Board of the Centre

90th Session, November 2026

CC 90/1/2

FIRST ITEM ON THE AGENDA

Progress report for 2026

Introduction

1. In the first nine months of the 2026-27 biennium, the Centre has succeeded in protecting delivery and financial performance in an increasingly turbulent operating environment shaped by UN reform, ILO restructuring, geopolitical tension and budget austerity. This resilience should not be mistaken for stability. Several pressures that were manageable in 2026 are likely to intensify or converge in 2027, when the Centre could face simultaneous pressure on demand, income and its fixed-cost base.

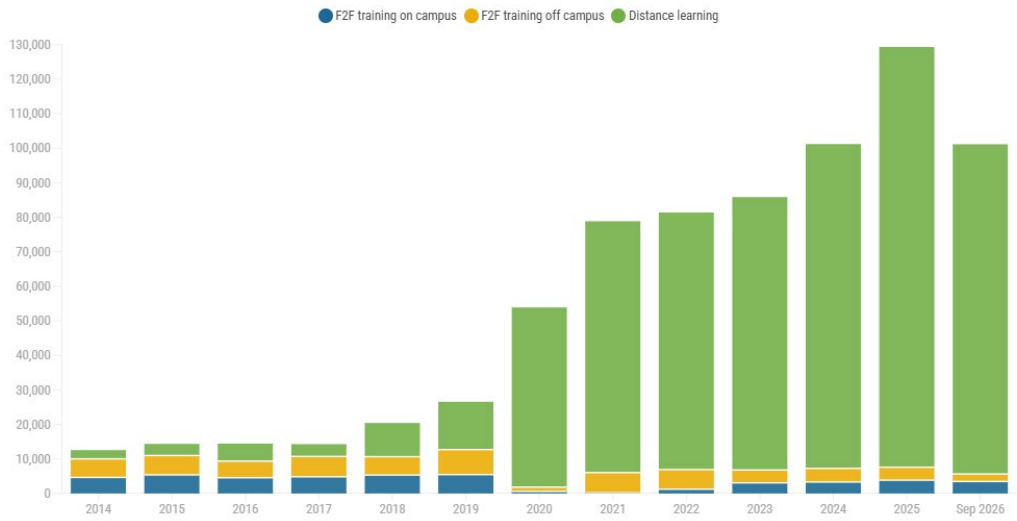
2. The central challenge is therefore to preserve productive capacity while the financial and institutional environment around the Centre becomes materially less predictable. In the following sections, implementation progress in 2026 is synthesized along the three dimensions for sustainable performance specified in the Centre's 2026-29 Strategic Plan, grouped by outcome and with focus on the Key Performance Indicators of the Centre's Results Based Management Framework for the 2026-27 reporting period.

I. Technical performance

Increased outreach (outcome 1)

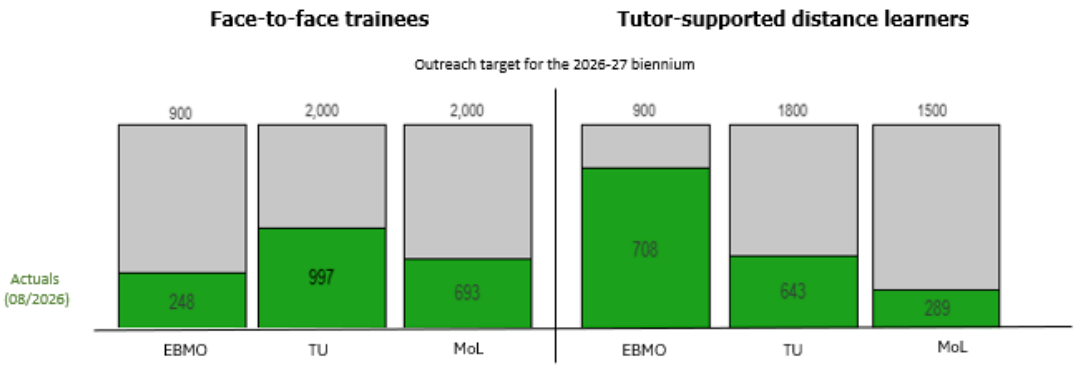
3. Outreach of the Centre's **individual capacity development services** has remained broadly on track with projections for the biennium, with at least 125,000 online learners and 6,000 face-to-face participants expected by year-end. The Centre has already exceeded the biennial target for ILO learners (14,186 enrolments against 10,000 projected).

Graph 1 - Training outreach of the Centre – direct beneficiaries only
No of enrolments, 2014-September 2026



4. Women have accounted for 45% and 48% respectively of all participants in tutor-support training courses delivered face-to-face and via distance – approaching full gender-balance. For self-guided distance learning activities, the ratio stands at 40% of self-guided distance learners, still five percentage points below target. As of end September 2026, the Centre was also on track to achieve the biennial outreach targets for ILO core constituents.

Graph 2 - Delivery status of the outreach targets for ILO core constituents and ILO staff
(September 2026)



Source: IBI

5. The ratio of training activities designed and delivered jointly with ILO stands at 52%, down from 59% in the 2024-25 biennium and below target of 60% for the biennium, a direct effect of ILO budgetary measures.

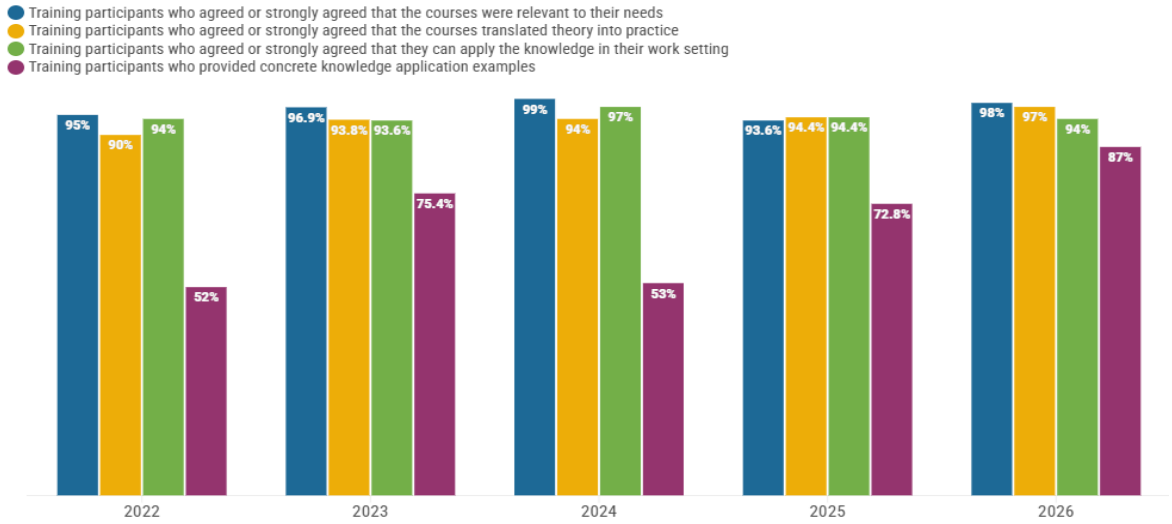
6. The outreach of the Centre's **institutional capacity development services** aiming at upgrading organizational-level systems, approaches and tools continues growing on the back of strong demand for digital transformation advisory services. As of September 2026, the Centre has reached 47 organizations (biennial target: 50) out of which 75% belong to the ILO core constituency (in the case of the Government Group, including both Ministries of Labour and other Ministries).

7. As regard **system-level capacity development services** to promote knowledge exchange and dialogue, the Centre had reached by September 2026, 11,531 people through the facilitation of conferences, retreats and other meetings, effectively exceeding its biennial target (10,000); in turn, demand for communication and advocacy services usually delivered under commission from ILO has been severely impacted by the budgetary measures implemented by the Organization; no campaign was run during the reporting period.

Lasting positive change (outcome 2)

8. The 2026 external evaluation has again shown strong results, with 87% of former participants in the sample reporting increased knowledge, 92% performance improvements and 87% concrete lasting change.

Graph 3 – Post Training Knowledge application based on the results of a survey performed by the annual external evaluation
(2021- 2026)



Source: https://www.itcilo.org/external-evaluation-2026-report-brief

9. The long-term impact of the Centre's services is documented in a compilation of almost 100 testimonials released by the Centre in December 2025 on occasion of the global annual alumni event (go here for more information on the event and to download the full report: https://www.itcilo.org/stories/voices-impact-itcilo-alumni-reflections-learning-careers-and-global-change). The achievements of these alumni are celebrated regularly with pioneer awards. The 2026 Pioneer Award Ceremony will take place in the first week of November 2026 in Turin, on the occasion of the annual meeting of the Board of the Centre.

II. Financial performance

Enhanced financial results (outcome 3)[1]

10. **Income:** the Centre is set to achieve its €16.3 million net earned-income target for 2026 despite lower receipts from ILO assignments but helped by contracts from other UN Agencies and self-paying participants. Exchange-rate losses have eroded the euro value of the ILO contribution, while higher interest on reserves provided an offset.

[1] For consistency purposes, Outcome 3 has been divided into two sections to provide a clearer explanation of its different components.

11. In line with the programme of work outlined in its 2026-27 Programme & Budget, the **Centre's resource mobilization and partnership development activities** have aimed at further diversifying the earned income mix. The activities have been guided by a segment-specific partnership development strategy. Governments and the United Nations System have continued to represent the two largest funding categories whereby collaboration with governments spanned an increasingly diverse range of public institutions and geographies, from Italy, Spain, Portugal and France to Zimbabwe, Morocco, Pakistan and Kazakhstan, taking the form of both individual customised training activities and multi-year capacity development programmes.

12. The Italian Government renewed its annual contribution (*ex-lege* contribution) to the ITCILO for 2026, supporting the Centre's core training and capacity development activities and expanding access for participants from priority partner countries. A particular focus has been placed on fellowships for African constituents and labour market stakeholders, enabling their participation in ITCILO programmes and strengthening institutional capacities for decent work and sustainable development. In addition, strategic engagement with Italian Government stakeholders was pursued through a number of important institutional activities.

13. The UN System has emerged in the meantime as the single largest contributor, accounting for over a third of total contracted income by the consolidation of the Centre's role as an implementing partner for UN capacity development programmes, including large-scale projects on procurement and environmental and social safeguards entrusted to the Centre by the International Fund for Agricultural Development (IFAD). This growth within the UN System reflects the Centre's growing recognition as a provider of choice for capacity development services linked to the Decent Work Agenda, social protection, procurement governance, and digital innovation. As several UN partner Agencies plan to outsource their capacity development activities as part of the UN reform process, this segment could be poised for further growth.

14. On a parallel track, foundations and institutional funds have emerged as another important partner category int the first half of 2026, with three finalized agreements. Social partner engagement, which more than tripled in value during the 2024–25 biennium, has continued into 2026 with 9 finalized agreements. The ITF Seafarers Trust remains the anchor partner in this category with a Maritime Labour Convention 2006 Academy programme, while UNI Europa, ISCOD (Spain), and multiple employers' organisations maintain active cooperation arrangements. The pipeline includes additional ISCOD agreements and an ongoing engagement with the European Trade Union Institute.

15. **Costs:** Fixed costs have risen faster than projected, driven particularly by energy and food prices, requiring higher boarding and lodging charges reflected in an upward adjustment of the Centre's pricing policy in July 2026. Notwithstanding cost inflation, campus refurbishment, business-process digitalization, digital-security certification, staff development and governance reforms have continued broadly as planned.

III. Governance performance

Enhanced Governance and Oversight (outcome 3)

16. The Centre discharged its risk management responsibilities through the **Risk Management Committee**, working in close collaboration with the relevant organizational units. The Committee met regularly to review and update the various components of the Centre's risk registers, including the formulation, implementation and monitoring of mitigation measures. Particular attention was given to the geopolitical developments during 2026 and their implications for energy costs, security and travel arrangements, as well as the cost of travel for training participants and Centre staff delivering training in the field or participating in programme-related events. To benchmark its approach against established practices, the Centre also reviewed the ILO's risk management processes and identified opportunities to further strengthen its own framework, particularly the systematic monitoring and documentation of the

implementation of agreed mitigation measures. In that regard, a comprehensively revised Business Continuity Plan for the Centre was approved.

17. The Centre also cooperated with the ILO Office of Internal **Audit and Oversight** in an audit of the policy, formulation and management of its Circulars. The related audit observations and recommendations should be communicated shortly. Once issued, they are expected to inform further improvements to the Centre's governance processes. Significant progress was made towards finalizing the Centre's first comprehensive Procurement Manual, which responds to an institutional requirement identified by internal and external audits. These efforts will contribute to the Centre's broader objective of successfully completing the EU Pillar Assessment.

18. Work has also focused on improving the efficiency, integration and sustainability of the Centre's core business processes and systems, while strengthening the governance of its digital transformation agenda. A **Digital Transformation Steering Committee**, bringing together senior managers from Corporate Services and the Training Department, was established in March 2026 to provide strategic direction and oversight of the digital transformation priorities set out in the Programme and Budget.

19. The Committee is currently overseeing two priority initiatives— (i) the redesign of the Participants Enrolment and Admission process and (ii) the development of an automated Activity Budget Preparation tool. The Centre is also preparing a focused review of its **future data architecture** to ensure that these digital initiatives—including the evolution of eCampus and the emerging analytics platform—develop around common data and integration principles rather than as separate solutions. The work will clarify ownership of key data sets, identify authoritative systems and common participant identifiers, and establish a high-level target architecture and governance model. Together, these efforts reflect the Centre's broader approach to digital transformation: simplifying processes before automating them, designing around end-to-end participant and activity journeys, and treating data, AI, architecture and governance as shared institutional capabilities rather than stand-alone technology projects.

A resilient, agile and responsive operating model (outcome 4)

20. During the reporting period, the Centre made significant progress in **strengthening its workforce** by investing in talent development, organizational culture, ethics, performance management, staff health and well-being, and constructive social dialogue. The Centre also continued to advance its commitment to diversity and inclusion. During the reporting period, significant progress was made in strengthening diversity across the workforce, including an increase in the representation of women in senior professional positions, as well as improvements in geographical representation and overall gender balance.

21. In terms of **respect, ethics and accountability**, a major milestone during the reporting period was the launch of the RESPECT Initiative, a Centre-wide effort to strengthen organizational development and culture aligned to its core values and principles. As part of the initiative, a Staff Pulse Survey was conducted between May and June 2026. Building on these results, a collaborative process was initiated with Managers and Staff Representatives to co-create an Action Plan that addresses the priority areas and supports continuous improvement of the Centre's workplace culture and organizational development. A Guideline for Managers on the Prevention of Harassment and Sexual Harassment was developed and issued together with practical Tip Cards to assist staff in responding appropriately when faced with a disclosure of harassment or sexual harassment, reaffirming the Centre's commitment to preventing misconduct and fostering a safe and respectful workplace. The Centre also continued to strengthen its performance management framework and enhance the online platform to ensure that performance is assessed fairly, transparently and objectively while reinforcing accountability, feedback and learning.

22. Constructive **social dialogue** continued to be strengthened through regular consultations and meetings between Management and the Staff Union Committee, including within the framework of the Joint Negotiating Committee.

23. **Staff health, safety and well-being** remained key organizational priorities throughout the reporting period. Building on the reform of the Medical Service completed in 2025, the Centre further consolidated the delivery of integrated occupational health services through the introduction of telemedicine service, providing staff with more timely and accessible medical support irrespective of their work location. In close collaboration with the ILO Medical Adviser, the Centre continued to expand preventive health and well-being initiatives, including health promotion and awareness-raising activities such as the ITCILO Health Promotion and Prevention Day Campaign on 28 April 2026 marking the World Day for Safety and Health at Work.

24. As of September 2026, both priority renovation projects linked to the rolling investment plan to **create a world-class, inclusive and green learning campus** remained mostly on schedule, with design and preparatory milestones completed and procurement advancing. The renovation of the Americas 2 Pavilion and of the Italy Pavilion, the latter on behalf of the UN System Staff College, are progressing well, with construction set out to start on both building in the last quarter of 2026. The cost and schedule remain within the overall approved plan, with some minor delays encountered with the building approval permits largely linked to the heritage constraints of the Campus masterplan. While the focus in 2026 has been mainly on the major renovation projects, progress was also made via the Campus Improvement Fund to improve the physical accessibility of the campus for visually impaired persons. Temporary office space modifications were completed to vacate the Italy Pavilion and initiate renovations. The Centre continued to work closely with the Government of Italy as well as the City of Turin and discussed, among others, preparatory work to renovate the UNICRI Pavilion, for which a feasibility study has been developed and preliminary dialogue initiated with the Government.

25. The Centre pursued its efforts to advance a broad portfolio of **ICT and digital transformation** initiatives. Key priorities included the redesign of the Participants Enrolment and Admission process, automation of activity budget preparation, development and preparation of the rollout of the new Travel Authorisation system and the new electronic payment platform, and enhancements to performance management and staff development systems. In parallel, the Centre began developing a broader digital governance framework covering data and AI, while continuing to strengthen digital accessibility and data-protection. Work also progressed on a new outreach analytics dashboard, bringing together data from the Centre's course management system, website analytics and email campaign platform to provide a more integrated view of outreach performance, participant engagement and conversion from initial interest to application and enrolment.

26. **Cybersecurity and infrastructure resilience** remained major areas of attention. Bureau Veritas confirmed the Centre's ISO 27001 certification at the end of June 2026. An assessment by UNICC is also under way to review how cybersecurity governance and operational processes should evolve in response to an increasingly complex threat environment and emerging AI-related risks. ICT investments also strengthened infrastructure resilience and security through optical fibre replacement, also in preparation for the renovation of the Italy Pavilion, expansion of the virtual infrastructure, successful full data-centre failover testing, upgraded surveillance and firewall capabilities, and ongoing Oracle upgrades. At UN System level, the Centre remained engaged in Digital and Technology Network discussions on shared services, collective procurement, digital sovereignty, reduced vendor dependency, AI hubs, and the evolving role of cybersecurity.

27. **In the area of strategic and institutional communication**, the Centre has developed and now implements a Communication and Advocacy Action Plan with a view to (i) enhance ITCILO brand positioning and engagement with major stakeholders, donors and partners, as well as for alumni and learners, (ii) strengthen the UN Turin Campus visibility at local, national and international levels positioning the Campus as a global hub for multilateral learning, (iii) build a

coherent vision for public engagement activities focusing on social justice and sustainable development. These deliverables are in progress and are set to be accomplished by the end of 2026.