

Board of the Centre

89th Session, November 2025

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FIRST ITEM ON THE AGENDA

Progress report for 2025

Introduction

1. In the eight months from January to August 2025, overall growth of the Centre's number of learners slowed down amid growing turbulence in the multilateral operational environment. Demand for the Centre's institutional capacity development services remained strong though, as local partners on their part experienced strong transformation pressure. To mitigate short-term and mid-term financial risks, the Centre had to repurpose some of the training activities planned for the last quarter of the year, accelerate the development of new service products and pursue new funding agreements with development partners. By beginning of September 2025, the Centre could thus still maintain its original forecast for a balanced budget but might have to revise its outlook based on developments in coming months.

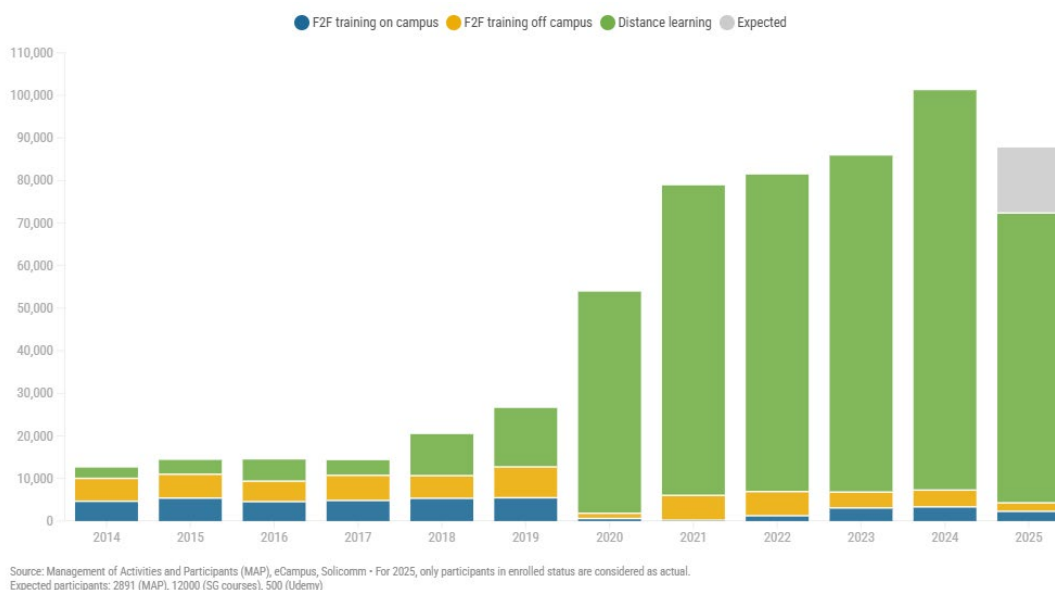
In the following sections, implementation progress in 2025 is briefly described, following in particular the three dimensions for sustainable performance described in the Centre's 2022-25 Strategic Plan grouped by outcome and with focus on the Key Performance Indicators of the Centre's Results Management Framework for the 2024-25 reporting period (attached as Annex 2).

II. Technical performance

Increased outreach (outcome 1)

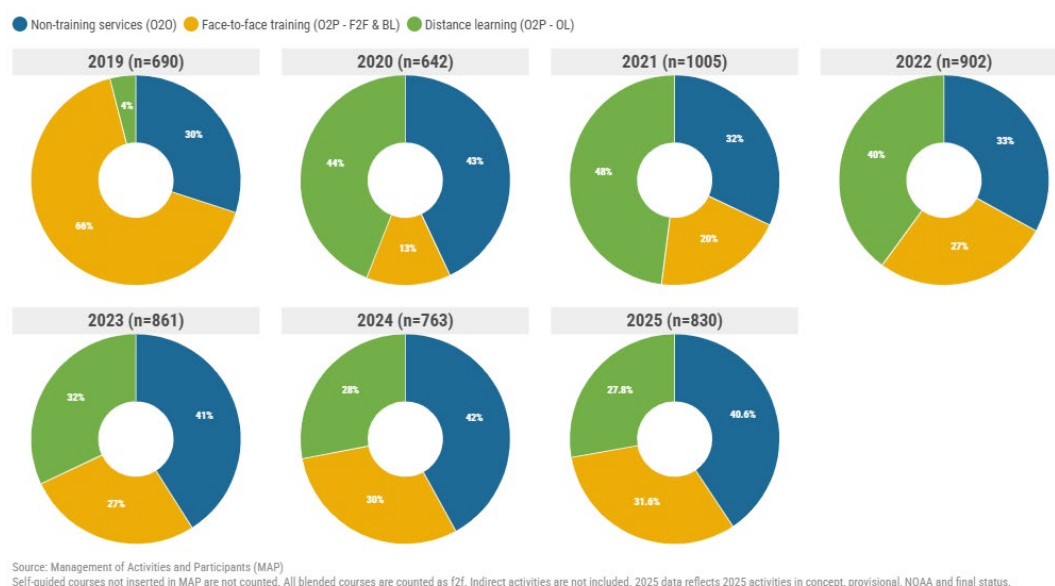
2. In the first eight months of 2025, the number of distance learners reached via self-guided and tutor-supported online and blended training activities continued expanding while growth of the number of participants in face-to-face training activities slowed down due to rising service transaction costs -particularly for flights, spending cuts imposed by several UN partner agencies and measures announced by the ILO in anticipation of cash flow constraints (output indicators 1.1.a-c, also refer to graph 1 overleaf). The Centre now conservatively estimates to reach in the 2024-25 biennium at least 10,000 people with face-to-face training and at least 250,000 people with distance learning activities, still higher than in previous biennia (see graph 1 overleaf).
3. ILO staff enrolments followed the same trend curves as observed for other learners participating in the Centre's activities (output indicator 1.1e).

Graph 1 - Training outreach of the Centre – direct beneficiaries only
No of enrolments, 2014-2025



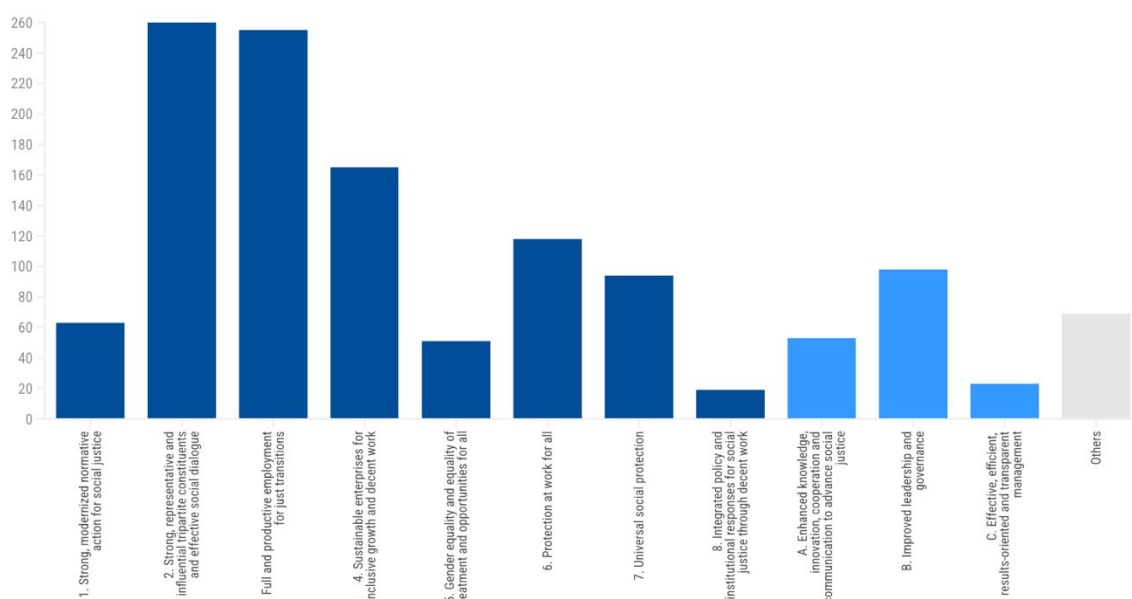
4. The Centre has made steady if uneven progress in its quest for gender parity across its portfolio of training activities (output indicator 1.1e). 40% of all participants in face-to-face training activities, 49% of participants in blended learning activities and 54% of all Master students were women; for distance learning activities, the share of women in tutor supported distance learning courses and self-guided distance learning courses stood at 51% and 35% respectively.
5. The Centre's Turin School of Development (TSD) will meet its outreach target of 350 students for the 2024-25 biennium, further stabilizing its operations and laying a robust foundation for further growth (output indicator 1.3).
6. Demand from ILO tripartite constituents for institutional capacity development services other than training (output indicator 1.4b) ran strong, with focus on learning product development support and strategy advisory services (32% and 28% of all assignments between January-August 2025). The Centre will maintain in 2025 the 2:1 ratio between training activities and other supportive capacity development services set in the Centre's 2022-25 Strategic Plan.

Graph 2 - Annual Activities Distribution by service channel (2019-25)



7. The service portfolio of the Centre continued to be fully aligned with the ILO programming framework. As in 2024, more than nine out of ten activities of the Centre delivered between January-August 2025 were directly linked to one of the outcomes in the ILO 2024-25 P&B. Also, the large majority of these activities was designed and delivered together with ILO policy departments and field offices or in partnership with other training institutions (55% and 22% respectively of all assignments; output indicator 1.4a refers).

Graph 3: Distribution of the Centres capacity development services across ILO P&B outcomes (January 2024 -August 2025)



Source: Management of Activities and Participants (MAP)

Source: MAP

8. The *multiplier effect* of these alliances with partners in the field was significant. The Centre now predicts to reach in the 2024-25 biennium more than 110,000 people via external learning platforms created and maintained together with its local partners (output indicator 1.2). These learning alliances have become one pathway to offset lower uptake of face-to-face training since COVID 19 with more cost-effective distance learning activities. Case in point, while the further recovery of the number of face-to-face trainees from the core constituency slowed down in 2025 due to the turbulence in the operational environment, the Centre's outreach to core constituents through online channels continued growing, also thanks to e-OSH learning platforms curated by the Centre on behalf of local Employers and Business Membership organizations (output indicators 1.1,a-c and output indicator 1.2).
9. The Centre also continued expanding its offering of system-level capacity development services in 2025, with focus on knowledge sharing activities like conferences, retreats, and dialogue events (output indicator 1.4b). The Centre projects to reach in 2025 at least 6,700 people (up 30.4% from the 5,137 people enrolled in 2024) through these activities, among them more than 4,000 enrolments into online events, and the reminder in blended and face-to-face activities. The Centre's strategy to market the organization in general, and the Centre's Campus more specifically, as a global meeting place of choice for ILO constituents and other ILO development partners thus was bearing fruit.

Lasting positive change (outcome 2)

10. In the eight months of the calendar year covered by this report, the Centre facilitated two external evaluations to validate the results of its work and to identify areas for further improvement (output indicator 2.1); the first evaluation covered the Centre's online and face-to-face training activities while the second evaluation assessed the outcomes of the Centre's strategy advisory services (The evaluation reports can be accessed here: <https://www.itcilo.org/resources/digital-briefs>). At the invitation of the two Co-Leads of the UN80 Cluster on Training and Research, the Centre furthermore took part in a benchmarking exercise to identify levers for unlocking synergies and scale effects linked to better UN System wide collaboration (output indicator 2.3).¹
11. The external evaluations found the Centre:
 - In as far as training activities are concerned, to have met its biennial targets for service satisfaction rates, new knowledge acquisition and application rates (outcome indicators 2.A-2.C). Areas for further improvement identified by the evaluators were: The systematic documentation of pre-training portfolio planning activities, mainstreaming of Gender and ILS, refining of the eCampus, more differentiated instructional approaches for client segments with distinct characteristics, more incentives for cross-departmental collaboration, accelerated business process automation and stronger emphasis on long-term post-training follow-up mechanisms. For more information on the management response to the evaluation go to <https://www.itcilo.org/about/board>
 - In as far as strategy advisory services in support of training are concerned, to have effectively responded to emerging capacity development needs and to have demonstrated flexibility and methodological depth, but also to be in need to apply the existing quality assurance tools and mechanisms more consistently particularly at the follow-up stage. The evaluators also proposed to emphasize more strongly on inter-departmental 'scrums' of experts to more effectively deliver assignments and later replicate successful approaches.
12. The UN80 Cluster on Training and Research included six UN entities directly governed by the UN General Assembly or the Economic and Social Council (*inner-circle* entities)². In addition, a selected number of entities -among a wide range of other UN System organizations involved in training and/or research activities- were also invited to contribute to the work of the Cluster (*outer-circle* entities)³. The benchmarking exercise focused on the operational realities, governance frameworks and mandates across the six inner circle institutions and included a comparison with the operational models pursued by the outer-circle entities. The Centre joined the exercise in the interest of closer collaboration with UN System partner agencies, with the view to better mainstream ILO core messages and increase outreach through the UN System.
13. The benchmarking exercise found that inner circle entities collectively offered a broad array of capacity-building services, spanning foundational knowledge-building and advanced, niche instruction; while this plurality fostered responsiveness and specialisation, it was also thought to present systemic challenges linked to fragmentation and limited interoperability, data gaps and evaluation challenges, limited language access and regional inclusion, underutilized synergies and financial sustainability risks. This exercise led to a proposal by the UN Secretary-General to consolidate inner-circle entities in a Research Pillar and a Training Pillar. Various proposals were also made to enhance future coordination between inner and outer circle entities in the field of research and training.

¹ Two other workstreams linked to outcome 2 of the Centre's P&B, namely work on the Alumni platform (output indicator 2.4) and upgrading of the Learning Analytics system (output 2.2) are not covered in this progress report, as activities linked to these two results were implemented and reported in 2024.

² UN University (UNU) and UN Institute for Training and Research (UNITAR) acting as Co-Leads; UN System Staff College (UNSSC); UN Research Institute for Social Development (UNRISD); UN Interregional Crime and Justice Research Institute (UNICRI); UN Institute for Disarmament Research (UNIDIR)

³ International Telecommunication Union (ITU); UN Office on Drugs and Crime (UNODC); International Training Centre of the ILO (ITCilo)

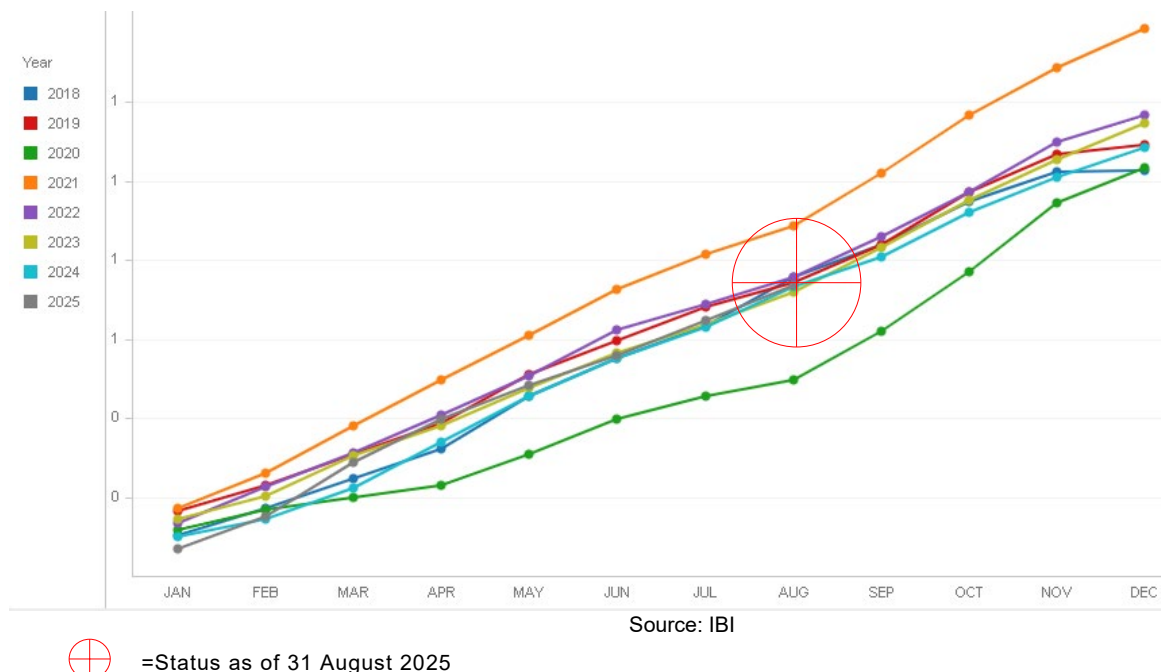
14. In this context, the UN Secretary-General issued a report on the overall UN80 Initiative in September 2025, outlining options for structural changes and programme realignments across the UN System, including the ones mentioned in the previous paragraph. Consultations will occur with Member States to discuss these proposals, which could lead to an intergovernmental process to decide on their implementation.

III. Financial performance

A more diversified revenue mix (outcome 3)

15. In the first eight months of 2025, the Centre maintained a solid financial position and was on target to achieve the projected earned income needed to at least balance its budget (outcome 3.A, see also graph 4 below). In early September, the financial outlook for the last quarter of 2025 was impacted by the ILO decision to take a series of measures linked to its Regular Budget (RB) in response to cash flow constraints. By the time of compiling this report, the precise effect of this decision on the financial position of the Centre was unclear.
16. To at least partly mitigate any short-term financial risks, the Centre launched a series of campaigns to promote its fee-based training courses including its Master Programmes (output indicator 3.2). The Centre also reached out to several UN partner organizations which are under growing pressure to outsource their in-house capacity development services, with tailored package solutions. The Centre furthermore sought to accommodate the request from development partners for cost saving measures by converting tailored face-to-face activities to hybrid and fully online activities.
17. On a parallel track, and in anticipation of possible ILO austerity measures in the 2026-27 biennium, the Centre stepped up its efforts to mobilize additional sources of funding from extra-regular budget for technical cooperation contributed by other development partners, with one focus on projects and capacity development services funded by International Development Finance Institutions like the World Bank Group and the International Fund for Agricultural Development, while collaboration with major regional Multilateral Development Banks, such as the Asian Development Bank, the Inter-American Development Bank, the African Development Bank, the Islamic Development Bank and the European Bank for Reconstruction, is rapidly growing. The Centre also intensified its resource mobilization activities and diversification efforts targeted at domestic trust funds, including in the Arab States, and at other categories of non-traditional development partners, showing measurable increase across all donor categories, with emphasis on private sector outreach with projects like Women in Digital Business; collaboration with academic and training institutions; and organisations linked to social partners like the International Seafarers' Trust (output indicator 3.1 and 3.3). As a direct result of these additional efforts, the Centre projects to exceed its related resource mobilization targets for the 2024-25 biennium.

Graph 4: Contribution to Fixed Costs from January - August 2025
Current year trend versus past years' performance



Increased operational efficiency (outcome 4)

18. The Centre continued its commitment to digital transformation of its business operations with a view to achieve a leaner cost architecture, to transform processes for increased effectiveness and operational agility and to develop a data-centric operations and culture. Streamlining of various business processes (output indicator 4.1) progressed in 2025 with a focus on enrolment in tailor-made courses, participants logistic management, digitalizing the remaining staff development requests, ongoing development of the travel authorization system.
19. The Centre completed the process review on invoicing self-paying participants. This resulted in the automatic dispatch of invoices for self-paying participants. Current digital transformation initiatives have enhanced efficiency across several other business processes. The Centre upgraded the platform for management of classrooms and bedrooms through an automated system integrated with the corporate IT systems of the Centre. A fully paper-free environment has been put in place for staff training and performance management. Furthermore, the implementation of the Participant Logistics Management (PLM) platform has digitized the management of travel and logistics for participants coming on campus, streamlining communication between participants, internal units, and service providers. Enrolment has been automated for tailor-made training activities. The review of two other business process was underway by the time of compiling this progress report: The first one was related to the management of official travel and will result in streamlined management of missions and other type of travels. The second process was related to electronic payment, which will result in a reduced workload on open courses and quicker acknowledgement of payments. The Centre was also progressing well in the preparation of the procurement manual that is under its last revisions. The Centre therefore anticipates achieving output indicator 4.1.

IV. Organizational performance: Corporate services, accountability, and oversight

20. Corporate services continued to ensure back-of-house support functions intended to ensure the smooth operations of the organization, including financial services and risk management, human resource management, facilities management and communication and information technology services. The following section describes the contribution made by these corporate services to the smooth implementation of the Centre's workplan during 2025.

Motivated and skilled staff (outcome 5)

21. In 2025, the Centre made significant strides in reinforcing the Performance Management Framework (output indicators 5.1 and 5.3). The 2024 end-of-cycle performance review launched in February 2025 achieved a compliance rate of 95%, with the current cycle already reaching 80% compliance, indicating strong staff and managerial engagement and solid commitment to continuous improvement. Enhanced system functionalities, attained in collaboration with ICTS, optimised user experience, and the performance dashboard is now fully operational in 2025, supporting data-driven, evidence-based decision making through improved monitoring and reporting. These accomplishments represent a substantial step forward in further strengthening a culture of performance, results-based management, and accountability.
22. In alignment with the Centre's Performance Management Framework, staff development remained a strategic priority. The Centre stepped up its efforts for learning through a broad range of initiatives tailored to individual, team and group needs. Key focus areas included digital accessibility, IT security awareness, and language skills. An Internal Circular was issued in January 2025 to ensure and streamline effective, fair, and equitable use of staff development funds. A new induction programme is being developed to provide a structured and integrated onboarding process for newly recruited staff members.
23. The Centre continued to advance diversity and inclusion in its workforce (*output indicator 5.2*) through ongoing recruitment efforts and the internship program. In the first nine months of the year, the Centre completed 13 recruitment processes, including two initiated in 2024. While the paramount consideration in the filling of vacancies is the necessity to obtain a staff of the highest standards of competence, efficiency, and integrity, due regard was paid to diversity as a key consideration, resulting in the recruitment of talent from a wide geographical basis including Brazil, Costa Rica, Ethiopia, Italy, Japan, Nigeria, Peru, Republic of Korea, Rwanda and Tunisia. The internship programme was also successful in attracting and welcoming young professionals from diverse countries including Brazil, China, Egypt, Iran, Italy, Kazakhstan, North Macedonia, Mexico, Peru, Russia and Spain.
24. The Collective Bargaining Agreement concluded in December 2024 was implemented in 2025, covering reclassification of posts, titularization and short-term contracts. The Agreement reflects continued collaboration and constructive social dialogue on human resources matters at the Centre.
25. Following the comprehensive review of Medical and Occupational Health Services (MOHS) conducted with the ILO Medical Adviser in 2024, the ITCILO Medical Services were reorganized in 2025. The review considered specific needs of the UN Turin Campus, including services for ITCILO and UN staff (340 total) as well as for Campus participants, with a total estimated cases of approximately 500 per year. The reorganization takes into account the health and safety risk assessment and action plan and includes the following dimensions: (i) appointment of the ILO Medical Advisor as the ITCILO Medical Advisor; (ii) realignment of the medical service based on the UN/ILO walk-in-clinic model, managed by a full-time nurse; (iii) contracting of Medical Doctors (external collaborators) to provide primary health care services two hours daily complemented with telemedicine services to be set up using existing agreements from the Rome-based agencies (FAO, WFP, IFAD). The reorganisation was

launched in June 2025 with an initial rollout period of six months. Close monitoring will allow to refine and align the delivery model after the first initial six months based on user feedback. It is anticipated that the budget of the newly reorganized model will reduce the cost of the medical services by 38% (Euro 106,000 annual savings).

26. The Centre remains firmly committed to creating a safe, inclusive, and respectful work environment for all staff, collaborators, participants, and Campus visitors. An Ethics and Accountability Day was held on 27 June 2025, led by the ILO Ethics Officer and Chief Internal Auditor (ILO Office of Internal Audit and Oversight), promoting awareness of ethical standards and reinforcing institutional accountability. Work is ongoing on a comprehensive review and design of a zero-tolerance policy on harassment (including sexual harassment), misconduct, discrimination, and abuse of authority. Strengthened internal reporting and response mechanisms are being developed with the support of the Gender and Diversity Advisory Council (GDAC). The Centre joined ClearCheck in 2025, a highly secure centralized UN-System wide electronic database that contains the names of individuals who have a record of serious misconduct, sexual harassment (SH), and sexual exploitation and abuse (SEA). The database can only be accessed by UN System organizations for reference checking purposes. A Respectful Workplace Workshop for all staff is in the planning for January 2026.
27. The Centre continued with the review and consolidation of its HRS policy and related minutes, information notes and circulars (output indicator 5.4.). As part of this process, HRS published in May 2025 revised Staff Regulations and released eight new Circulars. Following the successful rollout of generic job descriptions for Training Programmes, HRS initiated a process to review, streamline, update and reprofile job descriptions for General Service positions in Service Units. This consultative process involved Service Unit Chiefs, an external job classification expert, and the Staff Union, to ensure that job descriptions accurately reflect current responsibilities, anticipated future expectations, and the skills and qualifications required to perform required tasks. In line with the HR Strategy, the finalized job descriptions will include duties related to gender, diversity and inclusion, as well as experience and knowledge of digital activities.

World-class Campus (outcome 6)

28. The renovation projects of Pavilion Americas 2 (hosting ITCILO teams) and Pavilion Italy (hosting UN System Staff College -UNSSC) were progressing well (output indicator 6.1) under the overall oversight of a Renovation Steering Committee and supported by two project teams to ensure a collaborative design approach and staff engagement process with the relevant units. The implementation has been running smoothly with the preliminarily design phase completed and all needed building permits secured with local authorities. The Italy project design phase has also been completed, in close collaboration with the UNSSC team. The next phase will involve tendering for the construction works to start in 2026.
29. Following the awarding of new contracts for accommodation services (catering, hotel management and cleaning services) in 2024, close monitoring and coordination across accommodation services and training units was facilitated by Internal Services in order to ensure strong client satisfaction. Thanks to these efforts, quantitative guest evaluations collected via Review Pro increased from the baseline of 4.1 to 4.3 as of August 2025, consistently meeting the 4.3 target. (output indicators 6.3).
30. Capital improvements were also undertaken through a series of extraordinary maintenance works (output indicators 6.3). A total of 80 bedrooms in Africa 8 and 9 pavilions were fully refurbished, leading to a total of 120 bedrooms out of 210 now renovated. Although the Campus accommodation facilities are not commercial, the facilities have received a rating equivalent to a four-star hotel certification. Numerous external repairs were conducted across the Campus on the occasion of the 60th Anniversary, including a new Campus signage initiative. The surveillance system was also upgraded, with the implementation of a leading-

edge comprehensive security suite (Digitronica), already adopted by other UN premises in Italy.

Secure and inclusive digital learning technology and applications (outcome 7)

31. The Centre continued to progress in making its services digitally inclusive and accessible using the Web Content Accessibility Guidelines (WCAG) for people living with varying disability (e.g. blindness, low vision, deafness or hearing loss etc.) or situational limitations (output indicator 7.1.1. and 7.1.3.). The Centre continued to work with an external provider leader in digital accessibility (with approximately 70 per cent of its staff living with disabilities) using a comprehensive approach that involves three dimensions: accessibility of the platforms, accessibility of the content, staff training on digital accessibility, and continuous improvement year after year. As a result of this initiative, 89% of the critical accessibility issues on the Centre's job and course application portals and its intranet were fixed. Furthermore, by August 2025, 29% of staff had completed training on digital accessibility (output indicator 7.1.1).
32. Following an external audit, the Centre was confirmed compliant with the new version of the ISO 27001 certification (outcome indicator 7.A.). The Certification demonstrates that the Centre's policies, procedures and controls meet global standards and best practices to systematically manage and protect the Centre's sensitive data and information assets, including security risks like cyberattacks and data breaches. The new IT security awareness training, initially released in May 2024 and used by new staff since then on a pilot basis, has been made compulsory to all staff. 73% of the existing staff has completed it as of mid-September (output indicator 7.2.1.). The Centre also completed its move to a new authentication system and implemented advanced identify security mechanisms, which further protect the Centre from possible attacks.
33. The Centre updated its Data Retention Policy (output indicator 7.2) following a review conducted with the support of The United Nations International Computing Centre (UNICC). While the initial indicator was set at 70% of core services with data disposal mechanisms in place, the review highlighted that only two of the six core systems or services hosting personal data from staff can technically implement a retention policy and delete personal data automatically. As a result, only 33% of core services will have data disposal mechanisms in place

Highest standards of Governance and oversight (outcome 8)

34. The Centre continues striving for full compliance with UN System-wide financial, digital and communication governance standards (outcome indicator 8). In previous years the Centre received without exception unqualified audits of its financial statements; also in 2024, the Centre received an unqualified audit opinion. In that regard, at their meeting held on 27 May 2025, the Officers of the ITCILO Board adopted the Financial Statements for the year ended 31 December 2024 and took note of the External Auditor's Report for the same period. As customary, a report of the Officers' meeting will be submitted to the Board at its 89th Session for information (output indicator 8.1.).
35. The Centre is also subject to the review of its internal control environment by the ILO's Internal Audit and Oversight (IAO), as the Centre's internal auditor. In 2023, IAO has completed the review of the Centre's E-banking, for which all recommendations have already been implemented. It also completed a financial audit of a project completed by the Centre, requested by the related donor. In 2024, IAO also completed the audit of procurement focusing on the Centre's process and compliance to its rules. The implementation status of the recommendations of the Internal Auditor from the 2023 digital audit and other audit reports is illustrated in the table below (output 8.2.).

Internal Audit Reports – implementation rate as of September 2025

Audit report	Implementation rate
Internal governance	94%
Procurement	24%
External Collaborator Services	92%
Evaluation Systems	90%
Business Continuity Plan	80%
Travel	50%
Digital governance	58%
HIGH priority recommendations on all internal reports issued since 2014	89%

36. In terms of institutional communication and external relations (Output indicator 8.3), the focus was on the Centre's 60th Anniversary to strengthen the Centre's strategic positioning as a multilateral platform for learning and capacity development to advance social justice through decent work. Key events included the Pioneers Forum, which explored the future of learning together with key partners, including UN sister agencies and technology experts. An important feature of the Forum was the launch of the Pioneers Award, a joint initiative with the Italian Government, to recognize ITCILO alumni who have made important contributions in the field of social justice and decent work. A second key moment was the visit of H.E. the President of the Republic of Italy, Mr. Sergio Mattarella, on the occasion of the inaugural ceremony of the Turin School of Development. Finally, a Roundtable of ITCILO Directors was organized for staff in order to leverage past learnings and insights (see Annex 1 for further information).

Cross-cutting strategy drivers

Innovation

37. As of August 2025, the Centre's *active* innovation project portfolio comprised of 15 interconnected initiatives, among them eight projects run jointly with ILO innovation scouts under the umbrella of the global Innovation Sparks Programme linked to the ILO 2023 Knowledge and Innovation Strategy. These 15 initiatives were clustered in four thematic groups, namely digitally enhanced knowledge management, remote collaboration, future foresighting and the future of learning and capacity development. In as far as the innovation projects *concluded* by August 2025 were concerned (20 initiatives), in three out of four cases, the innovation solutions developed in the context of these initiatives, had been replicated *at least* once, in line with the threshold set for output indicator A).

Promotion of International Labour Standards, Social Dialogue and Tripartism

38. During the reporting period, the Centre continued its efforts to mainstream core ILO policy messages on International Labour Standards, Social Dialogue and Tripartism throughout its open courses (i.e., courses advertised in the annual calendar of activities). Concrete measures involved the development of new, or translation of existing free self-guided distance learning modules for insertion in the eCampus course platforms, financial support for dedicated learning activities organized by the Workers' and Employers' Activities Programmes including for all Centre staff, and a few inter-departmental activities framing just transition strategies for emerging topics in the world of work, like demographic change and Artificial Intelligence. One out of four participants stated that International Labour Standards had been explicitly referenced during training, the corresponding ratio of Social Dialogue and Tripartism was one

out of five participants – meeting or within close range of the target for the biennium (output indicators B.1 and B.2).

Promotion of Gender equality, Diversity and Inclusion

- 39.** The Centre continued promoting Gender Equality, Diversity and Inclusion both among its own staff (inward-looking dimension) and across its service portfolio (outward-looking dimension). As of August 2025, one out of three of the Centre's open courses explicitly referenced ILO messages on Gender Equality and Diversity. The Centre also continued its efforts to comply with the outreach target for female/male participants set out in the ILO Gender Equality Action Plan 2022-25, and more specifically, to secure the enrolment of over 50% of women in ILO staff development activities run on behalf of the ILO HRD department, and to push the percentage of men among ILO staff participants in ITCILO gender-specific training activities to at least 25%. By August 2025, the corresponding ratios reported by the Centre were 47% and 32% respectively (output indicator C.2).

Annex 1: ITCILO 60th Anniversary celebrations

I. Background and Purpose

- ✓ The ITCILO 60th Anniversary celebrations took place between October 2024 and October 2025, marking 60 years since the signing of the Rome Agreement on 24 October 1964 and the official start of the Centre's activities in October 1965. The Anniversary campaign focused on celebrating the Centre's contribution to learning for social justice while also serving as a platform for forward-looking dialogue, reimagining the role of the Centre in a world of work shaped by technological, environmental, and social transformations. The Anniversary thus became both a moment of recognition and a springboard toward a renewed, future-oriented vision.

II. Key Events

ITCILO 60th Anniversary Inauguration (24 October 2024)

- ✓ The inauguration ceremony of the ITCILO 60th Anniversary was held on 24 October 2024 during a special sitting of the ITCILO Board at its 88th Session, chaired by the ILO Director-General, with the participation of the Minister of Labour and Social Policies of the Republic of Italy. During the session, the Centre's foundational role was highlighted, with statements emphasizing its contribution to capacity development and its enduring relevance within the ILO and the broader UN System.
- ✓ On the same day, a photo exhibition titled "Pioneering Learning for Social Justice" was launched, offering a visual journey through the Centre's six decades of activity. The exhibition captures the ITCILO's transformative process over the decades, showcasing the people and events that shaped its mission and impact. A commemorative photo book was also produced and shared with Board members, partners and stakeholders.

Roundtable of ITCILO Directors (27 March 2025)

- ✓ On 27 March 2025, the Centre hosted a Roundtable of ITCILO Directors, bringing together past and present Directors to exchange on ITCILO's legacy, achievements, and future. The event included: Jean-François Trémeaud (1989-2006), François Eyraud (2006-2011), Patricia O'Donovan (2011-2015), Yanguo Liu (2016-2021), Giuseppe Casale (2022-2023), and Christophe Perrin (2023-present). Each Director offered unique insights into the institutional challenges and transformative moments of their respective mandates, ranging from strategic renewal and the founding of the Turin School of Development to the response to the COVID-19 crisis, the push for diversity and inclusion, and the imperative of innovation in the digital age.

The Pioneers Forum (15–16 April 2025)

- ✓ On 15–16 April 2025, the Centre convened the Pioneers Forum, a flagship event of the 60th Anniversary celebrations. The Forum, hosted both on the UN Campus and across significant urban locations in Turin, was designed as a multistakeholder dialogue platform to envision the future of learning and capacity development in the context of social justice and sustainable development.
- ✓ The event kicked off on 15 April at the UN Turin Campus, featuring a high-level segment that included keynote speeches from UN senior officials, ILO leadership, and the Vice Minister of Foreign Affairs and International Cooperation of Italy. Discussions addressed critical topics such as the skills needed to advance the 2030 Agenda, the

transformative potential of emerging technologies including quantum computing, and the Centre's role as a future-focused learning hub. That same day also hosted the inaugural ITCILO Pioneers Award Ceremony, which honoured distinguished alumni for their impactful contributions to social justice. In the afternoon, participants engaged in a visionary innovation lab alongside tripartite constituents, co-creating proposals for just digital transitions.

- ✓ The second day, 16 April, focused on a series of dialogues titled "Turin: Learning City for Social Justice", transforming Turin into an open-air lab for social innovation and cooperation between local and global actors. Events were held in collaboration with local authorities and stakeholders, including social partners, civil society, and academic institutions. During the closing ceremony, the City of Turin, the University of Turin, and Politecnico di Torino officially announced their membership to the Global Coalition for Social Justice. With this step, Turin became the first city in the world to join the Coalition, standing alongside governments, UN agencies, employers' and workers' organizations, and leading academic institutions.

Visit of H.E. President of the Republic of Italy, Sergio Mattarella, on the occasion of the Academic Day of the Turin School of Development (16 May 2025)

- ✓ On May 16, 2025, the President of the Italian Republic, H.E. Mr. Sergio Mattarella visited the UN Turin Campus for the inauguration of the Academic Year of the Turin School of Development (TSD), a joint initiative between the Centre, the University of Turin and Politecnico di Torino, with the support of the Compagnia di San Paolo Foundation. The President was welcome by the Director of the Centre, along with the representatives of UNICRI and of the UN System Staff College (UNSSC) and was greeted on Campus by the staff of the three agencies.
- ✓ In his address, the President hailed the strong presence of United Nations structures in Italy, a testament to his firm commitment to "the only truly universal Organization created to preserve, in its various forms and articulations, peace and peaceful coexistence among States and peoples." He also emphasized the commitment of the International Training Centre of the ILO to upholding the principles of decent work and social justice, fully consistent with the 2030 Agenda and the 2024 UN Compact for the Future.
- ✓ Other interventions included those of the President of the Piemonte Region, the Mayor of Turin, the Rectors from the University of Turin and Politecnico di Torino, the Director of the Centre (in his capacity as Director of the TSD) as well as a representative of the TSD students.

International Labour Conference in Geneva: Celebrating 60 Years of Learning and Innovation for Social Justice (11 June 2025)

- ✓ An event was held in June 2025 on the margins of the International Labour Conference (ILC) in Geneva to mark the Centre's 60th Anniversary. This event - which benefited from the participation of the Minister of Labour and Social Policies of the Republic of Italy, the ILO Deputy Director-General and the Director of the Centre- was held in the ILC's Engagement Zone to present the ITCILO's enduring contribution to the ILO mandate and its impact on the global community of learners, practitioners, and decision-makers.

Launch of the ITCILO Local Economic Impact Study (21 October 2025)

- ✓ The study “Global Training, Local Value” was officially presented on 21 October 2025, as part of the celebrations marking the 60th Anniversary of the ITCILO. The report, undertaken in collaboration with the Turin Chamber of Commerce, provides an evidence-based assessment of the Centre’s economic impact at both local and national levels. It highlights the Centre’s contribution to employment, local spending, and strategic partnerships, reaffirming its role as a key driver of sustainable development and internationalization.

III. ITCILO Archives Project

- ✓ The Archives Project was developed in collaboration with the ILO Archives Office and the ITCILO Former Officials’ Association (FOA), with the aim to preserve, digitize and publicly share the Centre’s historical documents. Throughout the year, steady progress was made toward building partnerships with local heritage institutions, including the Polo del ‘900, to ensure public access and historical preservation. This archival effort not only safeguards the Centre’s legacy but also provides educational and research opportunities for future generations.

IV. Cultural Collaborations and Projects

- ✓ An important component of the ITCILO 60th Anniversary celebrations was the hosting of various cultural events on the UN Turin Campus, highlighting the Centre and the Campus’ legacy within Turin’s rich history and vibrant cultural landscape. This included the following events and collaborations:
 - **The Others Art Fair 13th Edition** (UN Turin Campus, 31 October – 3 November 2024)
 - **EXPOSED Torino Foto Festival 2025 | ECHOES** (UN Turin Campus, May 2025)
 - **Concert of the Orchestra Filarmonica Volpianese** (UN Turin Campus, 24 May 2025)
 - **Open House Torino 8th Edition** (UN Turin Campus, 7-8 June 2025)
 - **Jobs Film Days: Decent Work for All Award** (Turin, 30 September – 5 October 2025)

Annex 2: Results Framework for the 2024-25 Biennium

DIMENSION	TECHNICAL PERFORMANCE			
Indicator	Baseline (2022- 23)	Target 2024-25 (Cumulative figure for the 2024-25 biennium)	Results (2024)	Results (January - August 2025) <i>Provisional</i> <i>Only 2025 activities in final or NOAA status & of start date till 31 Aug 2025 are considered.</i> <i>Only participants in enrolled status are considered.</i>
Outcome 1	The Centre has further expanded its service <u>outreach</u>			
Outcome indicator 1.A: Percentage of growth in training outreach over the previous biennium among direct training beneficiaries ----- Source: Management of Activities and Participants (MAP) database, Online learning platform (eCampus)	26 per cent ----- Number of enrolments: 167 244	25 per cent	4 per cent ----- Number of enrolments: 101 201 in 2024 + 72 357 till Aug 2025	
Outcome indicator 1.B: Percentage of growth in training outreach over the previous biennium among indirect training beneficiaries ----- Source: External platforms data	306 per cent ----- Number of enrolments: 24 411	50 per cent	358 per cent ----- Number of enrolments: 50, 702 in 2024 + 61,056 in 2025	

Outputs linked to Outcome 1				
Output Indicator 1.1: Number of enrolments in training activities offered by the Centre				
Output indicator 1.1a: Number of enrolments in face-to-face training activities, disaggregated by gender and tripartite constituents. ----- Source: Management of Activities and Participants (MAP) database	10 278 enrolments with 39 per cent of them women Among them: 274 employer participants 868 worker participants 1 167 labour ministry participants	15 000 enrolments	4 928 enrolments with 47 per cent of them women Among them: 233 employer participants 248 worker participants 841 labour ministry participants	2 072 enrolments with 40 per cent of them women Among them: 23 employer participants 90 worker participants 277 labour ministry participants
Output indicator 1.1b: Number of enrolments in blended training activities, disaggregated by gender and tripartite constituents. ----- Source: Management of Activities and Participants (MAP) database	3 467 enrolments, with 47 per cent of them women Among them: 236 employer participants 464 worker participants 189 labour ministry participants	3 500 enrolments	2 356 enrolments with 48 per cent of them women Among them: 212 employer participants 715 worker participants 125 labour ministry participants	2 214 enrolments with 49 per cent of them women Among them: 152 employer participants 731 worker participants 136 labour ministry participants
Output indicator 1.1c: Number of enrolments in distance learning activities, disaggregated by gender and tripartite constituents ----- Source: Management of Activities and Participants (MAP) database, Online learning platform (eCampus)	153 499 enrolments with 39 per cent of them women Among them: 2 553 employer participants 8 212 worker participants 7 563 labour ministry participants	320 000 enrolments	93 917 enrolments with 40 per cent of them women Among them: 5 293 employer participants 3 151 worker participants 4 028 labour ministry participants ----- Notes: Gender and organizational distribution are not available for	68 071 enrolments with 36 per cent of them women Among them: 4 194 employer participants 1 535 worker participants 2 526 labour ministry participants ----- Notes: Gender and organizational distribution are not available for

			1 991 enrolments in Masterclasses on Udemy. Organizational affiliation is self-declared by participants in cases of enrolments in self-guided courses and Communities of Practice (In 2024, 4,809 employers, 2,418 workers, and 3,364 MoL).	883 enrolments in Masterclasses on Udemy. Organizational affiliation is self-declared by participants in cases of enrolments in self-guided courses and Communities of Practice (In 2025, 3 842 employers, 1 231 workers, and 2 246 MoL).
Output indicator 1.1d: Number of enrolments of ILO staff in training ----- Source: Management of Activities and Participants (MAP) database, Online learning platform (eCampus)	275 enrolments in face-to-face training 362 enrolments in blended training 6 709 enrolments in distance learning	500 enrolments in face-to-face training 350 enrolments in blended training 3 500 enrolments in distance learning	5 298 enrolments 256 enrolments in face-to-face training 127 enrolments in blended training 4 915 enrolments in distance learning ----- Notes: - Gender and organizational distribution are not available for 1 991 enrolments in Masterclasses on Udemy. - Organizational affiliation is self-declared by participants in cases of enrolments in self-guided courses and Communities of Practice (In 2024, 4 094 ILO).	3 507 enrolments 64 enrolments in face-to-face training 89 enrolments in blended training 3 354 enrolments in distance learning ----- Notes: - Gender and organizational distribution are not available for 883 enrolments in Masterclasses on Udemy. - Organizational affiliation is self-declared by participants in cases of enrolments in self-guided courses and Communities of Practice (In 2025, 3 005 ILO).
Output indicator 1.1e: Overall Gender distribution and affiliation to ILO core constituency in training ----- Source: Management of Activities and Participants (MAP) database,	39 per cent women 24 per cent affiliated with the ILO core constituency (of which 33 per cent are women)	45 per cent women 30 per cent affiliated with the ILO core constituency (of which 50 per cent are women)	40 per cent women 15 per cent affiliated with the ILO core constituency (of which 42 per cent are women) ----- Notes: Gender and organizational distribution are not available for	36 per cent women 14 per cent affiliated with the ILO core constituency (of which 38 per cent are women) ----- Notes: Gender and organizational distribution are not available for 1

Online learning platform (eCampus)			1 991 enrolments in Masterclasses on Udemyl. Organizational affiliation is self-declared by participants in cases of enrolments in self-guided courses and Communities of Practice (In 2024, 4,809 employers, 2,418 workers, and 3,364 MoL).	883 enrolments in Masterclasses on Udemyl. Organizational affiliation is self-declared by participants in cases of enrolments in self-guided courses and Communities of Practice (In 2025, 3 842 employers, 1 231 workers, and 2 246 MoL).
Output indicator 1.2: Number of enrolments in activities run by institutional intermediaries via online platforms curated and hosted by the Centre ----- Source: External platforms data	24 008 enrolments	23 000 enrolments	Indirect training enrolments of learners trained by trainers who were certified by the Centre on platforms developed by the Centre: 50 702 enrolments Outreach (enrolments) via platform development services that do not entail the involvement of ITCILO in training delivery: 8 795 enrolments	Indirect training enrolments of learners trained by trainers who were certified by the Centre on platforms developed by the Centre: 61 056 enrolments Outreach (enrolments) via platform development services that do not entail the involvement of ITCILO in training delivery: 4 283 enrolments
Output indicator 1.3: Number of enrolments in TSD Masters Programmes ----- Source: Management of Activities and Participants (MAP) database	479 students	400 students	350 enrolments	183 enrolments
Output indicator 1.4a: Percentage of training activities designed/delivered in partnership with the ILO or other organizations with a mandate to facilitate capacity development services -----	63 per cent in partnership with the ILO 22 per cent in partnership with other organizations	66 per cent in partnership with the ILO 25 per cent in partnership with other organizations	60 per cent in partnership with the ILO 20 per cent in partnership with other organizations	55 per cent in partnership with the ILO 22 per cent in partnership with other organizations

Source: Management of Activities and Participants (MAP) database				
Output indicator 1.4b: Percentage of non-training services in the Centre's capacity development portfolio ----- Source: Management of Activities and Participants (MAP) database	37 per cent of which: 38 per cent Product development 17 per cent Event management 19 per cent Consultancies 6 per cent Communication & advocacy 5 per cent Knowledge & data management	33 per cent of which 30% are commissioned by organizations that belong to ILO core constituency	42 per cent of which 41% are commissioned by organizations that belong to ILO core constituency 30 per cent Product development 21 per cent Event management 24 per cent Consultancies 16 per cent Media, Communication & advocacy 4 per cent Knowledge & data management	48 per cent of which 39% are commissioned by organizations that belong to ILO core constituency 32 per cent Product development 18 per cent Event management 28 per cent Consultancies & project management 19 per cent Media, Communication & advocacy 4 per cent Knowledge & data management
Output indicator 1.5: Number of organizations reached with non-training capacity development services for institutional intermediaries ----- Source: Management of Activities and Participants (MAP) database	56 organizations reached with digitally enhanced support services (Product development & advisory services) 15 organizations reached with system-level capacity development services (Communication & advocacy and event management services)	20 organizations reached with digitally enhanced support services (Product development & advisory services) 5 organizations reached with system-level capacity development services (Communication & advocacy and event management services)	44 organizations reached with digitally enhanced support services (Product development & advisory services) 19 organizations reached with system-level capacity development services (Communication & advocacy and event management services)	49 organizations reached with digitally enhanced support services (Product development & advisory services) 14 organizations reached with system-level capacity development services (Communication & advocacy and event management services)

Outcome 2	The Centre has further improved its service <u>quality</u>			
Outcome indicator 2.A: Service satisfaction rates ----- Source: Online learning platform (eCampus) for training, Survey monkey questionnaires for non-training services (Measured on a scale from 1-5 where 1 denotes strong dissatisfaction and 5 denotes high satisfaction)	Training (overall): 4.54 • Face-to-face training: 4.57 • Tutor-based online training: 4.52 • Self-guided online training: 4.6 Events Management: 4.2 Advisory services: 5 Communication campaigns: 5	Training (overall):4.5 Event Management:4.5 Advisory Services:4.5 Communication Campaigns:4.5	Training (overall): 4.57 • Face-to-face training: 4.57 • Tutor-based online training: 4.51 • Self-guided online training: 4.59 Events management: 4.4 <i>Advisory services: To be reported by the end of the biennium</i> <i>Communication campaigns: To be reported by the end of the biennium</i>	Training (overall): 4.58 • Face-to-face training: 4.58 • Tutor-based online training: 4.53 • Self-guided online training: 4.59 Events management: 4.5 <i>Advisory services: To be reported by the end of the biennium</i> <i>Communication campaigns: To be reported by the end of the biennium</i>
Outcome indicator 2.B: Proof of service out-takes ----- Source: Post knowledge-acquisition test results on the online learning platform (eCampus) for training. Survey monkey questionnaires for events. Documentation of consultancies. Final reports of communication campaigns	Training (overall): 84 per cent • Face-to-face and blended training: 81 per cent • Tutor-based online training: 84 per cent • Self-guided online training: 85 per cent Events Management: 54 per cent Advisory services: N/A Communication campaigns: 13 pledges received from 8 global organizations committing to tangible actions within the context of the coffeepeople campaign (2023). 285 pledges committing to taking actions for ending child labour within the context of the endchildlabour campaign (2021/2022)	Training (overall): 85 per cent Events: 50 per cent Advisory services: 90 per cent of assignments conclude with a plan signed off by the client Communication campaigns: TBD	Training (overall): 85 per cent • Face-to-face and blended training: 85 per cent • Tutor-based online training: 85 per cent • Self-guided online training: 85 percent Events: 65 per cent <i>Advisory services: To be reported by the end of the biennium</i> <i>Communication campaigns: To be reported by the end of the biennium</i>	Training (overall): 92 per cent (TBC) • Face-to-face and blended training: 91 per cent • Tutor-based online training: 92 per cent • Self-guided online training: 97 percent (TBC) Events: 60 per cent <i>Advisory services: To be reported by the end of the biennium</i> <i>Communication campaigns: To be reported by the end of the biennium</i>

Outcome indicator 2.C: Proof of performance improvement ----- Source: External evaluation reports	Training knowledge application rate: 62.5 per cent Events Management: N/A Advisory services: N/A Communication campaigns: N/A	Training knowledge application rate: 75 per cent Events Management: 75 per cent Advisory services: 50 per cent Communication campaigns: 50 per cent	Training knowledge application rate: 53 per cent <i>Events Management: To be reported by the end of the biennium</i> <i>Advisory services: To be reported by the end of the biennium</i> <i>Communication campaigns: To be reported by the end of the biennium</i>	Training knowledge application rate: 72.8 per cent <i>Events Management: To be reported by the end of the biennium</i> <i>Advisory services: To be reported by the end of the biennium</i> <i>Communication campaigns: To be reported by the end of the biennium</i>
Outputs linked to Outcome 2				
Output indicator 2.1: Number of capacity development service categories undergoing annual external evaluation. ----- Source: External evaluation reports	2	4	1	2
Output indicator 2.2: Rating of the Centre's LA system on the LA sophistication pathway ----- Source: LA Sophistication matrix	Level 2.5	Level 3.5	To be reported by the end of the biennium	
Output indicator 2.3: The Centre has better understanding of its UN system-wide competitiveness as a capacity development service provider ----- Source: Report of the 2025 benchmarking exercise	N/A	TBD	To be reported by the end of the biennium	

Output indicator 2.4: Number of former participants in tutor-supported activities joining the alumni network ----- Source: Alumni network platform data	N/A	1 000	1 400 members	2 340 members
DIMENSION	FINANCIAL PERFORMANCE			
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. ----- Source: ORACLE	59.7 per cent	57 per cent	59 per cent	59.2 per cent
Outputs linked to Outcome 3				
Output indicator 3.1: Growth in number of funding agreements per annum ----- Source: PMSU data	24.5 per cent	15 per cent	27 per cent	15 per cent
Output indicator 3.2: Return on promotion expenditure (the ratio of gross revenue from capacity development activities over gross	5:1	5:1	5:1	5:1

marketing investment to promote them) ----- Source: Open courses promoted with targeted instruments via the digital marketing facility of the Office of the Director of Training, Capacity development services promoted to institutional partners through segment-specific outreach plans				
Output indicator 3.3: Number of projects awarded to the Centre with a budget exceeding 500,000 Euro ----- Source: PMSU/ODPS records	4	8	2	2
Outcome 4	The Centre has improved its operational efficiency			
Outputs linked to Outcome 4				
Output indicator 4.1: Number of business processes reviewed ----- Source: FINSERV/ICTS	9	6	6	6
DIMENSION	GOVERNANCE PERFORMANCE			
Outcome 5	The staff of the Centre is motivated and skilled			
Outcome indicator 5.A: Percentage of staff describing the Centre as an employer of choice	N/A	80 per cent	Consultations with focus groups undertaken. Design of staff survey in progress.	

both UN-System wide and in the local labour market. ----- Source: HRS Staff perception survey				
Outputs linked to Outcome 5				
Output indicator 5.1: New performance management system in place ----- Source: HRS	N/A	Second semester/25	Completed	New performance management system is fully implemented in 2025
Output indicator 5.2: Increased number of staff in the Professional category from under- or non-represented countries ----- Source: HRS	N/A	At least three recruitments	Nine recruitments	Seven recruitments
Output indicator 5.3: Performance appraisal compliance rate ----- Source: HRS	N/A	70 per cent second semester/25	80 per cent	2024 end of cycle: 95 per cent 2025 beginning of cycle: 80 per cent
Output indicator 5.4: All HRS policy (minutes, info notes, circulars) reviewed or consolidated to be either maintained, amended or suppressed ----- Source: HRS	N/A	80 per cent second semester/25	70 per cent	Revised Staff Regulations published in May 2025. In 2025, eight new Circulars have been published by HRS.

Outcome 6	The Campus has been further upgraded			
Outcome indicator 6.A: Alignment with the applicable international standards in terms of quality of accommodation and training facilities and services ----- Source: External audit	N/A	Assessed quality standards, equivalent to a 3* commercial premises	Assessed quality standards, equivalent to a 3* commercial premises	Campus' accommodation facilities and services have been officially assessed as equivalent to a 4* commercial hotel premises
Outputs linked to Outcome 6				
Output indicator 6.1: The refurbishment of the Americas2 Pavilion has advanced ----- Source: Steering Committee meeting minutes	Funding agreement with host country	Design complete		Design complete and building permits obtained
Output indicator 6.2: In-house event management capabilities have been strengthened ----- Source: HRS personal files	Number of staff with event management expertise	2 staff with event management expertise		The staff to be trained have still to be identified within the overall stabilization of FIS's staff; the training is scheduled for the Q4 2025
Output indicator 6.3: Campus services and facilities are improved and standardized ----- Source: ReviewPro	4.1 out of 5 average score based on guests' feedback	4.3 out of 5 average score based on guests' feedback		4.3 out of 5 average score based on guests' feedback

Outcome 7		The Digital Technology deployed by the Centre is inclusive and secure		
Outcome indicator 7.A: The Centre is certified in accordance with ISO/IEC 27001:2022 ----- Source: External audit	Certified compliant with ISO 27001 2013 version	Certified compliant with ISO 27001 2022 version	Certified compliant with ISO 27001 2022 version	Compliance with the new version has been certified by Bureau Veritas through an external audit in June 2025.
Outputs linked to Outcome 7				
Output Indicator 7.1: Digitally accessible information and communication technologies				
Output indicator 7.1.1: Percentage of staff going through a digital accessibility training course ----- Source: Staff development portal	20 per cent	60 per cent	60 per cent	22 per cent
Output indicator 7.1.2: Core ICT websites and platforms used by the Centre going through external accessibility assessment and critical accessibility issues remediation ----- Source: External audit	2 core platforms (the Centre's public website and eCampus)	3 core platforms (Online recruitment, online application, Intranet)	3 core platforms (Online recruitment, online application, Intranet)	External audit of the digital accessibility of the 3 core platforms has been performed. 89% of the critical accessibility issues identified have been fixed
Output indicator 7.1.3: Digitally inclusive and mobile friendly self-guided e-learning content -----	N/A	Content of 3 self-guided courses reviewed	Content of 3 self-guided courses reviewed	3 self-guided courses reviewed. External audit has been performed on 3 self-guided courses and improvement have been, are being implemented on both the platform and the content of those courses

Source: External audit				
Output Indicator 7.2: Enhanced cybersecurity, data protection, governance and privacy				
Output indicator 7.2.1: Percentage of staff going through the new IT security awareness training ----- Source: Staff development portal	N/A	90 per cent	83 per cent	83% of the colleagues have successfully completed the new IT Security Awareness Training
Output indicator 7.2.2: The Centre has reviewed and upgraded its data retention policy ----- Source: Information Security Management System (ISMS)	N/A	70 per cent of IT core services have a data disposal mechanism in place	70 per cent of IT core services have a data disposal mechanism in place	Circular of personal data protection drafted. Disposal mechanism implemented on 33% of the systems involving personal data of staff. The UNICC review highlighted it is not technically feasible to reach 70% as initially planned.
Outcome 8	The Centre operates at the highest level of good governance			
Outcome indicator 8.A: Compliance with UN System-wide financial, digital and communication governance standards ----- Source: Implementation reports	All priority audit recommendations addressed within the reporting period	All priority audit recommendations addressed within the reporting period	All priority audit recommendations addressed within the reporting period	93 per cent
Outputs linked to Outcome 8				
Output indicator 8.1:	Unqualified audit in 2022	Unqualified audits in 2024 and 2025		

Annual unqualified financial audits ----- Source: External audit report			Unqualified audits in 2024 and 2025	The external audit of the 2024 financial statements has been completed with unqualified audit opinion (pending approval by the Board)
Output indicator 8.2: Recommendations of the 2023 internal digital audit implemented ----- Source: Internal audit report	N/A	100 per cent	100 per cent	58 per cent
Output indicator 8.3: 2024-25 Action plans for the promotion, public relations and internal communication dimensions of the Centre's communication system ----- Source: DIR for PR and Internal communication. TDIR/LIP for promotion dimension	N/A	One action plan per dimension	One action plan per dimension	60th Anniversary Communication Action plan fully implemented covering promotion, public relations and internal communication.
DIMENSION	CROSS-CUTTING STRATEGY DRIVERS			
Outcome	The Centre is aligned with higher-level ILO guidance documents to promote Innovation, gender Equality, Diversity and inclusion, International Labour Standards, Tripartism and Social Dialogue			
Outcome indicator: ILO Governing Body acknowledges the alignment of the Centre with the ILO strategy ----- Source: GB notes covering the institutional segment	Acknowledged	Acknowledged annually	Acknowledged during the November 2024 GB institutional segment session	To be reconfirmed during the November 2025 GB meeting

Outputs linked to CCSDs				
Driver 1: The Centre is acknowledged as a pillar of the ILO Knowledge and Innovation facility				
Output indicator A: Share of projects financed through the innovation fund resulting in new capacity development products. ----- Source: Innovation fund records	N/A	50 per cent	75%	75%
Driver 2: ILO messages on ILS, Social Dialogue and Tripartism promoted in all activities				
Output indicator B.1: Percentage of the Centre's open courses explicitly referencing ILO messages on ILS, tripartism and SD ----- Source: Management of Activities and Participants (MAP) database	ILS: 28 per cent SDT: 19 per cent	ILS: 40 per cent SDT: 30 per cent	ILS: 25 per cent SDT: 18 per cent	ILS: 23 per cent SDT: 18 per cent
Output indicator B.2: Percentage of training participants stating that ILS, Tripartism and SD have been explicitly referenced during training ----- Source: Participants satisfaction questionnaires on the online learning platform (eCampus)	ILS: 91 per cent SDT: 87 per cent	ILS: 90 per cent SDT: 75 per cent	ILS: 85 per cent SDT: 81 per cent	ILS: 88 per cent SDT: 82 per cent
Driver 3: Equitable and inclusive learning environment for all				
Output indicator C.1:	20 per cent	40 per cent	18 per cent	34 per cent

Percentage of the Centre's open courses explicitly referencing ILO messages on Gender Equality and Diversity ----- Source: Management of Activities and Participants (MAP) database				
Output indicator C.2: Compliance with the outreach target for female/male participants set out in the ILO Gender Equality Action Plan 2022-25 ----- Source: Management of Activities and Participants (MAP) database	Percentage of females among ILO staff participants in ITCILO training activities: 53 per cent Percentage of males among ILO staff participants in ITCILO gender-specific training activities: 16 per cent	54 per cent 25 per cent	54 per cent 28 per cent	47 per cent 32 per cent

