

Board of the Centre

89th Session, November 2025

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FOR DECISION

SECOND ITEM ON THE AGENDA

Strategic Plan for 2026–29

Innovative training and related capacity development services to
advance social justice through decent work

Foreword

The International Training Centre (the Centre) is the training and related capacity development arm of the International Labour Organization (ILO). The Centre is a semi-autonomous entity under ILO oversight (but governed by its own statutes and strongly relying on earned income for financial sustainability). It offers a diversified range of training and related capacity development services directed primarily towards ILO tripartite constituents.

The work of the Centre is guided by a four-year Strategic Plan and further specified in a biennial Programme & Budget (P&B) both approved by the Centre's Board. The draft Strategic Plan described in this document covers the upcoming planning cycle 2026-29 and should be read in conjunction with the Centre's 2026-27 P&B proposals.

The Centre's Strategic Plan is guided by the higher-level ILO 2026-29 Strategic Plan and the ILO's 2026-27 P&B. These plans foresee the Centre to contribute with innovative training and related capacity development services to the promotion of social justice through decent work, and thus to accelerate positive change towards the attainment of the Goals of the 2030 UN Sustainable Development Agenda.

Four result areas have been pre-identified as critical for success: (i) inclusive and effective governance of work; (ii) full and productive employment and sustainable enterprises for decent work; (iii) equality and protection at work; and (iv) policy coherence for fair transitions. Together, these four result areas are meant to feed into a renewed social contract anchored in the Decent Work Agenda and supported by a Global Coalition for Social Justice.

In line with the "Pact for the Future" adopted on the occasion of the 2024 UN Summit of the Future, the Centre will pursue its digital transformation, continuing to invest in its internal workforce and harnessing the critical skills listed in the UN 2.0 Agenda as part of its learning portfolio and key drivers of its operating model. Particular attention will be given to the final outcomes of the Second World Summit for Social Development (Doha, Qatar, 4-6 November 2025) and its implications for both the ILO and the Centre in the years to come.

Such developments will take place in the context of a rapidly evolving multilateral landscape, characterized, among others., by geopolitical tensions, budget restrictions and decrease of development aid, calling for strict internal cost control combined with innovative approaches and learning alliances. The Centre will do so, while remaining firm on its values and core mandate, which is to provide training and related capacity development services primarily to ILO tripartite constituents.

Based on its more than 60 years of existence and tested capacity to adjust to new realities, the Centre is well placed to navigate these challenges and transformations.

Christophe Perrin
Director

Introduction

The world is experiencing **rapid changes**, driven by political, economic, social, technological and environmental forces, which create opportunities for inclusive economic growth, but also present challenges for social justice and decent work. Structural inequalities, poverty, climate change and declining democratic spaces hinder global stability, while distrust in institutions threatens multilateralism.

While global labour markets have shown resilience and economic activity in all regions has recovered to pre-pandemic levels, considerable **challenges** persist. Many workers face unsafe conditions, low wages and inadequate social protection, while enterprises struggle with financial and technological constraints. Geopolitical tensions further compromise labour rights and social dialogue. At the same time, **opportunities** exist through growing awareness of social justice, increased recognition of labour rights in trade agreements and technological advancements in Artificial Intelligence (AI) and automation, which could enhance productivity and well-being if managed effectively and responsively through strong institutions and policies.

The ILO must navigate an increasingly uncertain landscape, emphasizing urgent collaboration to achieve the Sustainable Development Goals (SDGs) and reinforce global social development efforts. In that regard and taking into account the outcomes of the Second World Summit for Social Development (November 2025), the Centre will play an important role in accelerating the delivery of social justice through transformative training solutions and related capacity development services. The Centre's mission will be to **strengthen the capacity of the ILO tripartite constituents** and in more general terms people and institutions in the world of work to successfully navigate the transitions needed to make social justice a reality.

The Centre's specific mandate in the 2026-29 planning cycle

Guided by the higher-level ILO mission and vision, the mandate of the Centre in the 2026-29 reporting cycle is to **advance social justice through decent work by delivering innovative training and related capacity development services primarily to ILO tripartite constituents**, within the analytical framework of the common UN approach to capacity development and guided by the ILO capacity development strategy. Through digitally enhanced and human-centred training and related capacity development services, the Centre empowers individuals and organizations while fostering gender equality, diversity, and inclusion. By leveraging strategic partnerships and international cooperation, the Centre supports ILO core constituents to successfully navigate just transitions, ensuring no one is left behind in a fast-evolving world of work.

In pursuit of this mandate, the Centre will strive to reinforce its role as **a global provider of training and related capacity development services on social justice through decent work primarily for ILO tripartite constituents** as well as for development partners, in close collaboration and with the technical support of the ILO. The Centre will serve policymakers, employers, trade unions and development practitioners through a diverse array of transformative learning solutions and knowledge services.

Thriving in a volatile operational environment and embracing inevitable change, the Centre will **leverage digital transformation, strategic partnerships and innovative learning methodologies** to reach a growing global audience with its impactful services. It will expand its impact while acknowledging the need for strict cost control and therefore planning with a zero fixed cost growth budget. Growth will be made possible by nurturing an institutional culture of social entrepreneurship, by catalyzing

multidisciplinary approaches and concerted action in response to complex development challenges, by fostering partnerships with other international organizations, universities and private-sector actors and thanks to investments in technology-enhanced and hybrid learning models, ensuring that its services remain accessible, scalable and adaptable to the evolving needs of ILO constituents worldwide.

Sustainability strategy

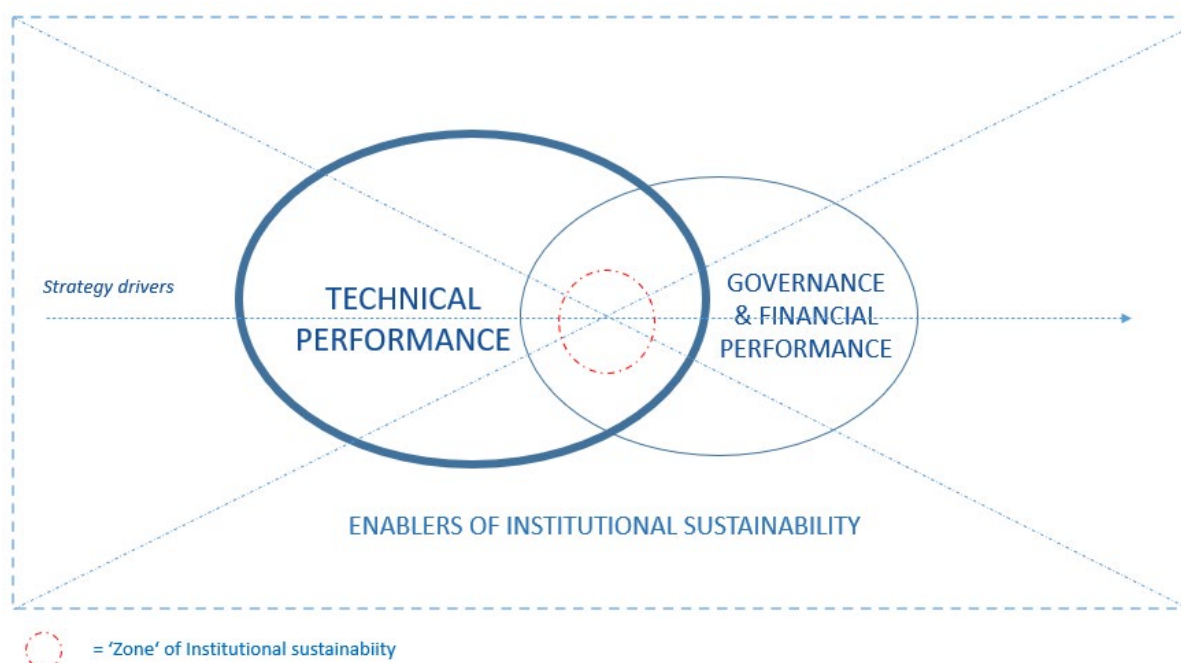
Mindful of the complex balancing act between its social mandate and its strong reliance on earned income, the Centre's sustainability strategy distinguishes between a **technical performance, a governance and financial performance dimension, as well as a sound organizational environment for institutional sustainability**. The model also singles out several **cross-cutting drivers linked to ILO core objectives**.

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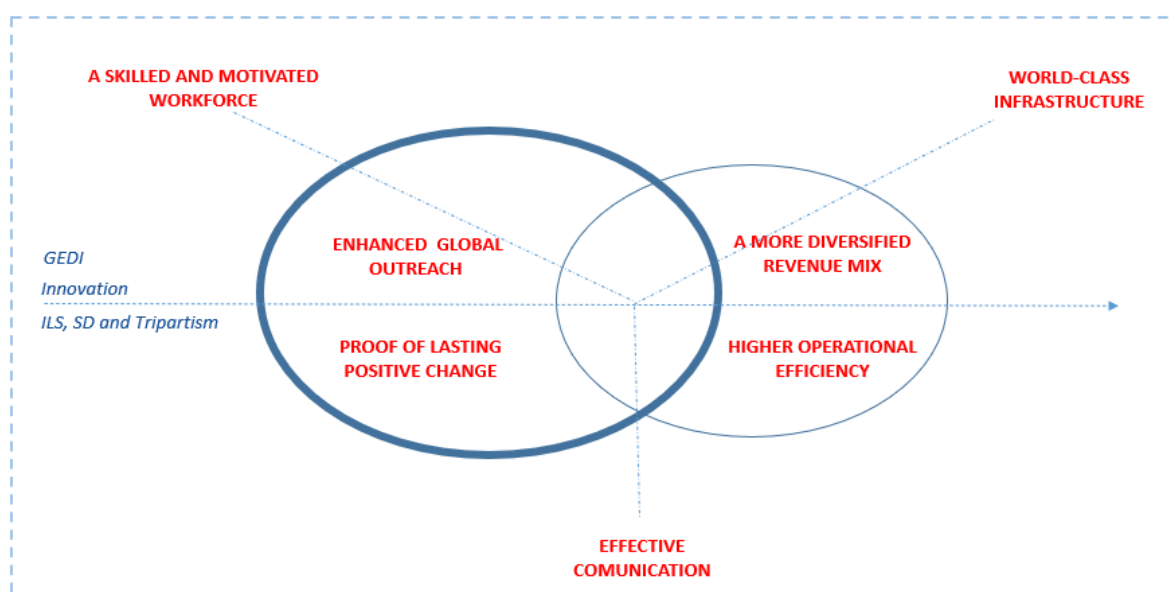
More specifically and as illustrated overleaf, the Centre's **technical performance** is captured both with view to its **service outreach and its service outcomes and impact**. The Centre's **governance and financial performance** is captured with a focus on enhanced governance and oversight, a more diversified resource base as well as higher operational effectiveness and efficiency. In turn, the enablers of a **sound organizational environment for institutional sustainability** focus on a resilient, agile and responsive operating mode enched in a skilled and motivated workforce, world-class infrastructure as well as strategic and effective communication. The **cross-cutting drivers** will remain (i) International labour standards, social dialogue and tripartism; (ii) Innovation; and (iii) Gender equality, diversity, and inclusion.

Based on this sustainability strategy, the institutional performance of the Centre calls for a **dynamic balance between financial and non-financial objectives, in compliance with the standards of good governance of an international civil service organization**.

The Centre's sustainability strategy illustrated



Result areas



For more information on outcomes, outputs, and high-level performance indicators guiding the work of the Centre in the 2026-27 biennium, please refer to the Centre's P&B proposals.

Target groups

The Centre's primary target group are ILO tripartite constituents, represented on its Board through Governments, Employers & Business Membership organizations (EBMOs) and Workers organizations. The Centre will also collaborate with ILO development partners, including other UN agencies and non-governmental organizations.

Within this framework, the Centre reaches out to **both individual learners and organizations**, and accordingly draws a distinction between individual and institutional capacity development. It is explicitly acknowledged here that *individual and institutional capacity development are interdependent* – the distinction is only meant to better differentiate the service channel. For same purposes, a third layer of system-level capacity development services is distinguished in the Centre's portfolio whereby the term 'system' denotes the public space where individuals and organizations interact. Unlike individual and institutional capacity development where focus is laid on single actors, system-level capacity development services focus on connectors between these actors.

Portfolio structure

In line with the analytical distinction between individual, institutional and system-level capacity development, the Centre's portfolio will distinguish **training and related capacity development services aimed at individuals, and services aimed at organizations and at system-level**. As illustrated in the portfolio matrix below, services for individuals entail prominently training but also coaching, counseling and peer-to-peer learning, delivered online, face-to-face (on the Turin Campus and in countries) and in Virtual Reality. In turn, institutional-level and system-level services comprise of strategy advice and learning product development support, and knowledge sharing activities and communication and advocacy activities. Preferably, these services will be combined across system levels as integrated programmes with-multi-step learning journeys rather than as standalone activities. This way improved individual performance will contribute to strengthened institutional performance and vice versa, supported by a more enabling environment with stronger connectors among actors.

Portfolio structure

	Immediate objective	Primary means of action	Intended outcome	Unique Feature
Individual capacity development	To strengthen the delivery capacity of individuals	Tutor-supported training (online, Face-to-Face and in VR) Self-learning with or without AI support Coaching, counselling Peer-to-peer learning Master programmes	Increased functional and technical skills, resulting in improved individual performance	Portability (skills move with the individuals)
Institutional capacity development	To strengthen the delivery capacity of organizations	Strategy advice Learning product development support (including platform solutions)	Improved institutional capacity to operate in a sustainable manner	Anchored in organizations through plans, systems, processes, and tools
System-level capacity development	To strengthen the fabric of the social system within which individuals and organizations interact	Facilitation of dialogue events and conferences Communication and Advocacy campaigns	A more enabling environment for the promotion of social justice through decent work	Focus on the 'Rules of the Game', including intangibles like values and perceptions

A closer look at each portfolio asset

Capacity development services for individuals will typically take the character of batch-size in-service training for 20-50 people and involving a learning effort of 1-30 hours for certificates of participation, at least 60 hours of learning for a certificate of achievement and at least 300 hours of learning for a diploma. Mass Open Online Courses and face-to-face academies deviate from this standard, as they can reach hundreds of people.

An important exception is constituted by the Master Programmes of the Turin School of Development (TSD), a joint collaboration between the Centre and Universities. Master Programmes have a duration of one year and are delivered in three stages, combining online-learning, face-to-face training, and the elaboration of a master thesis. The master's degree is issued by the University while the Centre awards a diploma in addition. During the 2022-25 strategy cycle, the Centre has collaborated with two Italian Universities, offered each year seven Master Programmes and reached between 150-250 students.

Capacity development services aimed at institutional capacity development are typically geared towards a single organization, and often involve a series of touchpoints like diagnostic meetings, surveys, planning workshops, co-creation of strategy documents and in the case of learning product development IT support to build chatbots, learning platforms or learning modules. In turn, system-level capacity development typically comprises face-to-face, hybrid or fully online knowledge sharing activities like dialogue events, retreats, and conferences for groups of participants ranging from 20-1000 people and with a duration of less than one week. Communication and advocacy activities include brand support and campaigns, in the latter case often multi-channel and engaging mass audiences.

During the 2022-25 planning cycle, about two out of three Centre's activities were linked to individual training and related capacity development support. This asset weight in the portfolio mix has proven to be sustainable, allowing the Centre to grow its outreach while recovering its costs. In the 2026-29 planning cycle, **the Centre will aim to retain the current asset weight between individual capacity, institutional capacity, and system-level services.**

Thematic priorities

To accelerate positive change towards social justice through decent work, and fully in line with the 2026-29 ILO Strategic Plan, the work of the Centre will focus on **four mutually connected and interdependent thematic priorities**:

1. Inclusive and effective governance of work
2. Full and productive employment and sustainable enterprises
3. Equality and Protection at work
4. Policy coherence for fair transitions, here with focus on just digital transitions

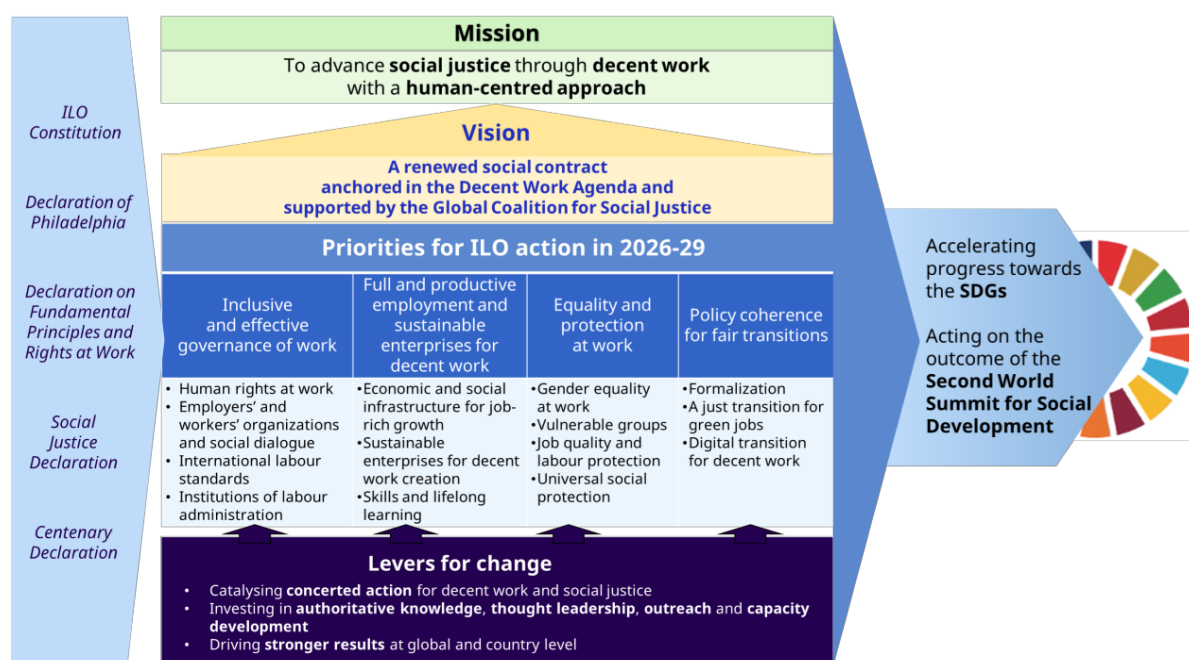
A call for just digital transitions

"Ensuring technological advances remain human-centred and support fair and inclusive progress in the world of work. The emergence of digital labour platforms and advanced generative AI systems, combined with the accelerating pace of digitization, robotics, and automation, have created new businesses and jobs, but are also impacting job quality and potentially leaving part of the workforce behind. ILO action will focus on supporting countries in implementing strategies that promote decent job opportunities in the digital economy, protect workers' rights and privacy, expand access to the labour market and public services, invest in skilling and lifelong learning, and ensure job quality amid diverse forms of work arrangements and the evolving employment relationships between workers and employers that they bring about. Targeted action will focus on supporting international and public-private collaboration to tackle the digital divide, including through skilling. "

Source: quote from the ILO 2026-29 Strategic Plan, p.13

The Centre's strategy will also take into account the **UN 2.0 Agenda**, incorporating digital technology, data analytics, foresight capabilities, behavioral science, and innovation into its learning and advisory services as well as into its internal business processes. These critical skills have enabled ITCILO to remain at the forefront of policy innovation, skills development and social dialogue facilitation in the recent past and will continue to accompany the Centre into the future.

The direction set by the ILO 2026-29 Strategic Plan



Source: ILO 2026-29 Strategic Plan

For the 2026-27 biennium, the Centre's programme of work is further spelled out in the 2026/27 Programme & Budget (P&B) proposals which in turn are guided by the higher-level ILO 2026-27 P&B. Please note that this programme of work could further evolve taking into account the outcomes of various UN System-wide processes and events, most particularly the UN80 Initiative and the Second World Summit for Social Development (November 2025); also pending the final results of the ILO Review process currently underway. For the 2028-29 biennium, the programme of work is to be determined.

Broader implications of an evolving multilateral environment for the Centre

The strategy space of a UN training and related capacity development provider such as the ITCILO is also shaped by systemic shifts in global development cooperation and multilateral governance. The erosion of trust in traditional multilateral institutions, fragmentation of donor priorities and geopolitical tensions have amplified calls for reform within the UN System.

This has given rise to the **UN 2.0 Agenda**, which places emphasis on digital transformation and more agile, joined-up UN delivery models. Key implications for training and related capacity development service providers include the need to align with the 'Pact for the Future', adopted at the 2024 UN Summit of the Future, which envisions a renewed social contract centered on fairness, human rights, and sustainability. Providers must therefore reframe their capacity development offerings to serve as enablers of systemic transformation — supporting just transitions, inclusive governance, and institutional resilience amid uncertainty.

At the same time, the fiscal environment for multilateral cooperation is tightening. Donor austerity and increased competition for funding demand operational models that blend normative relevance with more demand-driven responsiveness. Providers must demonstrate value-for-money and measurable impact. This repositions training and related capacity development services not just as technical support, but as strategic levers to build trust in multilateralism and scale solutions for social justice through decent work.

In the context of an evolving multilateral environment, the global push for transformation has gained renewed impetus under the **UN80 Initiative** launched by the Secretary-General. In such context, the ILO Director-General has also launched an **ILO Review**, considering a wide range of measures to increase the effectiveness and efficiency of the Organization in the current changing environment. By the time of finalizing this Strategic Plan, these two processes were still underway. The Centre will continue to carefully monitor them and assess their potential implications for its activities, most particularly the ILO Review which could, among others, lead to the possible relocation of part of the Geneva-based workforce to the facilities of the Turin Campus.

Following the outcomes of the Fourth International Conference on Financing for Development (FfD4) held in Seville, Spain, from 30 June to 3 July 2025, the Centre closely monitored the preparations for the **Second World Summit for Social Development (WSSD2)**, to be held in Doha, Qatar, from 4 to 6 November 2025. This event will gather Heads of State and of Government to reinvigorate the global social contract and accelerate progress on the three core themes of the 1995 Copenhagen Summit (poverty eradication; promotion of full and productive employment and decent work for all; social integration). The ILO was actively and strongly engaged throughout the WSSD2 preparatory process, providing regular inputs, including tripartite statements adopted by the ILO Governing Body and the International Labour Conference.

The final text of the Doha Political Declaration was agreed by consensus in early September 2025 and was to be formally adopted during the Summit itself. The Declaration strategically builds on the Copenhagen Declaration and Programme of Action, while addressing the persistent gaps and new challenges that have emerged since 1995. The text contains direct references to the ILO, its normative work, initiatives and partnerships, most particularly the Global Coalition for Social Justice and the Global Accelerator on Jobs and Social Protection for Just Transitions. Beyond various references to social justice, the Declaration includes references to, *inter alia*, labour rights; living wages; social protection; care economy; skills; social and solidarity economy; youth employment; or digitalization. The text also acknowledges the need to strengthen capacity for upskilling and reskilling in response to technological change, including the impact of AI across sectors. It is anticipated that the ILO will play a central role in facilitating the implementation of the Summit Declaration, including by way of training and capacity development support.

Operational Model

The Centre's ability to maintain and sustain growth in the current operating environment depends on the strength and adaptability of its operations, unlocking emerging opportunities, while ensuring strong cost containment and increasing operational effectiveness.

An important component of the long-term sustainability of the Centre during the 2026-29 period will rest on its capacity to enhance the position of the Campus as a strategic asset, unlocking emerging opportunities derived from the multilateral context. With the finalization of ongoing renovation projects in 2027, the Centre will optimize its use of office space, making space available for new tenants. In this context, the possibility to relocate part of the ILO workforce to Turin could represent a strategic opportunity to create useful synergies with the activities of the Centre, reinforce the ILO presence and footprint on the Campus, increase occupancy, as well as strengthen the positioning of the Campus as a UN global hub and improve its financial viability.

ITCILO as Manager of the UN Turin Campus

History	Current Role and Assets	Relocation Opportunity
<ul style="list-style-type: none"> ❑ 1964 "Rome Agreement": Italy and the ILO, with the City of Turin, grant the Centre permanent rights to use, occupy, and develop the Campus. ❑ Subsequent agreements (1974, 1978, 1983, 1993) confirm ITCILO's responsibility for site management, financing, and governance. ❑ Since the end of the 1990's and early 2000s, UNICRI and UNSSC have been co-located tenants on the Campus. 	<ul style="list-style-type: none"> ❑ Campus management and single point of contact with Italian authorities. ❑ Maintains and renovates heritage facilities and manages campus services ❑ Campus footprint: 10 hectares of green space, 20 historic pavilions, 31 classrooms, 210 guest rooms, 2 restaurants .. 	<ul style="list-style-type: none"> ❑ Enhance the Campus's profile as a leading UN global hub. ❑ Increased occupancy reduces fixed costs across more tenants. ❑ Fully utilize excess office capacity on Campus once the ongoing renovation projects are completed. ❑ Increase financial viability of Campus service providers.

Positioning the Campus as a strategic asset



Finance mix

In the 2022-25 planning cycle, the Centre successfully relied on **a mix of voluntary contributions and earned income** for financial sustainability. The lion share of voluntary contributions came from the Government of Italy and the ILO, complemented with smaller unearmarked grants from the Governments of Portugal and Japan. The main source of earned income was from learning services, with supportive revenue streams from knowledge solutions.

In the 2026-29 planning cycle, **the Centre will aim to retain this diversified finance mix**, by at least **maintaining its current base of voluntary contributions** notwithstanding budget austerity measures of key development partners, **while at the same promoting its fee-based services to new customer target groups**, including individual learners and institutions. The Centre will furthermore step up its new product development efforts to furnish ILO tripartite constituents with innovative training and related capacity development services. For more information, please refer below on the drivers of sustainable growth and increased impact in a resource-scarce environment.

Key pillars of sustainable growth and increased impact

1. Leveraging in-house capacity with learning alliances

- The Centre will continue to invest in its internal workforce, complementing these efforts with a dynamic network of external resource persons and institutional partners (most particularly through its current Fellows Programme), with a view to enhancing its pool of specialized expertise.
- The Centre will leverage its Alumni Network to broaden its learning community, promote continued learning approaches, while also providing a platform for continued engagement with technical experts and industry practitioners.
- Partnerships with leading universities, think tanks, and international organizations will expand the Centre's capacity to co-develop and co-deliver training and policy advisory services.

2. Leveraging digital transformation for inclusive, scalable learning solutions while continuing to offer flagship in-person training and learning activities on the Turin Campus and in countries

- With in-person training and learning on the Turin Campus as well as in countries remaining an important component of its activities, the Centre will significantly expand its online learning reach through AI-powered, multilingual, and inclusive digital learning platforms offering self-paced courses, interactive virtual classrooms, and AI-driven personal coaching.
- Microlearning and modular course offerings will enable professionals and policymakers to access knowledge in bite-sized inclusive formats, increasing engagement and application in real-world settings.
- AI-driven content curation is to ensure continuous adaptation of learning materials to global trends, making the Centre's resources always relevant and up to date.
- The rollout of blockchain-based credentialing will continue providing learners with secure, portable, and globally recognized certifications.
- Through bespoke training product development support, the Centre will work with partners to design customized inclusive training materials, toolkits, and methodologies for diverse target audiences.

3. Innovative training and related capacity development approaches

- The Centre will shift from a predominantly trainer-led model to a mix of trainer-led, peer-to-peer and self-directed learning model, where learners co-create knowledge through facilitated dialogue, action learning groups, and practice communities.
- The Centre will reinforce its collaboration with national and regional institutions, to enable localized learning experiences tailored to national and regional contexts.
- The Centre will expand its virtual campus to scale immersive learning and collaboration solutions that are digitally inclusive and thus facilitate equitable access for learners from remote and underrepresented regions.

4. Compounding impact through bundling of capacity development services

- The Centre will seek to unlock synergies by bundling its services across system levels and across areas of expertise along multi-step capacity development journeys.
- With the above in mind, the Centre will expand its portfolio of services aimed at both institutional and system-level capacity development – with explicit focus on inclusive digital transformations for ILO tripartite constituents as well as for development partners. The Centre will also put stronger emphasis on facilitating tripartite+ multi-stakeholder knowledge sharing events.

5. More diversified revenue streams of both earned income and voluntary contributions

- The Centre will further develop its digital marketing capabilities to better customize its promotional messages for distinct segments of individual learners and institutional clients.
- The Centre will deepen its strategic partnership with the Italian Government through systematic relationship management.
- The Centre will bolster its institutional relations with other development partners both in the public and private sector with visual story telling of its service impact.

6. A resilient, agile and responsive operating model

- The Centre will focus on cultivating a dynamic, inclusive workforce that is agile, forward-looking, and well-prepared to drive impactful learning outcomes.
 - ✓ Strong emphasis will be placed on staff mental, physical, and emotional well-being supported by a respectful and empowering workplace environment.
 - ✓ Attracting and retaining talent will be central, with focus on building a diverse workforce.
 - ✓ Staff training and development will be enhanced and better linked to identified skills gaps, providing upskilling opportunities on competencies required to meet the Centre's evolving challenges. Efforts will also be undertaken to expand mobility opportunities with the ILO and with other UN organizations.
- The Centre will strengthen the effectiveness and efficiency of its business processes as a basis for continued growth and impact. Focus will be placed on prioritizing areas of identified risks (eg. HR/Payroll) and those that can deliver greatest value across internal and external users (eg. participant enrolment and registration). Simplification, integrated technology solutions and automation will be adopted where possible, enhancing data analytics to support corporate learning and decision-making. Staff engagement will be central to developing and implementing the vision for digital transformation.
- The Turin Campus will continue to be modernized and the Centre will actively consider the possible arrival of new tenants on Campus. Major renovation projects will be delivered to optimize the use of office space, increasing the number of renovated, OSH compliant pavilions, and reducing the Centre's running costs. Depending on the decisions taken in that regard, the Centre will work closely with the ILO and with the Government of Italy to support and successfully implement

any possible ILO relocation plans to Turin. Green infrastructure and smart technologies will be embedded in all projects to increase environmental sustainability and further reduce costs of common facilities by UN Agencies.

- The Centre will continue to develop a secure, inclusive and safe data and digital technology ecosystem, recognizing data as a strategic asset to accelerate progress towards its institutional goals. It will further strengthen its digital governance framework, including on data and Artificial Intelligence.
- Strategic communication will be enhanced in support of institutional effectiveness, giving visibility to the Centre's learning offer, expanding uptake of services and innovation initiatives, while also strengthening strategic positioning and institutional engagement.

7. Strengthened governance, risk management and oversight

- Good governance, oversight, transparency and accountability will remain central to the long-term sustainability of the Centre and its delivery model, including continued invest in timely, effective and efficient support and quality information is provided to the ITCILO Board;
- Efforts will be made to strengthen risk management, corporate planning and results-based management, improving accountability and ensuring results are adequately resourced and tracked.
- The Centre will strengthen its ethics culture through strengthened policies, accompanied by measures to prevent, report and respond to all forms of misconduct. This will be done by engaging staff and ensuring adequate training and awareness raising initiatives;
- Audit and compliance mechanisms will be further enhanced, supported by evidence and data analytics, integrating Key Performance Indicators into digital systems and using dashboards for regular monitoring.
- For more information on the workstreams linked to the key pillars of sustainable growth, refer to the Centre's Programme & Budget proposals for 2026-27. For more information on the key performance indicators to monitor and evaluate the Centre's performance along its growth trajectory refer below and to the results framework in the Appendices of the Programme & Budget.

Qualifying the Centre's contribution to the quest for social justice

In the 2022-25 planning cycle, the Centre significantly refined the theory of change underpinning its work, formulating service channel-specific result chains to track positive change over time. The Centre also added the concept of outtakes, to better capture *emerging* outcomes with high attribution confidence to inputs. The Centre brought impact within scope of its evaluation efforts to provide a clearer notion of the long term lasting positive contribution made to social justice.

Moving forward into the 2026-29 planning cycle, the Centre will consolidate these achievements by further:

- (a) **Emphasizing impact assessments by service channel.** This move will call for the allocation of human and financial resources to coordinate impact assessments

across biennia, and closer collaboration with the ILO Evaluation Office to illustrate contributions to higher level ILO impact;

(b) **Refining the concept of beneficiaries underpinning the measurement of outreach**, to better capture and report indirect beneficiaries along each service channel; and

(c) **Aligning in-house reporting activities with the Outcome Based Workplan routines of the ILO.**

Master results chain guiding the Centre's work during the 2026-29 planning cycle

	INPUTS	OUTPUTS	OUTTAKES	OUTCOMES	IMPACT
Definition	The activities performed and resources used to generate results	The immediate results or deliverables	An emerging change directly attributable to the outputs	A lasting change attributable with some confidence to the outtakes	Long-term lasting positive change in the delivery of social justice
Guiding questions	What was done/which activity was carried out?	Who was reached with the activity? Was the activity carried out efficiently (i.e., where things done the right way)?	Were the beneficiaries satisfied? What was the end-of-activity result	Was the activity effective, i.e., did it improve the performance / behavior of the beneficiaries in the expected manner?	In what ways did the activity positively impact on social justice in the given context?
Key Performance Indicators individual capacity development services					
Learning activities	No of activities (where applicable broken down into component parts)	No of participants (disaggregated by gender, affiliation, sub-region, and other criteria)	Participant satisfaction levels Knowledge acquisition rates	New knowledge application rates Evidence of improved individual performance	Contribution to the attainment of SDG indicators championed by ILO*
Key Performance Indicators for institutional and system-level capacity development services					
Strategy advise		No of institutional clients	Client satisfaction rates A strategy /action plan endorsed by the client	Proof of plan implementation Evidence of improved institutional performance	Contribution to the attainment of SDG indicators championed by ILO*
Product development support		No institutional clients (where applicable also the number of indirect beneficiaries reached via the clients)			
Event facilitation	No of activities	No of participants	Participant satisfaction level No of new network connections Emerging consensus on the topic of debate	Evidence of lasting behavior change	Contribution to the attainment of SDG indicators championed by ILO*

Communication and Advocacy campaigns		No of people <i>responding</i> to the campaign	No of people <i>pledging</i> after the campaign	Evidence of lasting behavior change	
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ILO contribution to progress towards social justice and decent work by 2029 *

All people enjoy dignity and rights at work, have a voice and are represented in decision-making processes affecting their working lives through strong institutions for the **governance of work**, based on relevant and up-to-date international labour standards, and influential social dialogue and tripartism.

All people have access to and capacity for **productive employment and decent work**, benefiting from integrated and comprehensive policy frameworks that enable enterprises to grow and prosper, and that generate decent jobs.

Some aspirational targets by 2029

- Register at least 110 new **ratifications** each biennium, of which 40 corresponding to fundamental and governance Conventions (baseline 2022-23: 97 and 30, respectively).
- Reverse the current global **child labour** trend and get back to a path of progress, driving the proportion of children engaged in child labour below 8 per cent (SDG indicator 8.7.1, baseline 2020: 9.6 per cent).
- Reduce the **working poverty** rate to less than 5 per cent (SDG indicator 1.1.1, baseline 2023: 6.9 per cent).
- Maintain the current levels of **unemployment** and reduce the gap between women and men (SDG indicator 8.5.2, baseline 2024: 4.9 per cent, 5.2 per cent for women and 4.8 per cent for men).
- Reduce the proportion of **youth not in education, employment or training**, with a special focus on women (SDG indicator 8.6.1, baseline 2023: 21.8 per cent, 29.8 per cent for women and 14.2 per cent for men).
- Increase the proportion of the population covered by at least one **social protection** benefit to more than 60 per cent, both for women and men (SDG indicator 1.3.1, baseline 2023: 52.5 per cent, 50.1 per cent for women and 54.6 per cent for men).
- Reduce the proportion of **informal employment** in total employment, both for women and men, to less than 50 per cent (SDG indicator 8.3.1, baseline 2024: 57.8 per cent, 55.2 per cent for women and 59.6 per cent for men).

No one is left behind and all people enjoy a fair share of the fruits of progress, healthy and safe working environments, and equal treatment and non-discrimination, benefiting from adequate **labour protection** and the extension of **social protection** to all.

All workers and employers navigate and thrive in the complex **transitions** to formality and green and digital economies, benefiting from the inclusion of the quest for social justice in policymaking at all levels, leading to enhanced **policy coherence** for better decent work results.

* SDG indicators for which the ILO is the custodian and for which data are available will be used to monitor progress towards the aspirational targets during the implementation of the Strategic Plan. More detailed information will be provided in the programme and budget documents.

Source: ILO 2026-29 strategic plan, page 14

Conclusion

As a result of the strategy outlined in this document, **by 2030 the Centre will have strengthened its role as a global provider of innovative training and related capacity development services on social justice through decent work in close collaboration with the ILO, relying on its technical expertise and support.** It will enhance its role as a **thought leader on the future of learning**, influencing UN System-wide capacity-building strategies beyond traditional training. Through its commitment to decent work, sustainable development and inclusive economic growth, the Centre will continue to shape the future of work, **supporting ILO tripartite constituents** and ensuring that nobody is left behind in the pursuit of social justice.