knowledge among ILO development partners.

Amendment and reviews

25. Bearing in mind the volatile, uncertain, complex and ambiguous environment within which the Centre is operating, this guidance document will be continuously reviewed and amended in response to the rapidly evolving service portfolio. It is acknowledged that the framework is ambitious and that it will therefore need to be implemented in a staged approach, consolidating the quality assurance processes particularly for non-training capacity development services where the Centre cannot build on decades of monitoring and evaluation experience.

26. The implementation of the guidance document may consequently include the issuance of amendments to account for adjustments in requirements or other elements based on the evolving nature of monitoring and evaluation functions and taking into consideration international good practices.

ANNEX

Glossary

Accessibility

Usability of a product, service, environment or facility by people with the widest range of capabilities.[6]

This definition is related to the fundamental principle of universal accessibility in the United Nations Convention on the Rights of Persons with Disabilities, which outlines the requirements to be fulfilled by environments, processes, goods, products and services, objects, instruments, tools and devices in order to be understandable, usable and viable for all people in safe and comfortable conditions, and as independently and naturally as possible.

This definition also refers to ISO 26800, which states the extent to which products, systems, services, environments and facilities can be used by people from a population with the widest range of characteristics and capabilities to achieve a specified goal in a specified context of use.

Activity

A process or set of processes undertaken by an organization (or on its behalf) that produces or supports one or more products and services[7] or smallest identified object of work in a project.[8]

Attendee

Organization and/or individual that takes part in an event for the primary purpose of receiving services or content[9]

Baseline

Data describing a situation to be addressed by an undertaking which serve as the starting point for measuring performance. [10]

Beneficiaries

Individuals, entities or groups which may be targeted or not and which may benefit directly or indirectly from a programme, project or other undertaking. [11]

Best practice

Documented process or product developed by the user community, consisting of suppliers and customers, teaming for the purpose of establishing industry guidelines.[12]

Conformity

Fulfilment of a requirement.[13]

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[6]   Source: ISO 20121:2012(en) Event sustainability management systems — Requirements with guidance for use

[7]   Source: ISO 22301:2019 - Business Continuity Management Systems

[8]   SOURCE: ISO 10006:2003, 3.1, modified. Quoted from ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[9]   Source: ISO 20121:2012(en) Event sustainability management systems — Requirements with guidance for use

[10] Source: UNITAR Evaluation Policy (November 2021)

[11] Source: UNITAR Evaluation Policy (November 2021)

[12] Source: ISO 14621-1:2003, 2.1.1

[13] Source: ISO 20121:2012(en) Event sustainability management systems — Requirements with guidance for use

Context

Environment in which the organization seeks to achieve its objectives.[14] Context can be external or internal.

Context of the organization

Combination of internal and external issues that can have an effect on an organization's approach to developing and achieving its objectives.[15]

The organization's objectives can be related to its products and services, investments and behaviour towards its interested parties.

The concept of context of the organization is equally applicable to not-for-profit or public service organizations as it is to those seeking profits.

In English, this concept is often referred to by other terms such as "business environment", "organizational environment" or "ecosystem of an organization".

Understanding the infrastructure can help to define the context of the organization.

Continual improvement

Recurring activity to enhance performance.[16]

Corrective action

Action to eliminate the cause of a nonconformity and to prevent recurrence.[17] In the case of other undesirable outcomes, action is necessary to minimize or eliminate the causes and to reduce the impact or prevent recurrence. Such actions fall outside the concept of "corrective action" in the sense of this definition.

Customer

Person or organization that could or does receive a product or a service that is intended for or required by this person or organization.

A customer can be internal or external to the organization.[18]

Design and development

Set of processes that transform requirements for an object into more detailed requirements for that object.

The requirements forming input to design and development are often the result of research and can be expressed in a broader, more general sense than the requirements forming the output of design and development. The requirements are generally defined in terms of characteristics. In a project there can be several design and development stages.

In English the words "design" and "development" and the term "design and development" are sometimes used synonymously and sometimes used to define different stages of the overall design and development. In French the words "conception" and "développement" and the term "conception et développement" are sometimes used synonymously and sometimes used to define different stages of the overall design and development.

A qualifier can be applied to indicate the nature of what is being designed and developed (e.g. product design and development, service design and development or process design and development).[19]

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[14] Source: ISO Guide 73:2009, 3.3.1.1 and 3.3.1.2, modified. Quoted from: ISO 20121:2012(en) Event sustainability management systems — Requirements with guidance for use

[15] ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[16] Source: ISO 20121:2012(en) Event sustainability management systems — Requirements with guidance for use

[17] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[18] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[19] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

Divisional entities/technical programmes

A collective term that refers to the technical programmes in the training department of the Centre in charge of design and delivery of capacity development interventions.[20]

Effectiveness

Extent to which planned activities are realized and planned results are achieved.[21]

Efficiency

Relationship between the result achieved and the resources used. [22]

End user

User taking the role of consumer.[23]

Engagement

Involvement in, and contribution to, activities to achieve shared objectives.[24]

Evaluability

The extent to which an activity, project, programme or other undertaking can be subject to evaluation in a credible and reliable manner. [25]

Evaluation

An assessment, conducted as systematically and impartially as possible, of an activity, project, programme, strategy, policy topic, sector, operational area or institutional performance. It analyses the level of achievement of both expected and unexpected results by examining the results chain, processes, contextual factors and causality using appropriate criteria such as relevance, effectiveness, efficiency, impact and sustainability. [26]

Event

Planned gathering with respect to time and a place where an experience is created and/or a message is communicated.[27]

Ex ante evaluation

An evaluation performed prior to the implementation of an undertaking. See baseline.[28]

Ex post evaluation

An evaluation performed after the implementation of an undertaking.[29]

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[20] Source: UNITAR Evaluation Policy (November 2021)

[21] Source: ISO 9000:2015-11 - Quality management systems - Fundamentals and vocabulary

[22] Source: ISO 9000:2015-11 - Quality management systems - Fundamentals and vocabulary

[23] Source: ISO 20121:2012(en) Event sustainability management systems — Requirements with guidance for use

[24] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[25] Source: UNITAR Evaluation Policy (November 2021)

[26] Source: UNEG 2016

[27] Source: ISO 20121:2012(en) Event sustainability management systems — Requirements with guidance for use

[28] Source: UNITAR Evaluation Policy (November 2021)

[29] Source: UNITAR Evaluation Policy (November 2021)

Feedback

Opinions, comments and expressions of interest in a product, a service or a complaints-handling process.[30]

Impact

Positive or negative change to society, economy or the environment, wholly or partially resulting from past and present decisions and activities.[31]

Improvement

Activity to enhance performance. The activity can be recurring or singular.[32]

Independent evaluation

A process that is managed by and carried out by entities and persons free of the control of those responsible of the design and implementation of the development intervention.[33]

Indicator

A quantitative or qualitative measure of programme performance that is used to demonstrate change and which details the extent to which results are being or have been achieved. [34]

Infrastructure

System of facilities, equipment and services needed for the operation of an organization.[35]

Institutional outcome

Effects produced as the result of intermediate outcomes. E.g. increased organizational effectiveness as the result of the application of knowledge or skills by beneficiaries or as the results of other intermediate outcomes. [36]

Interested party/stakeholder

Person or organization that can affect, be affected by or perceive themselves to be affected by a decision or activity. This can be an individual or group that has an interest in any decision or activity of an organization.[37]

Involvement

Taking part in an activity, event or situation.[38]

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[30] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[31] Source: ISO 20121:2012(en) Event sustainability management systems — Requirements with guidance for use

[32] Source: ISO 9000:2015-11 - Quality management systems - Fundamentals and vocabulary

[33] Source: ILO policy guidelines for evaluation

[34] Source: UNITAR Evaluation Policy (November 2021)

[35] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[36] Source: UNITAR Monitoring and Evaluation Policy Framework (Revised April 2017)

[37] Source: ISO 20121:2012(en) Event sustainability management systems — Requirements with guidance for use

[38] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

ISO

This is an acronym for the International organization for Standardization, a worldwide organization that is responsible for developing documents of "requirements, specifications, guidelines or characteristics that can be used consistently to ensure that materials, products, processes and services are fit for their purpose."[39]

Knowledge management

The systematic processes, or range of practices, used by organizations to identify, capture, store, create, update, represent and distribute knowledge for use, awareness and learning across the organization.[40]

Lessons learned

A generalization derived from an evaluation and applicable to a generic rather than a specific situation. [41]

Logical framework

A results-based project framework design based on a causal relationship linking inputs, activities, outputs, outcomes and impact, with objectively verifiably indicators to measure progress towards the achievement of results. [42]

Management

Coordinated activities to direct and control an organization.

Management can include establishing policies and objectives, and processes to achieve these objectives.[43]

Management system

Set of interrelated or interacting elements of an organization to establish policies and objectives and processes to achieve those objectives.

A management system can address a single discipline or several disciplines.

The system elements include the organization's structure, roles and responsibilities, planning, operation, etc.

The scope of a management system may include the whole of the organization, specific and identified functions of the organization, specific and identified sections of the organization, or one or more functions across a group of organizations.[44]

Measurement

Process to determine a value.[45]

Midterm evaluation

A type of evaluation conducted during the implementation of a project or other undertaking with the aim of providing information that will guide project improvement. This type of evaluation typically focuses on determining whether a programme is being implemented according to plan. [46]

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[39] Source: https://www.iso.org/standards.html
[40] Source: UNITAR Evaluation Policy (November 2021)
[41] Source: UNITAR Evaluation Policy (November 2021)
[42] Source: UNITAR Monitoring and Evaluation Policy Framework (Revised April 2017)
[43] Source: ISO 9000:2015-11 - Quality management systems - Fundamentals and vocabulary
[44] Source: ISO 9000:2015-11 - Quality management systems - Fundamentals and vocabulary
[45] Source: ISO 20121:2012(en) Event sustainability management systems — Requirements with guidance for use
[46] Source: UNITAR Monitoring and Evaluation Policy Framework (Revised April 2017) (Formative evaluation)

Mission

Organization's purpose for existing as expressed by top management.[47]

Monitoring

Determining the status of a system, a process or an activity.

To determine the status, there may be a need to check, supervise or critically observe.[48]

Objective

Result to be achieved.

An objective can be strategic, tactical or operational.

Objectives can relate to different disciplines (such as financial, health and safety, and environmental goals) and can apply at different levels [such as strategic, organization-wide, project, product and process]. An objective can be expressed in other ways, e.g. as an intended outcome, a purpose, an operational criterion, as an event sustainability objective or by the use of other words with similar meaning (e.g. aim, goal or target).

An objective can be expressed in other ways, e.g. as an intended outcome, a purpose, an operational criterion, as an event sustainability objective or by the use of other words with similar meaning (e.g. aim, goal or target).

In the context of event sustainability management systems standards, event sustainability objectives are set by the organization, consistent with the event sustainability policy, to achieve specific results.[49]

Organization

Person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives.

The concept of organization includes, but is not limited to, sole-trader, company, corporation, firm, enterprise, authority, partnership, charity or institution or part or combination thereof, whether incorporated or not, public or private.

For organizations with more than one operating unit, a single operating unit may be defined as an organization.[50]

Outcome

Changes in behaviour or development conditions. [51]

Output

Result of a process.

Whether an output of the organization is a product or a service depends on the preponderance of the characteristics involved.[52]

Out-take/intermediate outcome

Subsequent effects of products and/or services (outputs) delivered. E.g. increased level of knowledge or skills, or knowledge and skills retained/applied on the job after training. [53]

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[47] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[48] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[49] Source: ISO 20121:2012(en) Event sustainability management systems — Requirements with guidance for use

[50] Source: ISO 20121:2012(en) Event sustainability management systems — Requirements with guidance for use

[51] Source: UNITAR Evaluation Policy (November 2021)

[52] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[53] Source: UNITAR Monitoring and Evaluation Policy Framework (Revised April 2017)

Participant

Organization and/or individual that takes an active part in the contents of an event.[54]

Performance

Measurable result.[55]

Performance can relate either to quantitative or qualitative findings.

Performance can relate to the management of activities, processes, products (including services), systems or organizations.

Policy

Intentions and direction of an organization as formally expressed by its top management.[56]

Preventive action

Action to eliminate the cause of a potential nonconformity.[57]

Procedure

Specified way to carry out an activity or a process.[58] A procedure may not always be formally documented.

Process

Set of interrelated or interacting activities which transforms inputs into outputs[59] or

Set of interrelated or interacting activities that use inputs to deliver an intended result.

Whether the "intended result" of a process is called output, product or service depends on the context of the reference.

Inputs to a process are generally the outputs of other processes and outputs of a process are generally the inputs to other processes.

Two or more interrelated and interacting processes in series can also be referred to as a process.

Processes in an organization are generally planned and carried out under controlled conditions to add value.[60]

Product

Output of an organization that can be produced without any transaction taking place between the organization and the customer.

Production of a product is achieved without any transaction necessarily taking place between provider and customer, but can often involve this service element upon its delivery to the customer.

The dominant element of a product is that it is generally tangible.[61]

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[54] Source: ISO 20121:2012(en) Event sustainability management systems — Requirements with guidance for use

[55] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[56] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[57] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[58] Source: ISO 9000:2005, 3.4.5, modified Quoted from: ISO 20121:2012(en) Event sustainability management systems — Requirements with guidance for use

[59] Source: ISO 20121:2012(en) Event sustainability management systems — Requirements with guidance for use

[60] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[61] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

Programme

A set of subprograms, projects and/or activities producing outputs and accomplishments with a defined budget and under a set of specific objectives linked to the Institute's mandate and organizational goals. [62]

Progress evaluation

Assessment of progress made on achievement of the project objectives.

This assessment should be carried out at appropriate points in the project life cycle across project processes, based on criteria for project processes and product or service.

The results of progress evaluations can lead to revision of the project management plan[63].

Project

Unique process, consisting of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements, including the constraints of time, cost and resources.

An individual project can form part of a larger project structure and generally has a defined start and finish date.

In some projects the objectives and scope are updated and the product or service characteristics defined progressively as the project proceeds.

The output of a project can be one or several units of product or service.

The project's organization is normally temporary and established for the lifetime of the project.

The complexity of the interactions among project activities is not necessarily related to the project size.[64]

Project management

Planning, organizing, monitoring, controlling and reporting of all aspects of a project, and the motivation of all those involved in it to achieve the project objectives.[65]

Quality

Degree to which a set of inherent characteristics of an object fulfils requirements.[66]

Quality assurance

Part of quality management focused on providing confidence that quality requirements will be fulfilled.[67]

Quality control

Part of quality management focused on fulfilling quality requirements.[68]

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[62] Source: UNITAR Evaluation Policy (November 2021)

[63] Source: ISO 10006:2003, 3.4, modified. Quoted from ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[64] Source: ISO 10006:2003, 3.5, modified. Quoted from ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[65] Source: ISO 10006:2003, 3.6 Quoted from ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[66] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[67] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[68] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

Quality improvement

Part of quality management focused on increasing the ability to fulfil quality requirements.

The quality requirements can be related to any aspect such as effectiveness, efficiency or traceability.[69]

Quality management

Management with regard to quality.

Quality management can include establishing quality policies and quality objectives, and processes to achieve these quality objectives through quality planning, quality assurance, quality control and quality improvement.[70]

Quality management system

Part of a management system with regard to quality.[71]

Quality management system realization

Process of establishing, documenting, implementing, maintaining and continually improving a quality management system.[72]

Quality policy

Policy related to quality.

Generally the quality policy is consistent with the overall policy of the organization, can be aligned with the organization's vision and mission and provides a framework for the setting of quality objectives.[73]

Quality planning

Part of quality management focused on setting quality objectives and specifying necessary operational processes, and related resources to achieve the quality objectives.

Establishing quality plans can be part of quality planning.[74]

Requirement

Need or expectation that is stated, generally implied or obligatory.

"Generally implied" means that it is customary or common practice for the organization and interested parties that the need or expectation under consideration is implied.

A specified requirement is one that is stated, for example in documented information.[75]

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[69] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[70] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[71] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[72] Source: ISO 10019:2005, 3.1, modified. Quoted from ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[73] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[74] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[75] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

Risk

Effect of uncertainty.

An effect is a deviation from the expected – positive or negative.

Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of, an event, its consequence or likelihood.

Risk is often characterized by reference to potential "events" (as defined in ISO Guide 73:2009, 3.5.1.3) and "consequences" (as defined in ISO Guide 73:2009, 3.6.1.3), or a combination of events and consequences.

Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated "likelihood" (as defined in ISO Guide 73:2009, 3.6.1.1) of occurrence.[76]

Service

Output of an organization with at least one activity necessarily performed between the organization and the customer.

The dominant elements of a service are generally intangible.

Service often involves activities at the interface with the customer to establish customer requirements as well as upon delivery of the service and can involve a continuing relationship such as banks, accountancies or public organizations.

A service is generally experienced by the customer.[77]

Strategy

Plan to achieve a long-term or overall objective.[78]

Success

Achievement of an objective.

The success of an organization emphasizes the need for a balance between its economic or financial interests and the needs of its interested parties, such as customers, users, investors/shareholders (owners), and people in the organization, providers, partners, interest groups and communities.[79]

Summative/follow-up evaluation

A type of evaluation intended to provide information about the merit, worth and impact of a programme or project (OIOS). Summative evaluation is usually conducted at the end of a programme or project to determine if anticipated results were achieved. [80]

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[76] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[77] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[78] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[79] Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

[80] Source: UNITAR Evaluation Policy (November 2021)

Sustainable development

Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

The process provides an enduring, balanced approach to economic activity, environmental responsibility and social progress.

Sustainable development is about integrating the goals of a high quality of life, health and prosperity with social justice and maintaining the earth's capacity to support life in all its diversity. These social, economic and environmental goals are interdependent and mutually reinforcing. Sustainable development can be treated as a way of expressing the broader expectations of society as a whole.[81]

Sustainability

Degree of sustainable development in the context of the organization or event.[82]

Sustained success

Success over a period of time.

Sustained success emphasizes the need for a balance between economic-financial interests of an organization and those of the social and ecological environment.

Sustained success relates to the interested parties of an organization, such as customers, owners, and people in an organization, providers, bankers, unions, partners or society.[83]

System

Set of interrelated or interacting elements.[84]

Target

Detailed performance requirement, applicable to the organization, that arises from the objectives and that needs to be set and met in order to achieve those objectives

Targets may apply to an organization's activities, products or services. They may also apply to events in whole or in part.[85]

Undertaking

A general term for any programme, project, activity, policy, strategy, etc. which may be subject to evaluation[86]

Vision

Aspiration of what an organization would like to become as expressed by top management.[87]

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81   Source: ISO 26000:2010, 2.23, modified. Quoted from: ISO 20121:2012(en) Event sustainability management systems — Requirements with guidance for use

82   Source: ISO 20121:2012(en) Event sustainability management systems — Requirements with guidance for use

83   Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

84   Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

85   Source: ISO 14001:2004, 3.12, modified. Quoted from: ISO 20121:2012(en) Event sustainability management systems — Requirements with guidance for use

86   Source: UNITAR Evaluation Policy (November 2021)

87   Source: ISO 9000:2015(en) Quality management systems — Fundamentals and vocabulary

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