

INTERNATIONAL TRAINING CENTRE OF THE ILO

IMPLEMENTATION REPORT FOR 2024–25



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FOREWORD

This report summarizes the results of the work carried out by the International Training Centre of the International Labour Organization (the Centre) in the 2024–25 biennium, measured against the Key Performance Indicators covered by the Centre’s 2024–25 Programme & Budget.

The 2024–25 biennium was marked by growing turbulence in the operational environment of the Centre, on the back of UN system-wide reforms and budget austerity in the ILO and compounded by global political instability. Despite this turbulence, the Centre has steadily followed its plotted course, accelerating its transformation into a global centre of excellence for training and related capacity-development services for ILO tripartite constituents as well as other development partners. Its offering is now highly diversified, combining digitally enhanced learning services with learning-product development support and strategy consultancies. As an example, the number of unique learners joining the Centre’s training activities increased by 24.4 per cent between the 2022–23 and 2024–25 biennia, while service quality was maintained or even improved, as reflected in indicators such as service satisfaction, new knowledge acquisition rates and new knowledge application rates.

In the same period, the number of training enrolments increased by 37.8 per cent, indicating that many learners completed more than one learning activity as part of multi-step capacity-development journeys – an enabling factor for higher impact. The volatile operational environment fuelled demand for the Centre’s institutional training and capacity-development services as many institutional partners faced similar transformation challenges. The Centre’s willingness to continuously innovate its service mix and to support its core constituency in advancing along digital transformation pathways has earned it growing UN system-wide recognition as a trusted and valuable partner.

The robust technical performance was also reflected in satisfactory financial performance. The Centre managed to generate a budgetary surplus of €1.38 million over the biennium, supported in part by sound financial performance in 2024 before the UN system-wide budget cuts had taken full effect. The downward trend in net surplus income in 2025 nevertheless warrants caution in the 2026–27 biennium, particularly if the reduction in financial support, activities and earned revenue from the Centre’s main partner (the ILO) recorded during the first semester of 2026 were to continue.

Against this background, the Centre’s sound governance performance has been – and will remain – more important than ever. In the 2024–25 biennium, the Centre pursued with renewed determination its efforts to digitally transform its business processes with a view to increasing the effectiveness and efficiency of its operations. The Centre also went ahead with investments into its IT architecture and campus infrastructure to make the organization fit for purpose, ready to take on the challenges that lie ahead in the 2026–27 biennium.

With the continued steadfast support of the ILO and the Government of Italy, I am confident that this transformation journey will succeed.

Christophe Perrin
Director

THE CENTRE'S PERFORMANCE AT A GLANCE

The International Training Centre of the ILO delivered solid results during the 2024–25 biennium despite a challenging operating environment marked by budgetary pressures across the UN system, organizational transformation among partners and continued global uncertainty. The Centre continued to implement its sustainability strategy by balancing technical performance, financial sustainability and sound governance while accelerating the digital transformation of its services and operations.

TECHNICAL PERFORMANCE

The Centre expanded its reach and influence across all three levels of capacity development: individual, institutional and system-wide . Learning services continued to attract a growing and increasingly diverse audience, supported by an integrated mix of face-to-face, online, blended and hybrid learning modalities. Most participants were based in either Asia and the Pacific or Africa, followed by the Americas, Europe and Central Asia and the Arab States. The Centre continued to maintain high quality standards, with strong evidence of participant satisfaction, knowledge acquisition and application in professional settings.

The Centre consolidated its position as a provider of system-level capacity-development services. Event facilitation, communication and advocacy initiatives supported social dialogue, knowledge-sharing and innovation among ILO constituents as well as a wide range of other stakeholders while amplifying key ILO policy priorities. Major communication initiatives contributed to growing awareness and engagement on issues linked to decent work, innovation and sustainable development .

Institutional capacity-development services experienced sustained demand, particularly in the areas of digital transformation, learning innovation and organizational development. Through advisory services, product development support and digital learning solutions, the Centre helped partner organizations strengthen their capabilities and extend the reach of their own learning services. Independent evaluations confirmed the relevance and value of these services and highlighted their contribution to institutional strengthening and organizational change.

The Centre further reinforced its role as a trusted platform for social dialogue, enabling governments and social partners to exchange knowledge, build consensus and advance solutions to emerging labour market challenges.

FINANCIAL PERFORMANCE

The biennium closed with a positive budgetary result, demonstrating the resilience of the Centre's diversified business model despite a challenging multilateral environment. Net contributions exceeded budget expectations and were sufficient to finance fixed expenditure, institutional investments and contingency requirements while maintaining a modest budget surplus. Performance benefited from continued portfolio diversification, prudent financial management and continuing voluntary contributions from key partners.

The Centre continued to invest strategically in institutional priorities through dedicated funding mechanisms supporting campus modernization, digital transformation, innovation and tripartite constituents' fellowships. These investments strengthened the Centre's capacity to respond to emerging learning needs while enhancing its long-term sustainability.

GOVERNANCE PERFORMANCE

The Centre maintained a strong governance framework throughout the biennium and continued to strengthen operational effectiveness, accountability and organizational resilience. Major achievements included progress in business process modernization, digital transformation, campus development, talent management and service delivery improvements. Investments in technology infrastructure, cybersecurity and digital accessibility enhanced the reliability and inclusiveness of the Centre's operations and learning services.

Major Campus renovation works were launched during this period, with the financial support of the Government of Italy. The Centre also continued to strengthen organizational culture through initiatives focused on performance management, staff development and diversity. Oversight mechanisms remained robust, and the Centre received unqualified audit opinions on its financial statements throughout the reporting period.

LOOKING AHEAD

The results of the 2024–25 biennium confirm the Centre's ability to adapt and innovate in a rapidly changing environment. Through continued investment in people, partnerships, technology and learning innovation, the Centre has strengthened its position as a leading provider of training and capacity-development services within the ILO and the wider United Nations system. While financial and operational challenges are expected to continue in the coming biennium, the Centre enters the 2026–27 period with a solid foundation for sustained impact and organizational resilience.

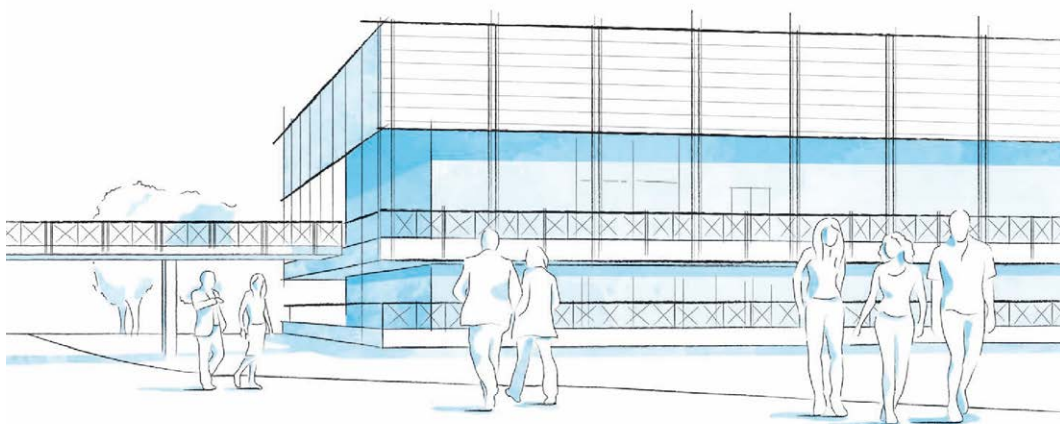
1. ABOUT THE CENTRE

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

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

The Centre's training and capacity-development services are human-centred and rights-based, promoting fundamental principles and rights at work and strengthening tripartism and social dialogue. The Centre plays a key role in the implementation of the 2019 ILO Centenary Declaration and supports ILO core constituents in facilitating Future of Work transitions and promoting job-rich growth in line with the 2030 UN Agenda for Sustainable Development. The Centre derives its mandate for the delivery of individual, institutional and system-level capacity-development services from the 2019 ILO Capacity-Development Strategy and is one of the network hubs of the innovation ecosystem defined by the 2023 ILO Innovation Strategy.

The International Training Centre of the ILO is located in Turin (Italy) on the campus of the UN system-wide learning hub. More background information on the Centre is available at www.itcilo.org.



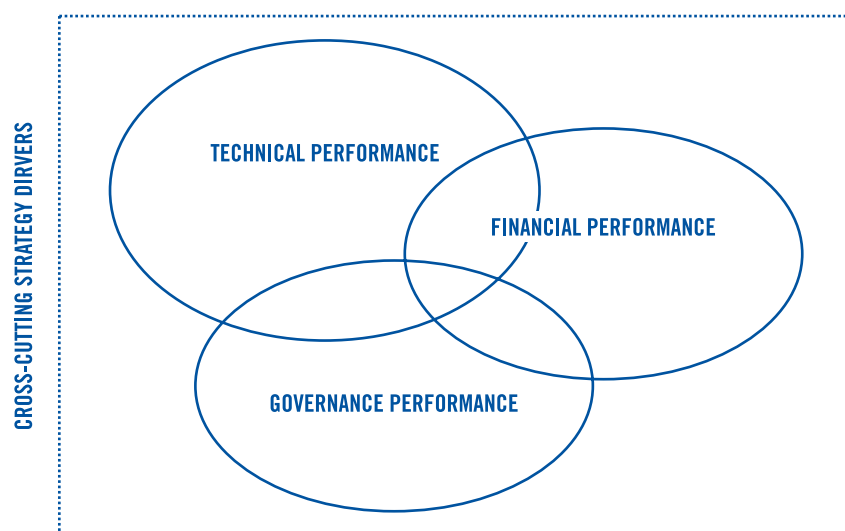
2. SUSTAINABILITY STRATEGY

The Centre's *leitmotiv* is to be a sustainable training organization. Sustainability is defined in this case as the organization's long-term endurance, achieved by maintaining a dynamic balance between financial and non-financial objectives.

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

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

THE STRATEGY FRAMEWORK ILLUSTRATED

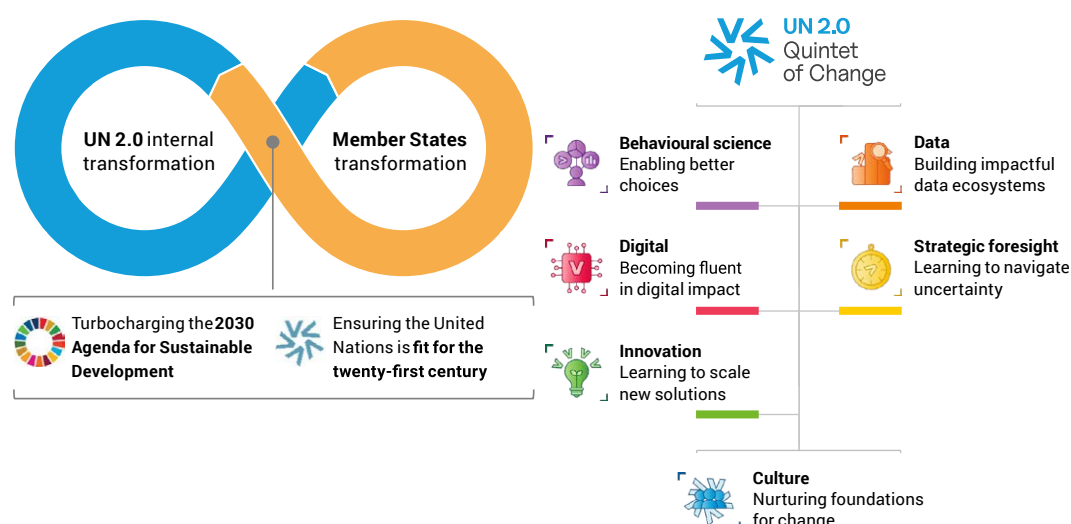


Source: ITCILO 2022–2025 Strategic Plan, p. 9A.

A driving force of the Centre's sustainability strategy is the digital transformation of its services and operational processes. Powered by technology, the Centre was able to immediately react and pivot from face-to-face training towards online learning and Virtual Reality applications when the COVID-19 pandemic struck. Since 2023, it has also deployed artificial intelligence (AI) for accelerated outreach and impact.

Another factor intended to bolster the Centre's resilience amid a volatile operational environment is a strong emphasis on learning innovation and applications. The idea, in a nutshell, is to anticipate and embrace inevitable change by cultivating the critical skills embodied in the United Nations Quintet of Change. In line with the Quintet's guiding principles, *these critical skills are meant to empower the ILO constituency through **training and capacity-development services that are data-driven, innovative and digitally enhanced** and that harness **strategic foresight and behavioural science** for decision-making.*

THE UN QUINTET OF CHANGE



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

3. SERVICE PORTFOLIO

The Centre's structured its services on three levels: services for individuals, services for organizations and services directed at the wider system where individuals and organizations interact. Services for individual learners focused on training and related learning activities including the Master's programmes offered by the Turin School of Development. Services for organizations comprised strategy advice – with a focus on digital transformation strategy – and product development focused on digital learning solutions. System-level capacity-development services consisted of communication and advocacy campaigns and the facilitation of knowledge-sharing events.

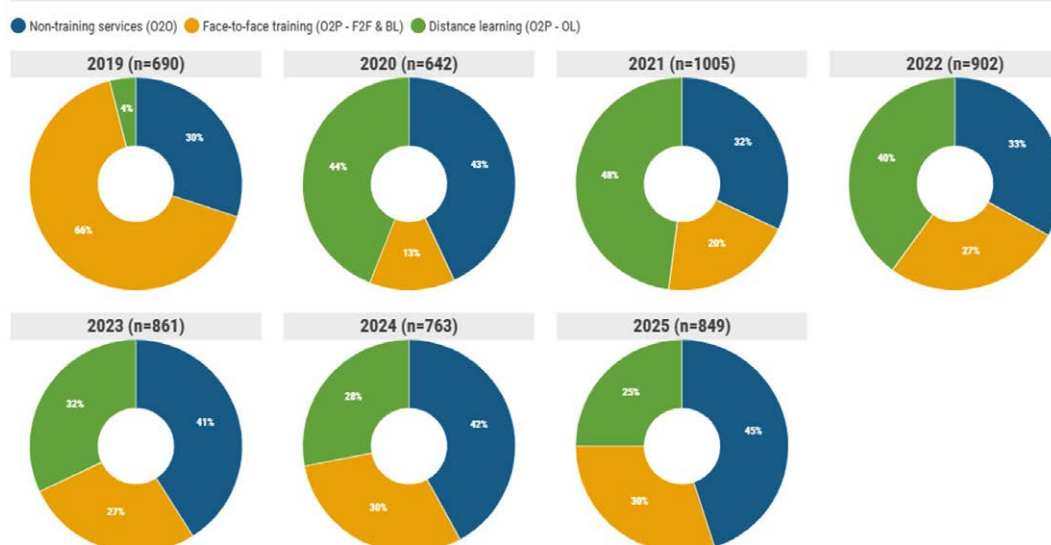
THE SERVICE PORTFOLIO OF THE CENTRE ILLUSTRATED

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

Before 2019, the Centre's capacity-development services mostly comprised group training delivered face-to-face on campus or in the field. Since then, the share of distance learning activities has increased rapidly, with demand fuelled by the COVID-19 pandemic. The lessons learned through this accelerated portfolio diversification process have made the Centre a go-to partner for ILO constituents seeking advisory services on digital transformation strategies. In the 2024–25 biennium, **the ratio of training to non-training services stood at 57:43**, within the target corridor set in the Programme and Budget.

BREAKDOWN OF ACTIVITIES BY CATEGORY (2019–2025)

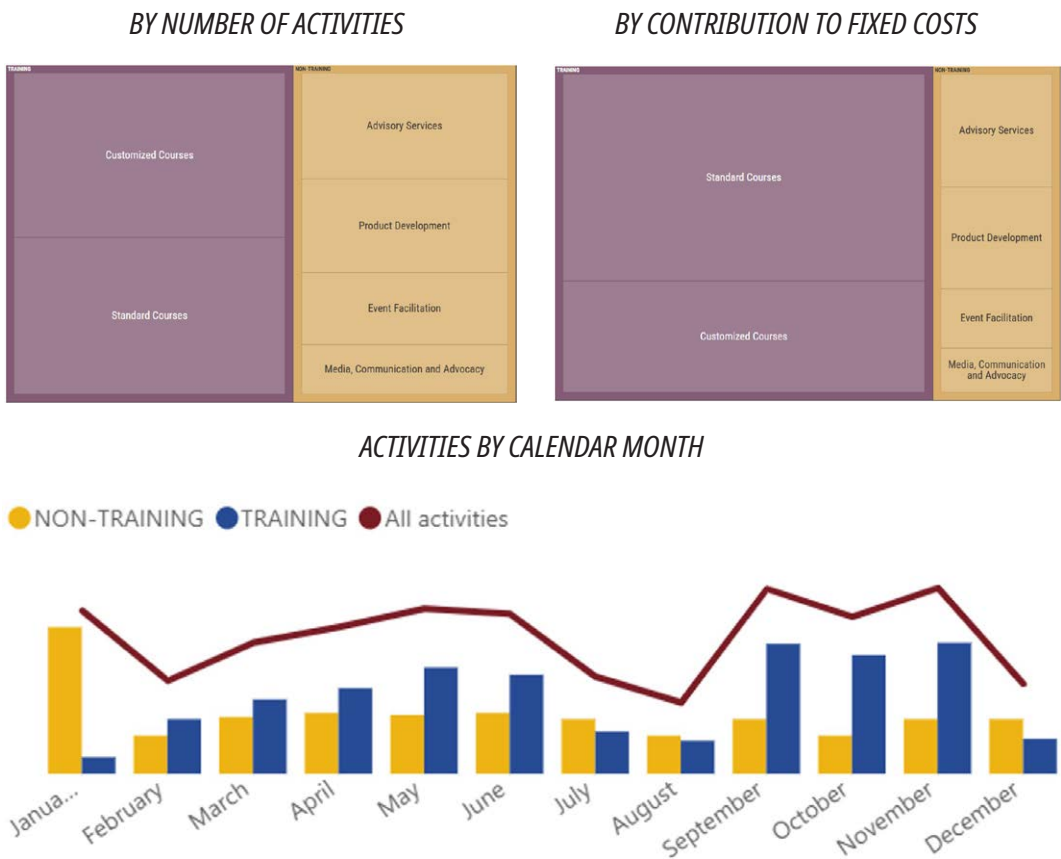
Percentage of activities by broad category and venue (2019 - 2025)



Source: Management of Activities and Participants (MAP)
Self-guided courses not inserted in MAP are not counted. All blended courses are counted as f2f. Indirect activities are not included.

The growing importance of institutional-level and system-level capacity-development services in the Centre’s service portfolio is clear when we examine the net contribution of these service categories to the organization’s earned income. In the 2024–25 biennium, while training activities still accounted for the bulk of activities, participants and net earned income, advisory services and product development support also make a significant contribution. As illustrated below, these institutional and system-level capacity-development services also enabled the Centre to remain productive throughout the calendar year, including during low season for training in December–January and July–August. Portfolio diversification has thus been key to spreading financial risk and workload across asset categories in a volatile operational environment. The outreach, impact and financial performance of each asset in the portfolio is further reflected in the following chapters.

A CLOSER LOOK AT THE SERVICE PORTFOLIO (2024–25)

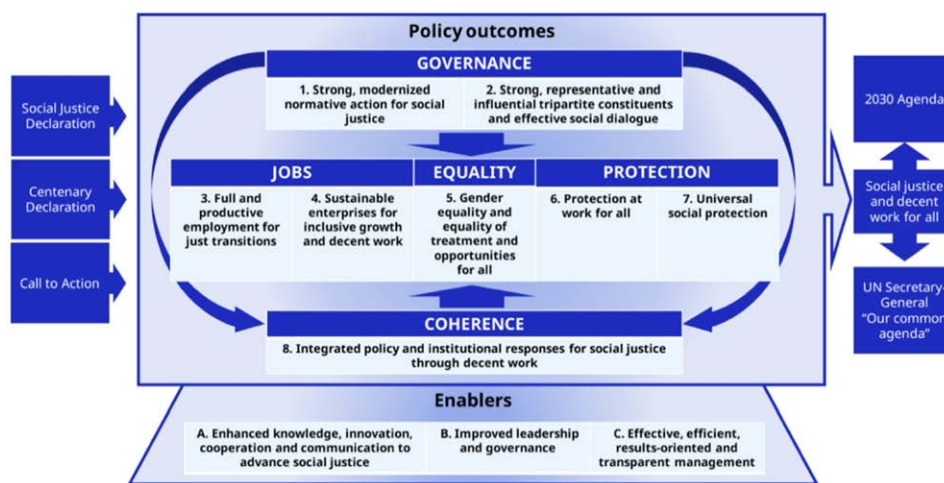


Source: MAP.

4. AREAS OF EXPERTISE

The Centre's areas of expertise are framed by the higher-level strategy frameworks of the ILO. In the 2024–25 reporting period, these guiding documents were the 2022–2025 ILO Strategy Framework and the 2024–25 ILO Programme and Budget. In the 2024–25 biennium, the ILO Programme and Budget prioritized eight policy outcomes and three enabling outcomes. The Centre's areas of expertise were categorized accordingly.

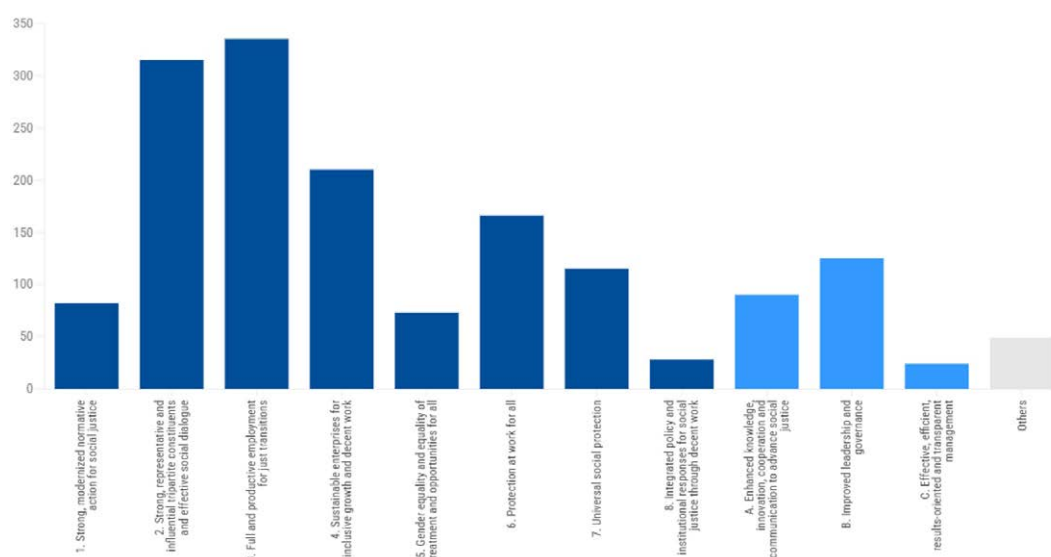
THE HIGHER-LEVEL STRATEGY FRAMEWORK OF THE ILO (2024–25)



Source: ILO 2024–25 P&B, p. 15.

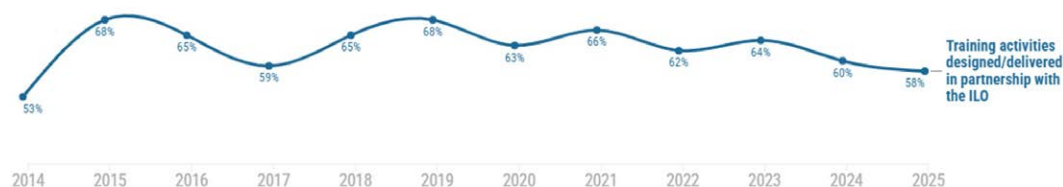
In the 2024–25 biennium, **more than 90 per cent of the Centre's activities were directly linked to and in many instances reported by ILO under the higher-level policy outcomes or one of the enabling outcomes of the ILO Programme and Budget.** Miscellaneous activities not directly linked to the ILO Programme and Budget related to learning innovation activities and product development support assignments for other UN agencies.

ACTIVITIES OF THE CENTRE BY ILO POLICY & ENABLING OUTCOMES (2024–25)



The **strong programmatic link between the ILO and the Centre** was also evidenced by the fact that almost 60 per cent of the Centre’s activities – among them most open courses and all academies – were designed and/or delivered in direct partnership with the ILO. The graph also shows that the ratio fell slightly in the 2024–25 biennium, an indirect effect of ILO budget cuts.

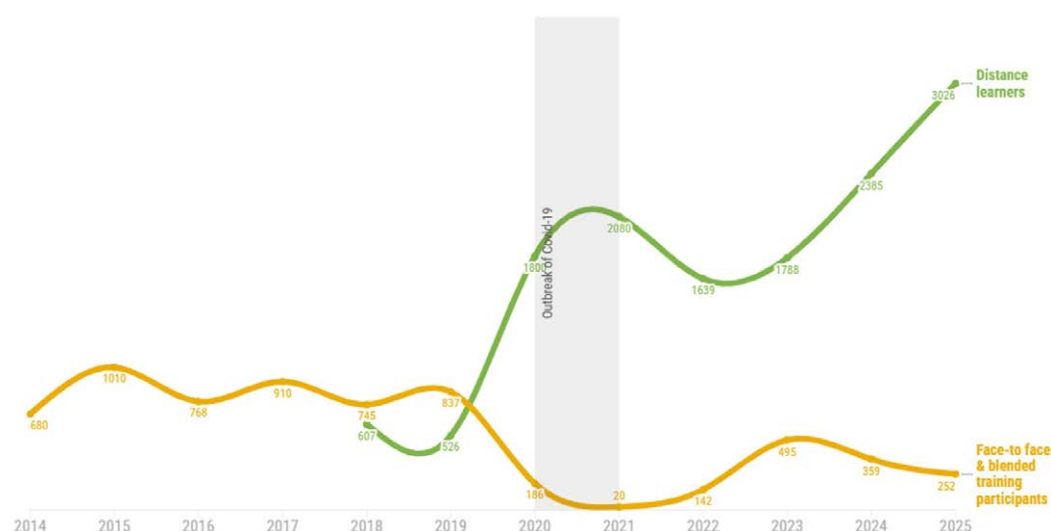
ACTIVITIES DESIGNED/DELIVERED IN PARTNERSHIP WITH THE ILO (2014–2025)



Source: MAP.

The **strategic alignment of the Centre’s work with the ILO’s policy agenda** is also reflected in the extent of the Centre’s involvement in ILO staff development activities. The Centre ran the induction training programme for new ILO staff, the ILO field office directors training programme, the ILO executive leadership and senior management training course, the ILO partnership development academy, ILO monitoring and evaluation courses and ILO Decent Work Country programming courses with maximum involvement of and sign-off by ILO subject matter experts. Altogether, the Centre registered in the 2024–25 biennium 4,896 unique learners (11,059 enrolments) from ILO staff in its training activities, up 26 per cent over 2022–23 figures (3,892). In 2024, the Centre also served as **a UN system-wide knowledge hub on ILO core policy messages for other United Nations staff**. In 2024–25, the Centre logged 6,076 enrolments from staff linked to other UN agencies in its training services, up 24 per cent from 2022–23 (4,893).

ILO STAFF TRAINED BY THE CENTRE (UNIQUE LEARNERS 2014–2025)



Source: MAP.

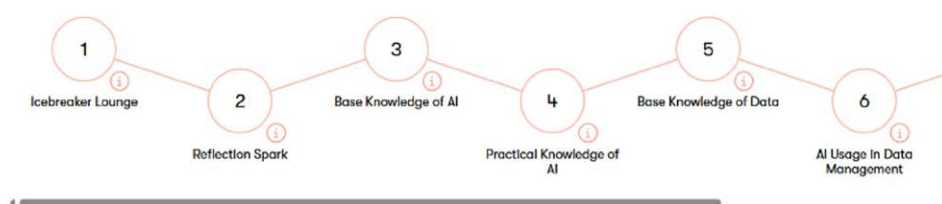
AI, Data & Storytelling: A Learning Journey for the ILO

Welcome to the AI, data & Storytelling Up Skilling Journey

Hi Delphine

Welcome to **AI, Data & Storytelling** —a foundational learning journey to master the core principles, hands-on skills, and creative applications of AI-powered data narratives. Below you'll find:

1. Course Logistics & How It Works
2. Learning Principles
3. Getting Started Activity



In 2025, the Centre's Learning Innovation Programme launched a dedicated online learning journey on AI, Data and Storytelling, aligned with the ILO People Strategy's emphasis on workforce development and continuous learning and the Director-General's Innovation Agenda. The programme addressed three critical gaps increasingly visible across the organization: limited AI literacy, underused data capabilities and difficulty translating insights into narratives that influence decisions and policy. Targeting staff across the Jobs and Social Protection cluster – P-level specialists, programme officers, General Service staff and National Professional Officers working in Regular Budget and Development Cooperation roles, across headquarters and field offices – it enrolled 320 participants, comfortably exceeding the original target of 200.

The learning journey unfolded across three sequential modules: Foundations of AI, Data Fundamentals and Storytelling. Each module built on the previous one and was anchored in the realities of ILO work. Six live webinars complemented the self-paced content, spanning a deliberately broad range of topics: a keynote on the Future of Work in the Age of AI, practical sessions on Prompting for Productivity and AI-enhanced Data Analysis and more exploratory sessions on Small Language Models, Agentic AI and Vibecoding. These offered participants not just foundational knowledge but a window into the direction the field is heading.

What made this programme stand out was the quality of engagement it generated. More than 850 contributions across peer-to-peer interactions and self-reflection activities and over 280 active users on the platform – figures that reflect genuine participation rather than passive enrolment. Colleagues from headquarters and field offices reflected, reacted and built on each other's thinking.

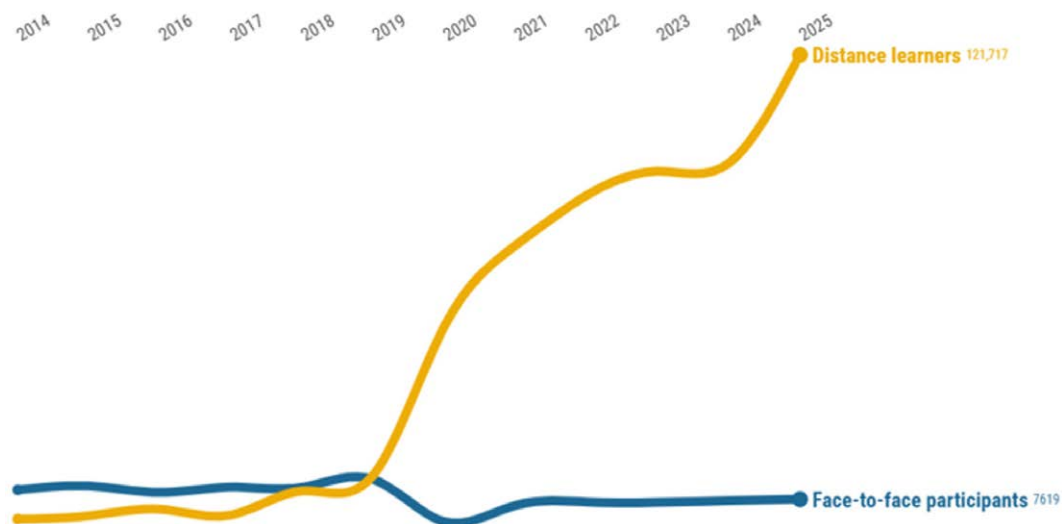
The journey represents a concrete contribution to building the digitally-agile, data-literate workforce envisioned under UN 2.0 and the ILO's Programme and Budget priorities. By linking AI fundamentals, responsible data management and evidence driven storytelling, the programme equipped staff with practical skills for evidence-based policymaking and laid the ground for future learning initiatives.

5. INDIVIDUAL CAPACITY DEVELOPMENT SERVICES

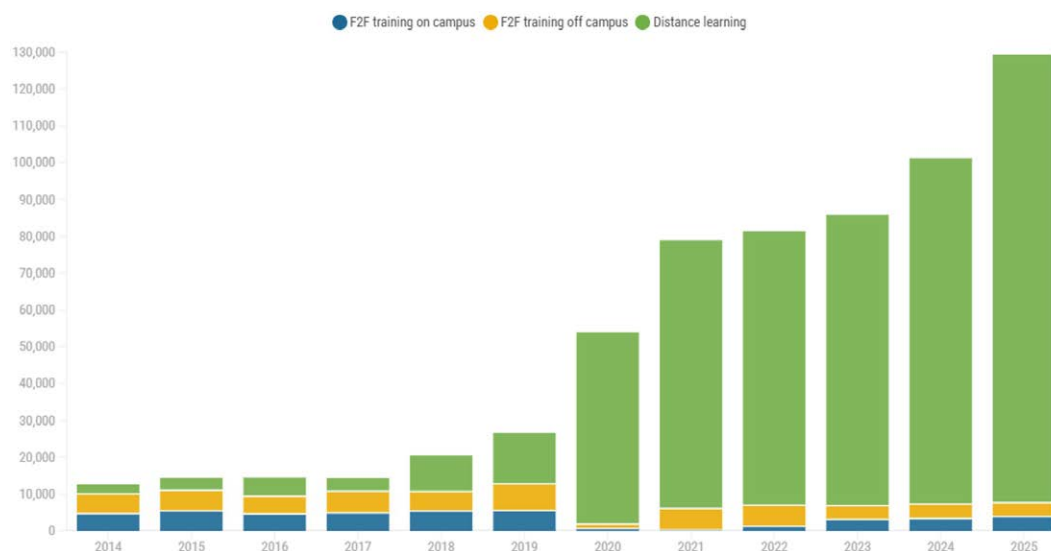
OUTREACH

In the 2024–25 biennium, **the Centre’s participant universe continued to grow rapidly**. Compared to the 2022–23 biennium, the total number of training participants went up by 24.4 per cent, increasing from 111,089 to 138,210 unique learners. This rise was largely explained by accelerated growth in the number of online learners while the number of face-to-face trainees in campus-based activities and field-based activities stabilized in line with Programme and Budget targets at 2023 levels. Notably, enrolments in the Centre’s learning activities also increased by more than 37.8 per cent (from 167,244 to 230,537) indicating a growing number of participants engaging in multi-step learning journeys. The figures thus confirm that in line with the “new normal” after the pandemic, the Centre managed to consolidate its face-to-face training base while pushing ahead with the expansion of its participant universe driven by distance learning services, delivered with or without tutor support and offered in blended and (since 2025) hybrid modalities.

DISTANCE LEARNERS AND FACE-TO-FACE PARTICIPANTS (2014–2025)

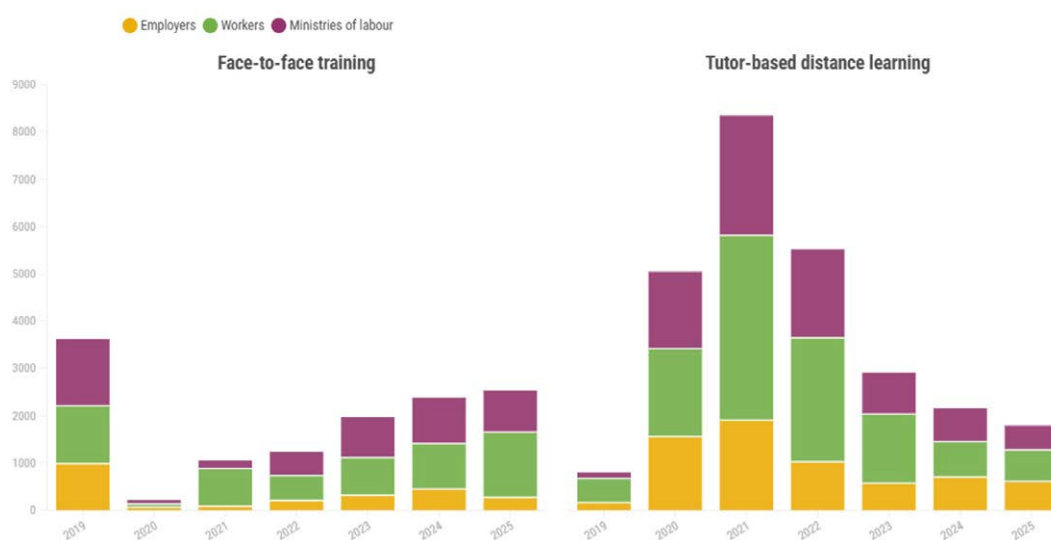


Source: Management of Activities and Participants (MAP), eCampus, Solicomm
Since 2022, DL figures include indirect trainees enrolled in training courses on platforms curated by the Centre.

ENROLMENTS IN TRAINING ACTIVITIES (2014–2025)

Source: Management of Activities and Participants (MAP), eCampus.

The Centre's outreach among the ILO core constituency grew more slowly. The strong reliance on transaction subsidies in learning activities for core constituents made it more difficult to scale outreach. Although the total number of enrolments by core constituents has almost doubled since 2019, growth rates still could not keep pace with the overall expansion of the Centre's participant universe driven by distance learning activities. Notably, growth rates between constituent groups have been uneven – partly explained by the preference of worker representatives for face-to-face training.

OUTREACH AMONG THE CORE ILO CONSTITUENCY BY TRAINING MODALITY (2019–2025)

Source: Management of Activities and Participants (MAP) • Blended training participants are included in the count of face-to-face participants. Note that, before 2018, the breakdown of organizations by training modality was not reported separately.

Building resilience with hybrid learning formats



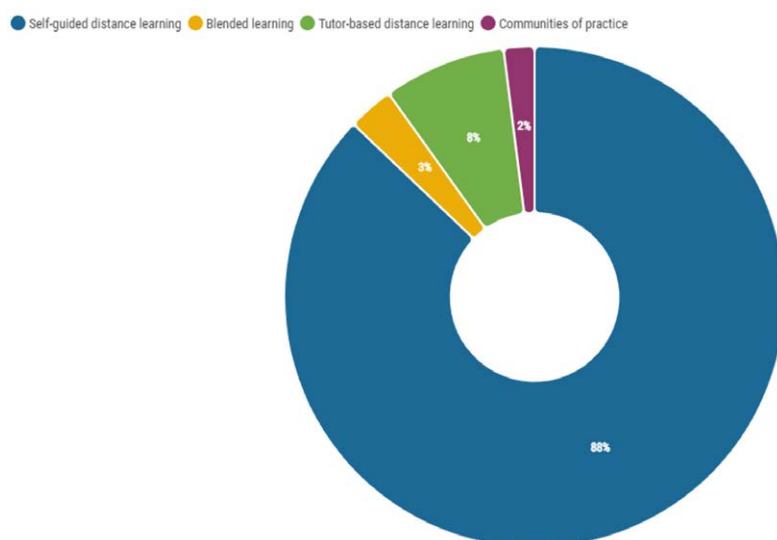
When the Centre decided to offer one of its courses on social health protection in a hybrid format for the first time in 2025, the challenge was to bring high-quality training to everyone who needs it, regardless of where they are or whether they can travel. The hybrid model – the same course delivered simultaneously in two modalities, fully online or blended, including a residential week in Turin – helped the team to address this challenge. The value of the approach is clear. Hybrid delivery diversifies the Centre’s training offer in an agile way, meets learners according to their individual possibilities and removes the barriers of visa refusals and high travel costs that too often exclude candidates from hard-to-reach countries. It is, in essence, a safety net that ensures no one seeking training is left behind.

The pilot undertaken in 2025 paved the way for essential changes in the Centre’s digital ecosystem as well as the introduction of modular costing arrangements to streamline the coding, pricing and participant management of hybrid courses. The pilot experience also taught us valuable lessons across every stage of design and delivery that have informed the rollout of the modality in 2026. The key to success is designing two parallel learning and assessment paths within a single eCampus platform, supported by a well-structured modular gradebook and Moodle’s group restrictions to keep each cohort’s activities distinct yet aligned. Equivalent – though not identical – assignments ensure both tracks are assessed fairly and earn the same certification. Another learning lesson was that successful delivery depends on dedicated facilitation for each cohort, reliable audio-video technology with a technician on site for all livestreamed sessions and a classroom set-up that keeps online learners visible and engaged throughout the residential week. Group exercises, in particular, must be adapted to allow equal participation across both modalities, with enough time built in for everyone to contribute. Clear communication with participants from the outset and agility proved equally important. Allowing participants facing visa or travel obstacles to switch tracks seamlessly – coordinated smoothly with the relevant services and without loss of progress – turned a potential weakness into a strength.

Ultimately, hybrid learning is more than a contingency – it is an enhanced experience that brings classroom-based and online participants together to form a richer, more inclusive community.

The Centre reached out to learners from across the globe with a digitally inclusive offering. The fast growth in distance learning outreach was driven mainly by self-guided distance learning activities which were accessible 24/7 free of charge and in more than 40 languages. All the Centre’s eCampus offerings were vetted for digital inclusion and the IT system is ISO certified for digital security and data privacy.

THE UNIVERSE OF ONLINE LEARNERS BY DELIVERY CHANNEL (2024–25)



Source: [eCampus](#), MAP.

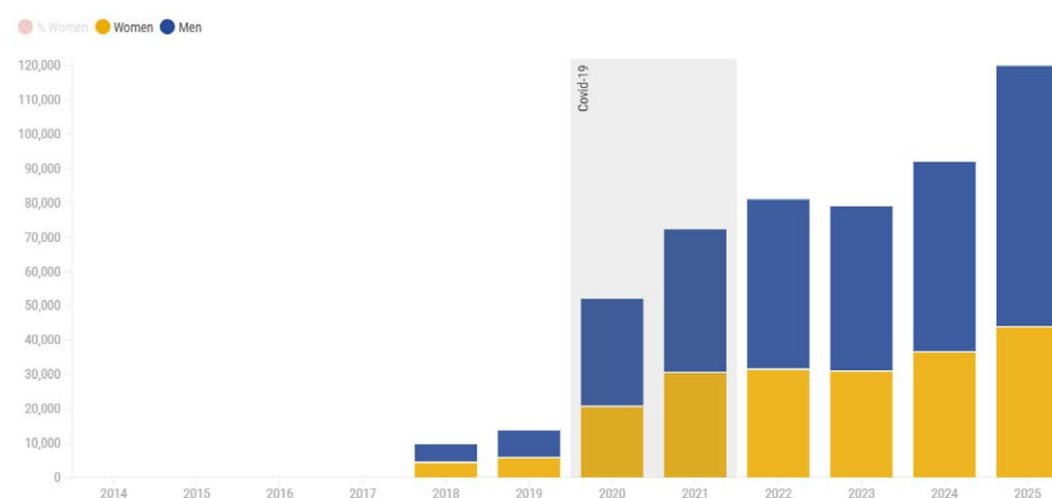
THE MOST POPULAR SELF-GUIDED DISTANCE-LEARNING COURSES BY NUMBER OF ENROLMENTS (2024–25)



Key: Bubble size indicates number of enrolments. For example, 22,380 people enrolled for the Fire safety management training module, 17,989 for the Masterclass on AI, 6,121 for Essentials of safety inspection, 15,881 for the project cycle management module and 10,234 for the self-guided distance learning course on business and decent work.

The Centre continued pushing for gender parity across its various service delivery channels. In tutor-supported distance learning activities and face-to-face learning activities, women accounted for 48 per cent of participants. Learning activities aimed at the core constituency and the Master's programmes offered by the Turin School of Development achieved full gender balance while women's participation rate for self-guided distance learning activities stood at 36 per cent. To address the gender imbalance observed in free self-guided distance learning going forward, the Centre's Gender, Diversity and Inclusion Council commissioned action research at the end of 2025 to identify concrete actions to increase women's enrolment in such courses.

WOMEN PARTICIPATION IN DISTANCE LEARNING ACTIVITIES (2018–2025)

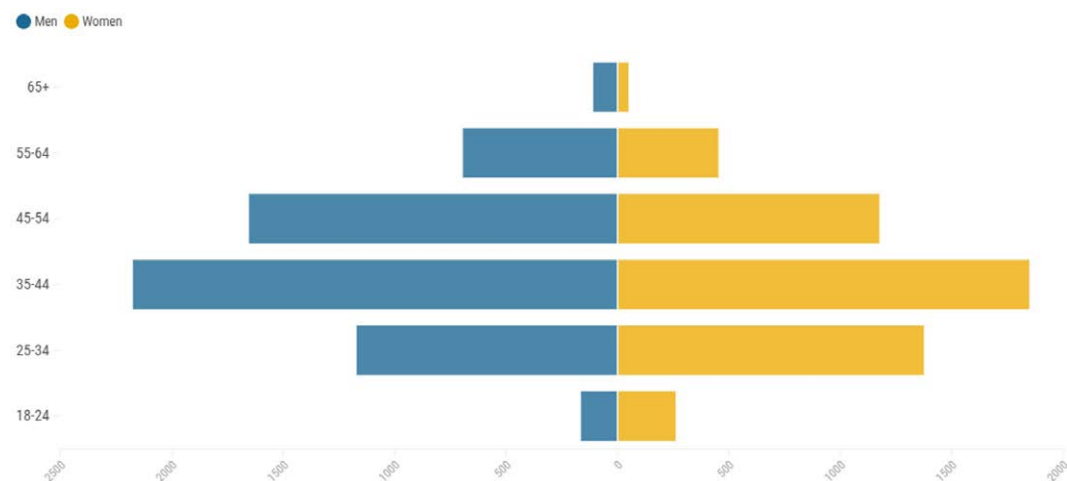


Source: [eCampus](#), Solicomm, MAP.

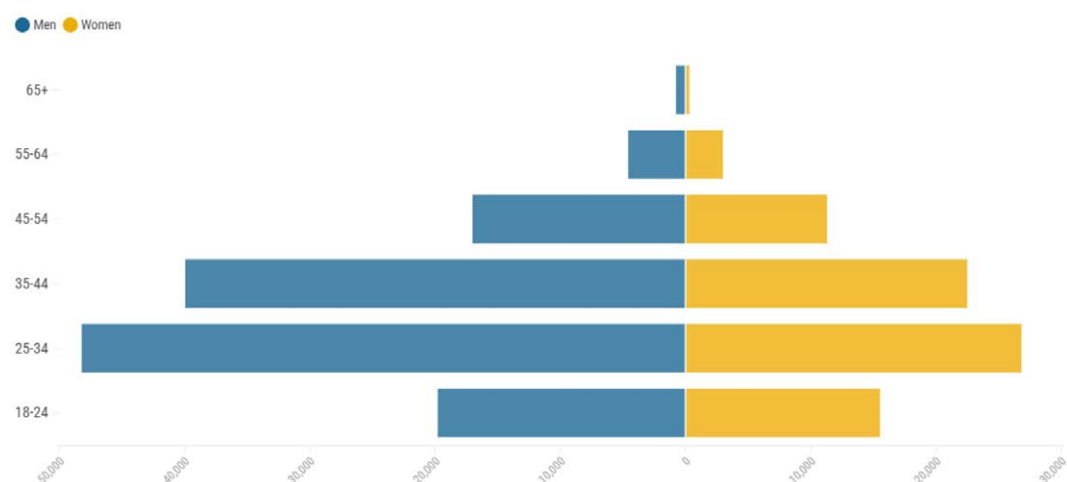
Distance learning activities enjoyed strong uptake among younger learners – men and women alike – while face-to-face training activities were more likely to be taken up by male mid-career professionals in more senior positions. On a side note, young women in the 18–24 and 25–34 age cohorts were overrepresented in face-to-face training activities. It remains to be seen whether this new demographic trend will filter through the age cohorts over time.

THE UNIVERSE OF LEARNERS BY GENDER & AGE COHORT (2024–25)

Face-to-face training courses



Online learning activities



Source: eCampus and MAP.

The majority of participants were based in either the Asia and Pacific or in the African region, followed at some distance by the Americas, Europe and Central Asia and the Arab States. In the latter case, the limited number of courses available in Arabic continued to impede a higher outreach – a limitation to be addressed in the 2026–27 biennium with the help of AI-facilitated translation. Notably, participants from the Africa region constituted the second largest group of online learners after the Asian and the Pacific region.

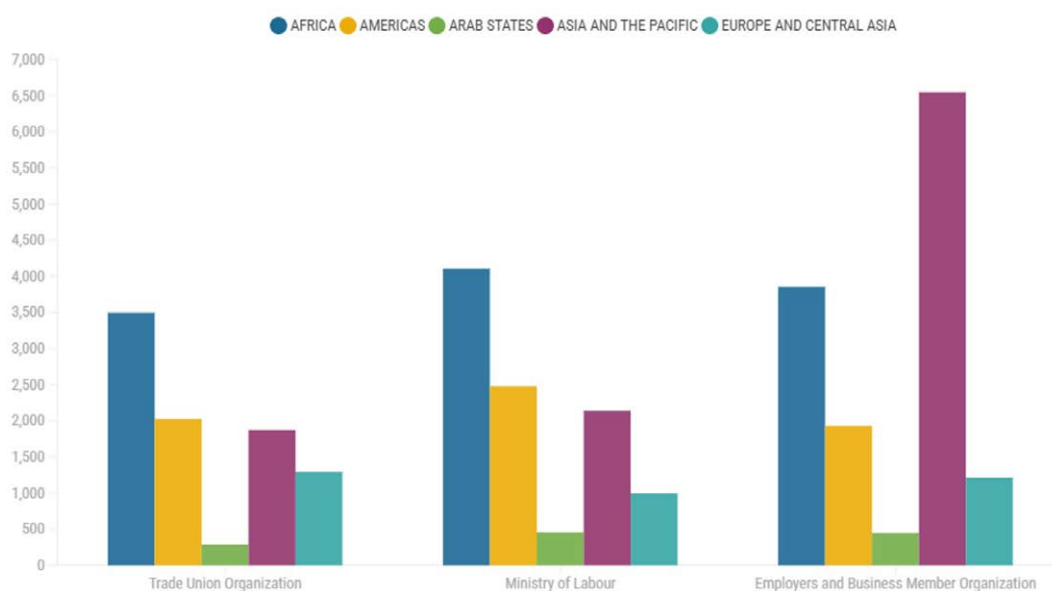
THE UNIVERSE OF LEARNERS BY REGION (2024–25)



Source: MAP, eCampus, Solicomm.

Among Employers' and Business Membership Organizations, regional outreach was proportionally higher in Asia and the Pacific while for Workers' Organizations and Ministries of Labour, regional outreach was more balanced but with stronger focus on Africa.

OUTREACH AMONG THE CORE ILO CONSTITUENCY BY REGION (2024–25)

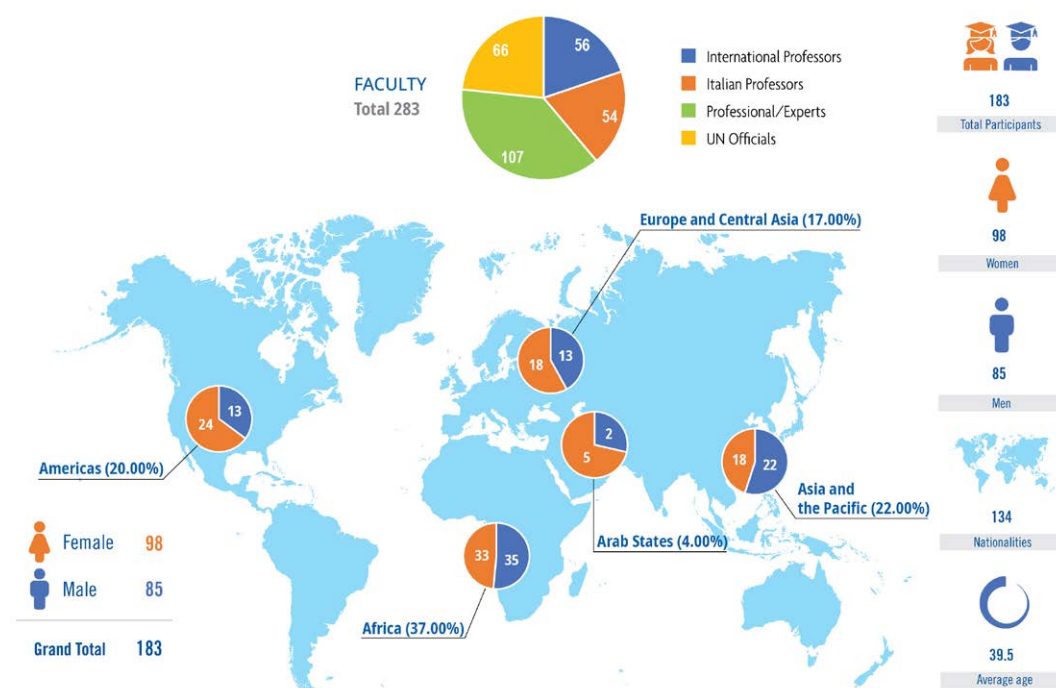


Source: MAP, eCampus. Organizational affiliation is self-declared by participants for enrolments on self-guided courses and communities of practice (In 2024, 4,809 employers, 2,418 workers and 3,364 MoL. In 2025, 7,327 employers, 2,817 workers and 3,758 MoL). Indirect employers' enrolments on external platforms are not included due to lack of data on regions.

The Turin School of Development (TSD), a joint venture between the Centre and universities to provide people in the world of work with access to tertiary degrees on social justice topics, experienced fast growth. The TSD draws on the expertise of the Centre, ILO and UN-related agencies, local universities such as the University of Turin and the Politecnico of Turin and a wide network of international experts to offer courses for graduate students that are grounded in theory yet practically oriented. This approach ensures that participants are exposed to the latest thinking and research in their fields as they are equipped with the practical skills and knowledge needed to apply this knowledge in real-world situations. In the 2024–25 biennium, seven Master’s programmes were offered by the TSD.

In 2024, the TSD underwent a management transition, resulting in a review of its operations. The TSD governance costs were consequently trimmed and the marketing mix refined to orient the School towards a sustainable growth path. The measures resulted in a sharp increase in enrolments and improved financial performance. In the 2024–25 biennium (including the 2024/25 and the 2025/26 academic years), the School registered 381 enrolments in its seven Master’s programmes, up 34 per cent from the 2022–23 biennium. The student universe was gender-balanced (in fact showing a slight overrepresentation of women) and diverse, with strong representation of students from the Global South.

TSD FACTS AND FIGURES FOR THE 2024/25 ACADEMIC EDITION



Source: TSD annual report 2025.

The President of Italy advocates for learning, social justice and peace during the TSD Academic Day on 16 May 2025



Education is not only a right; it is the foundation for social justice, peace and sustainable development. These values were brought into focus on 16 May 2025, when the President of the Italian Republic Sergio Mattarella opened the 2024/25 Academic Year for Master's programmes organized by the Turin School of Development (TSD) in partnership with the University of Turin and Politecnico di Torino and supported by the Fondazione Compagnia di San Paolo

The ceremony held particular significance, as it took place during ITCILO's sixtieth Anniversary celebrations, a milestone that reasserts the Centre's mission to deliver transformative learning that empowers people, strengthens institutions and promotes decent work. In his address, President Mattarella described the Turin School of Development as a concrete expression of international cooperation, where universities, institutions and UN agencies come together to advance shared values.

In his speech, President Mattarella focused on the challenge of making rights effective and universal, particularly the right to work, which is enshrined in Italy's Constitution and central to the ILO's founding vision. He stressed that this right cannot be realized through legislation alone, but must be supported by access to training, continuous learning and skills development:

"Training, continuous learning, and skills development are essential to making the right to work a reality. This Centre plays a key role in building the human capital needed to achieve sustainable development and promote social justice."

He underlined that fair, meaningful and secure work depends on lifelong investment in people and their skills. No economic or social development strategy, he noted, can succeed without this foundation. In this context, he described ITCILO as a "laboratory of excellence," a place that equips individuals and institutions to face global transitions with responsibility and ethical discernment

Source: <https://www.itcilo.org/stories/president-italy-advocates-learning-social-justice-and-peace-itcilo>.

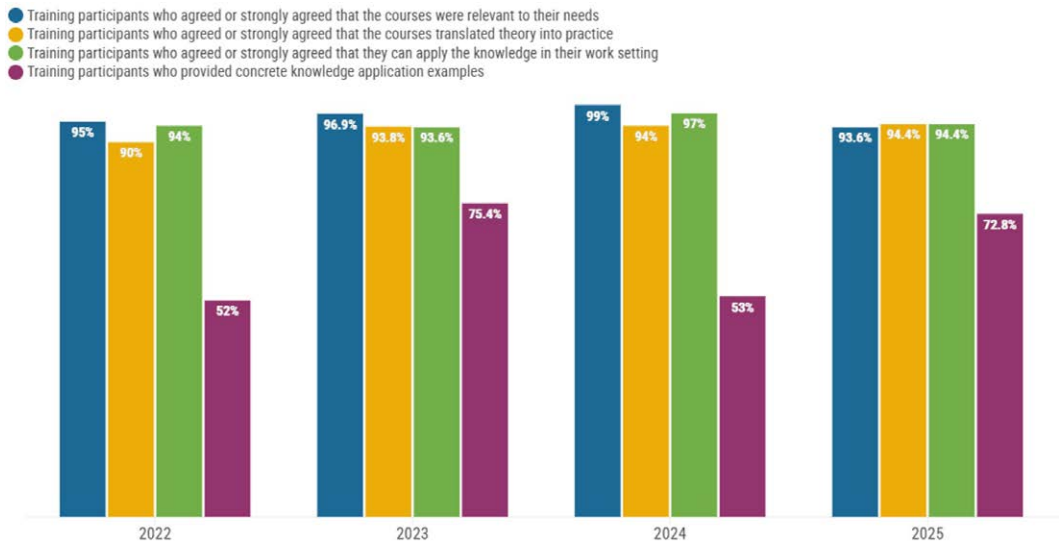
OUTCOMES

The Centre's learning services are known to have made a real difference for learners. The customer satisfaction rates routinely monitored in all learning activities, show that overall **participant satisfaction with the learning services of the Centre was high throughout the 2024–25 biennium** standing at 4.55 on a scale from 1-5 where 5 denotes service excellence.

The Knowledge Acquisition Tests (KAT) administered at the beginning and again at the end of all learning activities showed that **almost nine out of ten participants demonstrated an increased knowledge of the topic they were taught.**

The **annual external evaluations of the Centre’s learning activities** in 2024 and 2025 showed that more **than nine out of ten former participants went on to apply the newly acquired knowledge in their work setting** while **two out of three participants provided concrete examples of knowledge application.**

NEW KNOWLEDGE APPLICATION RATES (2022–2025)



Source: 2022–2025 annual external evaluation reports.

Further evidence from focus group discussions convened as part of the [2025 external evaluation](#) highlighted the strong motivational and professional impact of ITCILO’s Social Protection training. Participants described how the courses enhanced their confidence, negotiation skills and ability to influence dialogue and policy within their organizations and countries.

Proof of lasting positive change: further evidence from the 2025 external evaluation

- A worker's representative used course materials to strengthen negotiations on health and social security, applying insights on artificial intelligence and technology to challenge government positions and promote workers' rights.
- In Bulgaria, a participant applied training to advocate for evidence-based social protection policies using micro-simulations and household survey data.
- Another participant used the learning to build her team's capacity, encouraging colleagues to complete diplomas and expand the organization's expertise.
- A consultant credited the training with keeping him up to date with global developments, improving his advisory work for governments and committees.

Career advancement was a recurring outcome, with training viewed as a long-term investment that shapes leadership trajectories.

- A Sierra Leonean alumnus was promoted to Director for Social Protection during a period of legislative reform.
- A former ILO national officer from Uzbekistan became a delegate on the ILO Governing Body, amplifying advocacy for social protection internationally.

Participants also shared examples of institutional uptake, showing how training outcomes extend to organizational reform and system strengthening.

- In Cabo Verde, a participant applied learning to design new maternity protection policies, conduct pension projections and support inclusive entrepreneurship and cultural initiatives.
- In Belize, another initiated collaboration with the Statistical Institute to add a social protection module to the Labour Force Survey, improving data for evidence-based policymaking.
- A Cabo Verde alumnus described the Social Protection Financing course as "pioneering and transformative," forming the basis for institutional planning and a broader global perspective.
- A government official credited ITCILO's advocacy and communication training with "revolutionizing" stakeholder engagement, helping launch the first International Social Protection Conference and a national grievance mechanism.
- From Mauritius, a workers' representative used ILO tools to influence social protection floors, support wage reform and strengthen trade union strategies –experiences that later led to a ministerial role.
- Others highlighted cascading effects, with team members enrolling in analyst diplomas and sharing knowledge internally.

Source: <https://www.itcilo.org/external-evaluation-2025-report-brief>, for more information on the 2024 external evaluation refer to <https://www.itcilo.org/external-evaluation-2024-report-brief>.

The 2024 and 2025 online alumni networking events with more than 2,000 attendees provided another opportunity to meet the champions of lasting positive change. The testimonials of more than 80 alumni were documented in a dedicated publication in December 2025.

**A champion of lasting positive change:
talk by Mr Basiru Sanyang during the annual virtual ITCILO alumni event
held on 15 December 2025**



Basiru Sanyang

Coordinator and Event Organiser

The Gambia Trade Union Bureau and MRCG Workers Union
The Gambia

My name is Basiru Sanyang from the Gambia Trade Union Bureau. I was fortunate enough to successfully take part in three different training activities delivered by the ITCILO Global Workers Academy. Today, I am here to share the transformative impact this training has had on my life and our trade union as a whole.

ITCILO training on the revitalization of trade unions across Africa and policy coherence in reducing inequality and inequity in the workplace, as well as the critical importance of workers' education, has greatly enhanced my knowledge as a trade unionist and by extension the whole of GamTUB. ITCILO training has also equipped trade union leaders and members with the necessary skills and knowledge to advocate for fairer policies and practices within their workplaces. By focusing on principles of equality, equity and workers' rights, this training has revitalized our trade union, empowering us to address systemic inequalities head-on.

One significant outcome of this training is our enhanced ability to engage in meaningful dialogue with employers and government officials. We have learned to articulate our concerns regarding wage disparities, job insecurity and discrimination with a renewed confidence. This has not only strengthened our voice but has also fostered a greater understanding among stakeholders of the importance of fair labour practices. Moreover, the training emphasizes the importance of policy coherence. It is crucial that labour policies align with broader socioeconomic goals and we have become advocates for this coherence. We now actively participate in discussions that seek to harmonize labour standards with national development agendas, ensuring that the needs of workers are at the forefront of policy-making processes. This alignment is essential for tackling the root causes of inequality and inequity in our workplaces. Furthermore, workers' education has taken centre stage in our revitalization efforts. We understand that informed workers are empowered workers. Through workshops and training sessions inspired by ITCILO, we have educated our members about their rights, labour laws and negotiation techniques. As a result, we have witnessed a surge in participation and activism, fostering a culture of solidarity where every worker feels valued and empowered.

In conclusion, ITCILO training has profoundly changed our trade union for the better. We are now more effective advocates for workers' rights, more coherent in our policy engagements and more committed to educating our members. As we continue to build on the foundation laid by this training, we are optimistic about the future – a future where trade unions play a pivotal role in achieving not only fair and equitable workplaces but also broader social justice across Africa.

Source: Voices of ITCILO alumni, download the full report with more than 80 testimonials here: <https://www.itcilo.org/stories/voices-impact-itcilo-alumni-reflections-learning-careers-and-global-change>.

The Centre can track its contribution to lasting positive changes even further back in time. In April 2025, on the occasion of the first annual Pioneers Forum, the Centre celebrated three pioneers of learning who had participated in the Centre activities in the past and later moved on to successfully lead the fight for social justice in their countries.

The Pioneers Award: celebrating a lifetime of service



On 15–16 April 2025, the Centre organized the first edition of the Pioneers Forum, an international gathering convened as part of its sixtieth anniversary celebrations. Framed by the theme of reimagining learning and capacity-development for a more just and sustainable future of work, the Forum brought together global leaders, experts and distinguished alumni to explore how learning and capacity-development can meet the challenges of an increasingly complex world.

As part of the Forum, the Centre celebrated a Pioneers Award Ceremony. This new honour, established to mark ITCILO's living legacy, recognized three outstanding alumni whose careers exemplify the transformative power of learning in advancing decent work and social justice.

- Jacqueline Mugo, Executive Director of the Federation of Kenyan Employers, was commended for her leadership in fostering inclusive workplaces and championing gender-responsive industrial relations across Africa.
- Zahoor Awan, President of the Pakistan Workers Federation, was acknowledged for his decades-long advocacy on behalf of workers and his leadership in advancing social dialogue at both national and international levels.
- The third awardee, Craig Barham, Chief Technical Director at the Office of the Cabinet of Jamaica, was honoured for his contributions to sustainable development and governance reform.

Read the full story here: <https://www.itcilo.org/stories/exploring-and-envisioning-future-learning-itcilo-pioneers-forum>.

6. INSTITUTIONAL CAPACITY-DEVELOPMENT SERVICES

OUTREACH

The Centre's services to strengthen the institutional capacity of its partners expanded on the back of strong demand for digital learning and collaborative solutions. The focus of these institutional capacity-development services was on **advisory services** with a thematic focus on **digital product development and digital transformation strategies**:

- The **product development** activities centred on the **development of digital learning materials, online courses and learning platforms for local partner organizations**. These advisory services were in many cases assembled as service packages under contract from the ILO and delivered in close partnership with experts from ILO field offices and policy departments. Typically, the assignments reached out to local partner organizations belonging to the ILO constituency, including trade union training institutes, EBMOs, labour inspector training institutes and labour administration and industrial relations training centres. On request, the Centre also provided **operational and maintenance support for these platforms**. These follow-up services comprised, among others, hosting of the platforms concerned on the Centre's server, curation of learning content, provision of learning analytics services, technical support for users and digital certification support.
- Digital transformation **strategy** advice was provided to a wide range of organizations, among them workers' training institutes, EBMOs, government training centres, TVET centres and other entities. The emphasis of these advisory services was on **organizational strategy design and operational aspects of strategy implementation** and the thematic focus was on digital transformation processes, data-driven services for evidence-based decision-making and learning innovation.

In the course of the 2024–25 biennium, the Centre delivered 216 assignments linked to product development (together 192 activities), a decrease of 41.6 per cent compared to the 2022–23 biennium in terms of number of activities mainly due to reduced uptake of media development services through ILO Publications and other units. The Centre recorded 15,988 enrolments on learning platforms developed and maintained on behalf of its institutional intermediaries, a clear indication of the leveraging effect of the institutional capacity-development efforts. The e-OSH platforms curated by the Centre on behalf of EBMOs were an example of platforms maintained by the Centre.

During the biennium, the Centre also provided 163 strategy consultancies to institutional clients, up 5 per cent from the 2022–23 biennium. For example, in 2024, the Centre carried out an advisory service for the development of a membership plan for the *Association Des Industries d'Haïti*, co-created a digital capacity improvement plan for the Decent Work Support Team for Eastern Europe and Central Asia and conducted an institutional capacity assessment on the Department of Social Welfare and Development Academy in the Philippines. In 2025, the Centre advised the Ministry of Labour and Social Policies of Italy on a strategy for the development of a National School for Active Labour-Market Policies and facilitated the development of a digital capacity improvement plan for the ILO Regional Office for the Arab States. Other assignments related to the European Trade Union Institute and the World Health Organization's e-Academy.

The growing strategic value of advisory services to support institutional transformation pathways of core constituents

In 2025, the Centre's Employers' Activities Programme conducted action research to guide the future direction of its work. The *Impact Evaluation of ACTEMP's Training Activities 2023–2025 and the Training Needs Assessment (TNA) 2026–27* highlight both the results achieved and the ways in which the Programme could evolve in response to the changing realities of Employers' and Business Membership Organizations (EBMOs).

The Impact Evaluation confirms that the Employers' Training Activities Programme delivered strong and sustained results for EBMOs worldwide. Participants report high levels of satisfaction and relevance, with learning translating into concrete changes in daily work practices and organizational performance. Nearly three quarters of respondents reported that they had changed how they worked following ACTEMP training, while almost half reported that their organizations launched new initiatives or services. These include governance reforms, financial sustainability measures, enhanced advocacy tools, new member services and digital innovations. **For the first time, the evaluation also assessed advisory services, confirming their growing strategic value in supporting institutional transformation.**

Looking ahead, the *Training Needs Assessment* survey results send a clear and timely signal. EBMOs are operating in a rapidly shifting landscape and are doubly squeezed by mounting political and economic pressures externally, combined with increasing internal strain on financial sustainability. Business models are under threat, creating unprecedented leadership and governance challenges for EBMOs across regions. Against this backdrop, the TNA Report highlights persistent internal challenges – financial sustainability, membership development, human resource management and governance – alongside the accelerating impact of digitalization and artificial intelligence.

The reports are available at: <https://www.ilo.org/stories/impact-insight-new-ilo-actemp-reports-chart-present-and-future-employers-capacity>.

The Centre also delivered a wide range of **innovation support services**, including advice on ways of **piloting and scaling innovative solutions** that boost the scale and impact of policies and institutions promoting social justice through decent work. A prominent example for innovative solutions to boost institutional capacity are the Innovation Challenges run by the Centre under commission from ILO in Eastern and Southern Africa.

An example of an Innovation Challenge run by the Centre in the African region



Unlike traditional approaches, challenge-based development leverages open innovation, stimulating new ideas to improve employment, worker safety, and job quality. By offering financial incentives and guided support for the best ideas, [innovation challenges drive systems change through participatory processes](#) that lead to scalable solutions. OECD findings shown [how innovation challenges drive development](#) in low- and middle-income countries:

- The out-of-the-box approaches to Innovation Challenges encourage **risk-taking and an entrepreneurial mindset** to find solutions beyond business as usual.
- **Cross-departmental and cross-sectoral engagement** boosted through Innovation Challenges strengthens the entire local innovation ecosystem.
- **Local social capital and capacity are enhanced** by cross-collaboration, contributing to long-term change at local, national and global levels.

To further advance **decent digital job opportunities for refugees and host communities in Kenya's Turkana and Garissa counties**, [ILO PROSPECTS](#) commissioned ITCILO to facilitate an Innovation Challenge for local purpose-led entrepreneurs, innovators and changemakers. Ten organizations were recognized and awarded prizes for addressing local challenges and facilitating access to the Kenyan digital ecosystem. Ideas ranged from empowering women creative artisans through an online marketplace to providing freelancing opportunities for youth by leveraging AI translation technologies for local languages.

To drive creative thinking, the ten organizations came together for the ITCILO Innovation Bootcamp hosted in April 2024 in Nairobi, Kenya to redefine innovation models for feasibility, present initial actions and kick-start the implementation phases for the winning organizations. The ten winners attended the ITCILO webinar series to build upon the momentum built in Nairobi and explore how to effectively improve access to digital markets and promote digital literacy and skills development for young people.

Through the Innovation Challenge, the organizations have continued to establish digital mentorship programmes, develop on-the-job digital skills training and launch safe co-working spaces to **enhance the livelihoods of refugees and host communities through opportunities in the digital economy**.

For more information go to: <https://www.itcilo.org/stories/three-ways-itcilo-harnesses-innovation-sustainable-development>.

OUTCOMES

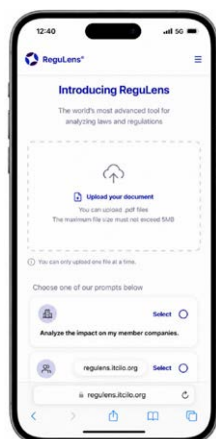
The result chain underpinning the Centre's institutional-level capacity-development services assumes that tangibles such as an online learning platform, a training manual or an action plan are products (input) that are subsequently used by the client (output) with emerging interim results (out-take) and eventually contribute to the sustainable operations of the organization (outcome). The longer-term lasting change (impact) would be the organization's contribution to social justice, within local context and against set objectives.

Before 2020, the focus of the Centre's quality assurance approach to institutional capacity-development focused primarily on verifying inputs, outputs and sometimes out-takes of a given assignment. Follow-up evaluations of outcomes were the exception as the number of services delivered was low, non-disclosure agreements often complicated data collection and clients were unwilling to contribute to evaluations scheduled one year after contract completion. Impact evaluations were considered out of scope, given the low attribution confidence between the Centre's inputs and lasting positive change in society.

When the weight and importance of institutional capacity-development in the Centre's service portfolio increased during the COVID-19 pandemic, Board members called on the Centre to address the output-centred focus of the quality assurance system. In 2021, the Centre commissioned an external review of its related quality assurance processes, developed an events quality assurance toolbox for use by technical programmes and, from 2022 onwards, carried out internal evaluations of selected assignments. Since 2025, annual external evaluations of samples of these consultancy assignments have also been carried out. See below for more information.

A notable **example of the lasting positive change made possible by the Centre's product development support services** is the AI-assisted ReguLens tool. Developed by the Employers' Activities Programme in 2025, this service addresses a high-priority ACTEMP objective: facilitating access for EBMOs in real-time to knowledge on the local policy, legal and regulatory framework governing responsible business practices (also see text box overleaf). This knowledge is essential to exercise advocacy tasks and inform effective social dialogue. Other examples are the use of holographic AI-powered avatars to provide deeply immersive simulations during occupational safety and health training. For more information on ReguLens refer to the text box overleaf. For more information on immersive OSH training click here: <https://www.itcilo.org/stories/inside-lab-how-immersive-simulations-are-reshaping-future-labour-inspection>.

ReguLens: AI-powered Policy Analysis



Employers' and business membership organizations are often required to respond to numerous regulatory and policy proposals with limited staff time and resources. To support them in this task, the ITCILO Programme for Employers' Activities developed ReguLens, an AI-assisted tool that produces a structured analysis of regulatory proposals in around 60 seconds.

ReguLens has a simple interface: users upload a policy proposal and select the type of analysis they need. The tool can assess the potential impact on member companies, identify contradictions with existing regulations, map relevant stakeholders and suggest possible advocacy strategies. It is designed as a first-reading support instrument: it does not replace expert judgement, member consultation or social dialogue, but helps employers' organizations move faster from analysis to policy action. ReguLens has been used by staff of employers' organizations across 100+ countries, who have conducted 3,000+ regulatory analyses with the tool.

The experience of CoNEP, the national employers' organization of Panama, illustrates the practical value of ReguLens. CoNEP reports using the tool on a daily basis to analyse legislative initiatives and regulatory proposals submitted by the National Assembly of Panama. By facilitating this technical analysis, ReguLens has enabled CoNEP to engage in more timely and constructive policy dialogue, helping identify conflicting regulations and promote a more coherent regulatory framework that supports formalization and decent job creation.

The **lasting positive change of the Centre's strategy advisory services** were [externally evaluated](#) for the first time in 2025. The evaluation examined the strategy consultancies delivered by the ITCILO to assess their relevance, coherence, effectiveness, efficiency, impact and sustainability, in accordance with the [OECD/DAC](#) evaluation criteria and [UNEG Norms for Evaluation](#). The scope encompassed a representative sample of ten strategy consultancies implemented by the Centre between 2023 and early 2025, spanning Africa, the Americas, Asia and interregional contexts. These consultancies were delivered in a variety of institutional environments in response to specific needs, by providing tailored technical support aimed at enhancing service delivery and supporting strategic planning processes. The evaluation aimed to assess the performance of strategy consultancies against established evaluation criteria, identify good practices and lessons learned to inform quality improvement and potential scaling, formulate recommendations to enhance the quality assurance framework, standardize the Centre consultancy services and support strategic decision-making regarding the future programming of the Centre's institutional capacity-development offer.

The evaluation concluded that the consultancies demonstrated high responsiveness to constituent needs and alignment with ILO strategic priorities. Most consultancies were also found to have achieved their primary objectives in terms of delivering agreed outputs, with substantial contributions to ILO's strategic outcomes. The evaluated consultancies demonstrated varying degrees of capacity-strengthening outcomes, with most showing evidence of enhanced individual and institutional capabilities, though the depth of these outcomes varied across projects.

And what about the *long-term impact* of the Centre's strategy consultancies?

As regards the contribution of the strategy consultancies to systemic change, the evaluation found that:

- Several of the strategy consultancies contributed to broader policy change, institutional strengthening and improvements in service delivery.
- The lasting impact of these consultancies was most evident where they were embedded into national policy frameworks, underpinned by strong institutional ownership and supported by scalable tools and processes.
- Not all consultancies reached this level of durability. Some faced limitations due to insufficient follow-up, political volatility or constrained resources, highlighting the need for more systematic sustainability planning across the portfolio.

Benefits reported by stakeholders:

- Strategy consultancies generally receive positive feedback from stakeholders, though clients identified a few areas for improvement at institutional level, including stronger coordination with ILO country offices, clearer communication of service offerings beyond training and more robust documentation of outputs.
- Consultancy benefits were widely reported across projects, with client testimonials highlighting satisfaction with the Centre's technical support, adaptability and relevance of outputs.
- Institutional capacity improvements were most clearly evidenced in projects with measurable outcomes.

Pathways to long-term impact:

- Impact pathways were strongest where consultancy outputs were systematically integrated into organizational operations.
- Client ownership emerged as a critical driver, particularly in cases where institutions independently expanded or adapted Centre-developed tools.
- Despite notable successes in technical delivery and stakeholder engagement, institutional integration of consultancy outputs was uneven across the portfolio. While some projects saw clear adoption of tools, frameworks and strategies within client institutions, others remained at the planning or pilot stage, hindered by structural constraints or a lack of follow-through mechanisms.
- Several patterns demonstrate how institutional readiness, coordination mechanisms and external environments significantly influence sustainability outcomes regardless of technical quality. Many barriers were predictable, highlighting the need for more robust implementation planning and risk assessment during design phases.
- Integration variability reflects a deeper need for institutional readiness assessments, context-sensitive delivery strategies and more deliberate planning for post-project sustainability. Future consultancies should include structured approaches to stakeholder capacity, political economy analysis and integration risk, ensuring that outputs not only respond to demand but are also deliverable and maintainable within the institutional realities of the client.

To access the full report, go to: <https://www.itcilo.org/external-evaluation-consultancies-2025-report-brief>.

7. SYSTEM-LEVEL CAPACITY-DEVELOPMENT SERVICES

OUTREACH

The Centre continued to build its reputation as a provider of system-level capacity-development solutions, with focus on (1) event facilitation services and (2) communication and advocacy activities. In the course of the 2024–25 biennium, the Centre facilitated 157 events including retreats, conferences, policy forums, dialogue events and other knowledge-sharing meetings, up 40 per cent from the 2022–23 biennium (112 events) in terms of number of activities. The Centre’s communication and advocacy activities focused on the sixtieth anniversary celebrations, the ILO office innovation culture promotion campaign and one campaign for one of the ILO Action Programme on Supply Chains.

The Centre has a long history of **(1) facilitating meetings in face-to-face modality**, including the moderation of face-to-face conferences, retreats and dialogue events. After the outbreak of the COVID-19 pandemic in March 2020, the Centre added online events to its portfolio, initially drawing on its webinar capabilities and later **introducing a suite of virtual and hybrid conferencing applications** in partnership with specialized service providers. These virtual event facilitation services reflected fast-growing demand from the ILO, other UN agencies and institutional intermediaries linked to ILO constituents in the field. Demand for the Centre’s face-to-face event facilitation services have largely recovered after the end of the COVID-19 pandemic in 2023 while demand for online events remained strong. Virtual reality meetings have established a niche and are again attracting interest in the context of mission budget cuts.

Altogether, in the 2024–25 biennium these events attracted 11,060 participants, a similar result to the 2022–23 biennium (11,271). The fast growth in activity numbers reported above did not translate into growth in the event participant universe as demand had shifted from larger conferences to group retreats. Notably, demand for face-to-face meetings held on the Centre’s campus in Turin remained strong notwithstanding the continued inflation of travel-related costs and more restrictive European Union visa policies. To further build the resilience of event facilitation services in the face of political conflicts and renewed pandemic risk, the Centre added the option to deliver campus-based events in hybrid formats in 2025. For more information on activities delivered in hybrid format, see chapter 5.

Shaping inclusive work futures and AI in Kenya: From dialogue to prototypes, crafting human-centred AI innovation



Kenya has positioned itself as a regional hub for digital innovation. Its [National AI Strategy 2025–2030](#) sets out ambitions to harness AI across sectors from public service delivery to smart infrastructure, local data ecosystems and ethical governance. Yet the landscape is not without challenges. Concerns remain about infrastructure gaps, the digital divide between urban and rural areas and the lack of localized African datasets that can make AI truly responsive to Kenyan realities. Policymakers, innovators and workers all pointed to the need for inclusive governance frameworks that safeguard rights while enabling innovation.

This mix of ambition and caution set the tone for discussions held during the AI Forum jointly organized by ILO and ITCILO on 16–18 September 2025. By structuring the Forum around plenary reflections, group visioning and a prototype exhibition, ITCILO helped to transform what could have been an abstract debate into something practical, creative and human. Experts and practitioners speaking during the plenary sessions raised issues such as job displacement, the need for African-led AI and the integration of refugees and persons with disabilities, while participants worked to translate those insights into practice. Group sessions gave the participants opportunities to test, debate and develop ideas on reskilling workers for a changing labour market, closing Kenya's digital divide and safeguarding workers under algorithmic management. The dynamic interplay between plenary reflection and group co-creation gave the Forum the feel of a laboratory with ideas circulating rapidly between the stage and working tables. Alongside the plenaries and group work, the Forum opened a different kind of space: a Share Fair exhibition where a curated selection of Kenyan organizations and vendors showcased the AI systems and solutions they are already building. From platforms connecting informal workers to clients, AI literacy projects and tools designed for education and business, the exhibition grounded the discussions in tangible, Kenyan-built solutions. It reminded everyone that AI in Kenya is not a distant dream, but it is already here, taking shape in local labs and startups.

For more information go to: <https://www.itcilo.org/stories/shaping-inclusive-futures-work-and-ai-kenya>.

The (2) Centre's communication and advocacy activities during the 2024–25 biennium were in part focused on the design and delivery of the campaign to celebrate ITCILO's 60th Anniversary. The related communication activities gave global visibility to the Pioneers Forum in April and the visit of the President of the Italian Republic in May 2026 (covered in previous chapters of this report) and several other institutional events summarized in the chapter about governance performance. The Centre also co-facilitated the ILO office-wide innovation culture promotion campaign in 2025, a flagship activity of the joint ILO-ITCILO Innovation Sparks programme that is intended to implement the ILO Knowledge and Innovation Strategy.

IMPRESSIONS FROM THE ILO INNOVATION DAY AT THE CULMINATION OF THE OFFICE-WIDE INNOVATION CAMPAIGN CO-FACILITATED BY ILO DCOMM AND THE CENTRE



A video of the ILO Innovation Day is available at: https://drttdzytn27g6vv8e.public.blob.vercel-storage.com/ilo_innovation_day_highlights_v1_per_cent20_per_cent281080p_per_cent29.mp4.

OUTCOMES

The result chain underpinning the Centre's system-level capacity-development services assumes that a campaign, dialogue event or other knowledge sharing event is delivered (input) that actively engages a critical mass of people (output) who, after the event, undertake concrete follow-up actions indicative of a behaviour change/performance improvement (out-take) that contributes to a desired shift in system-level values and perceptions (outcomes). Ultimately, the longer-term lasting change (impact) would be a social system better aligned with the principles of a just society (impact).

System-level capacity-development services are evaluated ad hoc by the Centre, *subject to funding and approval by the client*. Dependent on non-disclosure agreements, results may sometimes not be published on the Centre's website. Because the aim of system-level capacity-development services is to shape value systems and belief sets and to foster knowledge exchange and trust between stakeholders, outcomes are typically qualitative and often intangible and thus more difficult to objectively verifiable. The evaluation methods applied by the Centre to assess the outcomes of its system-level capacity-development services seek to take these concerns into consideration and thus rely more strongly on qualitative tools. Findings cannot easily be cross-referenced with outcomes of individual capacity-development and institutional capacity-development services. Instead they should be used to complement the analysis of systemic change at different levels.

For more information on the evaluation methodology underpinning the Centre's event facilitation services, see <https://www.itcilo.org/quality-management-itcilo>. For more information on the evaluation methodology underpinning the Centre's communication and advocacy campaigns click here: <https://www.itcilo.org/qa-comm-and-adv>.

Two examples of publicly available reports of the Centre's past communication and advocacy campaigns are the evaluation of the 2023 Coffee Campaign run under commission from the ILO Vision Zero Fund (<https://www.itcilo.org/coffee-people-campaign>) and the evaluation of the communication campaign commissioned by the ILO 8.7 Alliance in the run-up to a global ILO Child Labour Conference in South Africa (<https://www.itcilo.org/stories/how-we-organized-global-hybrid-event-around-ending-child-labour>). In 2023, the Centre also commissioned an external evaluation of its communication and advocacy activities (available here: <https://www.itcilo.org/external-evaluation-communication-and-advocacy-campaigns-2023-report-brief>).

Communication and advocacy in support of the ILO Action Programme on Decent Work in Supply Chains



In 2025, ITCILO partnered with the ILO Action Programme on Supply Chains to design, develop and promote an innovative digital knowledge and advocacy ecosystem aimed at strengthening evidence-informed policymaking on decent work in global supply chains. The initiative responded to a long-standing challenge: while the ILO had produced more than a decade of high-quality research and evidence on supply chains, access to this knowledge remained fragmented across hundreds of publications and technical resources. To address this gap, ITCILO developed and supported the launch of the [Decent Work in Supply Chains Evidence Hub](#), an AI-powered, trilingual platform (English, French and Spanish) that consolidates more than 500 ILO publications into a single, user-friendly knowledge resource. The Hub was complemented by an interactive multimedia experience showcasing the impact of the [ILO Strategy on Decent Work in Supply Chains](#) through storytelling, visual evidence and data-driven narratives.

ITCILO designed and implemented a comprehensive communication and advocacy campaign to position the Evidence Hub as a leading resource for evidence-based decision-making on supply chains. The campaign combined strategic media outreach, institutional communications, social media activation, expert engagement and multimedia storytelling. During its first months of operation, the platform attracted more than **1,200 direct users** from around the world and generated sustained engagement among highly specialized audiences. More importantly, the campaign significantly extended the reach of the initiative beyond the platform itself through a coordinated dissemination strategy across ILO, ITCILO and partner communication channels. Digital assets generated **more than 10,000 documented engagements, views and interactions** across channels. A flagship [Facebook explainer video](#) surpassed **5,000 views**, while LinkedIn, X, Instagram and YouTube content generated additional engagement among professional and policy audiences. The initiative was further amplified through the personal and professional networks of senior experts, practitioners and advocates working on labour standards, sustainability and responsible business conduct. By developing the platform and supporting content available in English, French and Spanish, the initiative expanded its accessibility across key supply-chain regions, including Latin America and Africa, helping ensure that the evidence could be used by a truly global audience.

8. FINANCIAL POSITION

The Centre's 2024–25 biennium financial results show sound performance, with a total budget surplus of €1,381,000 (2024: €803,000 and 2025: €578,000) under the new business model. Net contributions came from various sources: training and non-training activities, including distance learning activities and face-to-face activities on campus and in the field; multimedia services; miscellaneous sources; and voluntary contributions.

The following table shows the financial position as well as budget results for past years, including 2024 and 2025

(in thousands of euros)	2025	2024	2023	2022	2021
Revenue	46 110	45 868	46 099	49 738	44 604
Expenditure	47 975	43 016	43 098	41 047	37 463
Net IPSAS surplus	(1 865)	2 852	3 001	8 691	7 141
Assets	63 224	65 791	60 567	46 653	49 989
Liabilities	26 186	26 835	24 481	13 342	25 442
Net assets	37 038	38 956	36 086	33 311	24 547
Budget surplus	578	803	1 323	3 833	3 325

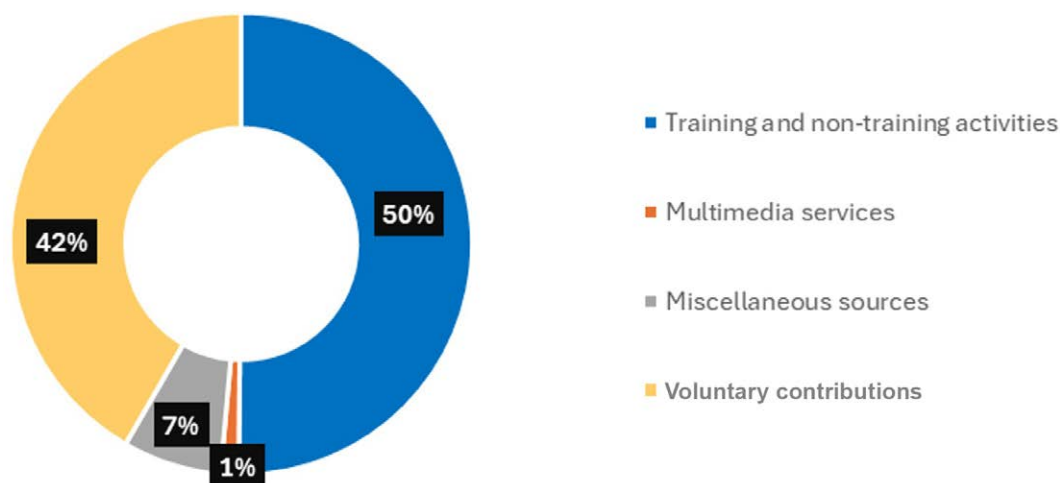
Source: ITCILO Financial Statements for the years 2021 to 2025

NET CONTRIBUTIONS

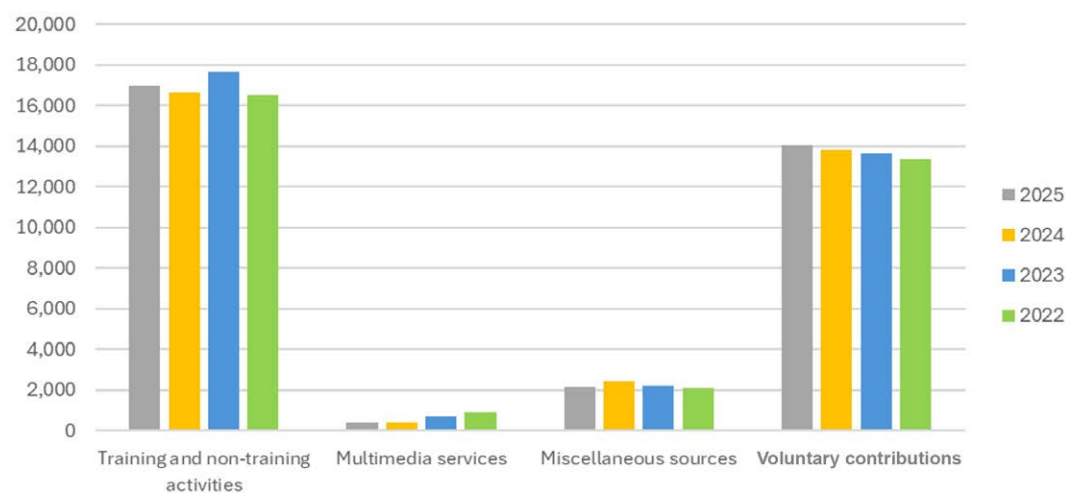
As a result of the new form of presentation adopted in the 2022–23 Programme and Budget, the results refer to the net contributions earned from each specific area of revenue: training and non-training activities, multimedia services and miscellaneous sources. This total net contribution is then added to the Centre's voluntary contributions in order to present the total net contribution available to cover fixed expenditure, contingencies and institutional investments.

In 2024 and 2025 respectively, the net contributions totalled €33.4 million and €33.6 million (total €67 million) amounting to a net contribution result for the biennium of €66.99 million. These results were distributed as follows:

2024–25 SHARE OF NET CONTRIBUTION BY SOURCE



NET CONTRIBUTIONS BY SOURCE – FOUR-YEAR (2022–2025) COMPARISON (IN THOUSANDS OF EUROS)



Source: ITCILO 2025 Financial Statements

The overall contribution generated from the four revenue areas during the 2024–25 biennium (€66.99 million) showed a slight decrease of €224,000 or 0.33 per cent, compared with the overall contribution during the 2022–23 biennium (€62.16 million).

The 2024–25 biennium remained positive, with a budget surplus of €1.381 million, but the surplus was substantially lower than the €5.156 million recorded in 2022–23. The reduction was not due to a material decline in total net contribution, which remained broadly stable as stated above. Rather, the lower surplus was driven mainly by a higher fixed cost and

investment base: total fixed expenditure and institutional investments increased by €3.447 million or 5.5 per cent, between the two biennia.

Training and non-training activity services remained the main source of earned contribution, but their net contribution decreased slightly, from €34.158 million in 2022–23 to €33.617 million in 2024–25, a reduction of €541,000 or 1.6 per cent. Total revenue from these services was almost unchanged between the two biennia – €57.582 million in 2022–23 and €57.632 million in 2024–25, but direct expenditure increased from €23.424 million to €24.015 million, reducing the net contribution from training and non-training activity services.

Multimedia services weakened significantly. Net contribution decreased from €1.633 million in 2022–23 to €834,000 in 2024–25, a reduction of €799,000 or nearly 49 per cent. This reflects a sharp drop in multimedia revenue, from €2.382 million to €1.201 million, partly offset by lower direct expenditure.

Miscellaneous sources improved modestly, with net contribution increasing from €4.352 million to €4.629 million, an increase of €277,000 or 6.4 per cent. This was achieved despite broadly similar gross revenue, because direct expenditure fell from €895,000 in 2022–23 to €571,000 in 2024–25.

Voluntary contributions increased, from €27.066 million in 2022–23 to €27.905 million in 2024–25, an increase of €839,000 or 3.1 per cent. The Government of Italy's *ex lege* contribution remained constant at €15.7 million across both biennia, while the ILO contribution increased from €10.481 million to €11.310 million, which is attributable to currency exchange-related favourable impact.

EXPENDITURES

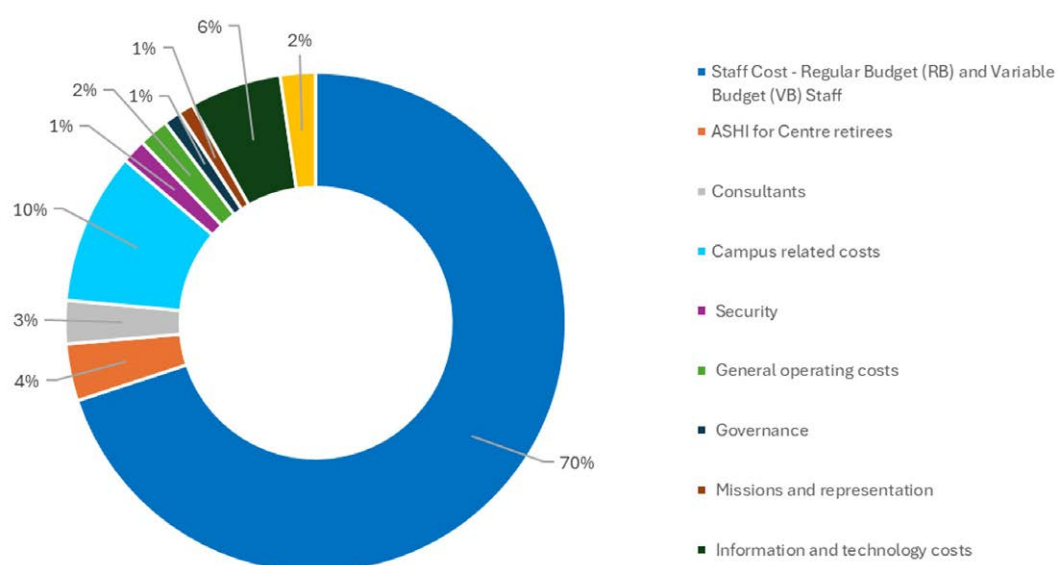
Total expenditure in 2024–25 amounted to €65.6 million. This was distributed between fixed expenditure of €60.72 million and institutional investments of €4.9 million.

Fixed expenditure increased from €57.36 million in 2022–23 to €60.72 million in 2024–25, an increase of €3.37 million or 5.9 per cent. The main drivers explaining more than 80 per cent of this trend were Staff Cost, Consultants and ASHI contributions. Overall, the expenditure related trend between the 2022–23 and 2024–25 biennia is detailed as below:

- Staff costs increased from €41.13 million in 2022–23 to €42.48 million in 2024–25, an increase of €1.35 million or approximately 3.3 per cent. This increase is a cumulative effect of regularizing and filling posts in response to the evolving operating model, re-profiling of positions, job reclassifications, absorption of statutory UN salary adjustments as pronounced by the ICSC.
- Consultant expenditure more than doubled, increasing from €708,000 in 2022–23 to €1.70 million in 2024–25. This variance is partly explained by cost classification differences across biennia and increased use of consultants in the 2024–25 biennium.

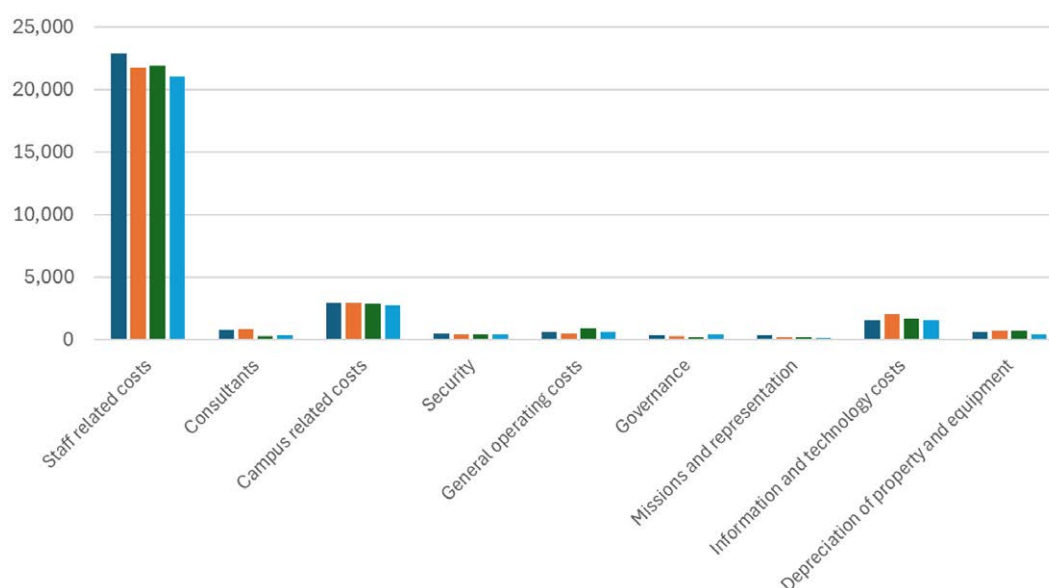
- ASHI contributions to retirees also increased, from €1.86 million to €2.23 million. ASHI expenses have a matching contribution from the ILO, which is determined in US dollars as opposed to euros, which is the Centre's operating currency. As such, the variance is to a certain degree attributable to currency exchange. Nevertheless, while the increasing trend has contributed to the variance in the Centre's total fixed expenditure, it does not have any impact on the overall net financial results of the Centre as the cost comes with a corresponding contribution from the ILO.
- Information and technology costs increased by €305,000 between the two biennia, from €3.29 million in 2022–23 to €3.59 million in 2024–25. The increase was mainly driven by new licence and application-related requirements arising in the 2024–25 biennium, rather than by a broad increase across all ICT cost categories. In particular, in late 2024, the Centre had to purchase a significant number of ERP system licences because the free licences available in previous years were no longer available. This created a one-time cost of approximately €270,000. Additional IT requirements also arose in 2024 for smaller ICTS projects, including work on the new Performance Management Framework application. These factors account for most of the €305,000 increase between the two biennia.
- Campus-related costs increased by €268,000 between the two biennia, from €5.7 million in 2022–23 to €5.97 million in 2024–25. The increase was mainly attributable to additional maintenance and repair requirements in the 2024–25 biennium, particularly in 2024. The annual analysis identifies further repairs and upgrades to campus pavilions of approximately €250,000, including extraordinary kitchen maintenance, repairs to the Asia 14 pavilion following damage caused by a fallen tree, the review and removal of hazardous campus trees and other occupational safety and health-related interventions. In addition, although energy consumption remained stable, higher eurozone energy unit costs increased annual expenditure by approximately €240,000 over budget in 2024.

The following chart shows 2024–25 fixed expenditure by source:



Source: ITCILO 2025 Financial Statements

2024–25 FIXED EXPENDITURE BY SOURCE – FOUR-YEAR COMPARISON (IN THOUSANDS OF EUROS)



Source: ITCILO 2025 Financial Statements

Institutional investments

As recorded in the 2024–25 Programme and Budget, the Centre allocated funds to four funds: the Campus Improvement Fund, the Information and Communication Technology Fund, the Innovation Fund and the Fellowship Fund. In the 2023 financial year, the Board approved total preliminary funding of €2.4 million for the 2024–25 biennium, allocated across the three funds. During 2024–25, the Director, acting under Financial Regulation 7.1(b), decided and approved additional funding for each Fund, totalling €2.5 million. At the end of 2025, the funds showed the following balances available for use:

(in thousands of Euro)	Campus Improvement Fund	Information and Communication Technology Fund	Innovation Fund	Fellowship Fund
2024–25 Approved funding	500	300	400	1 200
Balance at beginning of 2024	1 802	577	974	2 288
Approved funding 2024	250	150	200	600
Additional funding 2024 approved by the Director	380	500	300	200
Net usage 2024	-448	-185	-307	-872
Balance at the end of 2024	1 984	1 043	1 167	2 216
Approved funding 2025	250	150	200	600
Additional funding 2025 approved by the Director	-	300	200	600
Net usage 2025	-721	-379	-582	-707
Balance at the end of 2025	1 513	1 114	985	2 709

Source: ITCILO 2025 Financial Statements

The **Campus Improvement Fund** was established to meet capital investment needs on campus and to finance refurbishment work not covered by the Centre's ordinary maintenance budgets or by supplementary contributions from host countries. Drawings in 2024–25 covered costs related to the achievement of the Programme and Budget objectives, business continuity and OSH issues as well as compliance with "World class campus" standards. The Campus Improvement Fund had a balance of €1.80 million at the beginning of 2024. A total amount of €880,000 was allocated to the Fund during the 2024–25 biennium and €1.17 million was utilized.

The following interventions were prioritized and delivered in the biennium:

- Upgrade and extraordinary maintenance of 80 rooms in the Africa 8 and Africa 9 pavilions.
- Extensive extraordinary maintenance of safety equipment and systems, to meet the best standards in terms of safety and security of the campus' community.
- Improvements to the conferencing system in the Congress Centre as well as replacement of other end-of-life audiovisual and kitchen equipment.
- Replacement of the main chiller in the Africa 8 and Piemonte pavilions, modification of the heating system to ensure compatibility with electric heat pumps, as well as extraordinary maintenance of the drainage in the Africa 10 pavilion.
- Various renovation works aimed at restoring various degraded and obsolete areas of the campus. These included extraordinary maintenance of multiple pavilion facades, restoration of external steel structures, suspended ceilings and sunshades as well as repairs to walkways and kerbstones.

The balance available at the end of 2025 stood at some €1.51 million.

The **Information and Communication Technology Fund** showed a balance of €577,000 at the beginning of 2024. The Fund was drawn on during the biennium to provide for periodic investments in ICT (such as infrastructure, software renewal or application development) that were not part of normal operating expenditure. The balance available at the end of 2025 stood at €1.17 million.

The ICT Fund has delivered a clear set of outcomes, including:

- Key infrastructure projects including replacing network switches and the Internet router and extending the virtual infrastructure. In addition to provide enhanced performance, robust security and a scalable infrastructure, those investments enabled renovation works in the Italy pavilion to start and gave the Centre sufficient virtual capacity to support full data centre failover, which has already been successfully tested.
- Security also advanced through the activation of the new surveillance and access-control system, purchase and operational launch of the next-generation firewall and ongoing Oracle upgrades. Together, these investments strengthen business continuity, cyber and physical security and the Centre's readiness for future operational needs.

- A third major outcome is the modernization of internal workflows and related systems, supporting the automation and roll out of business process improvements including the Travel Authorization Tool, the HR Performance Management Systems and Staff Development Portal, as well as the redesigned electronic payment platform expected to go live from May 2026, offering better system integration and faster payment acknowledgements.
- A certain number of digital accessibility improvements have been completed, making the Centre's digital services and content more accessible.

The balance available at the end of 2025 stood at €1.11 million.

The **Innovation Fund** had a balance of €974,000 at the beginning of 2024. A total of €900,000 was allocated to the Innovation Fund. Drawings from the Fund during the 2024–25 biennium amounted to €889,000. This sum was earmarked to finance structured innovation projects aligned with the Centre's innovation strategy, including in-house Centre projects and joint ILO-ITCILO Innovation Sparks / Innovation Scout projects. The funds were also used to promote innovation in learning and knowledge-sharing tools, develop new training activities in response to emerging ILO policies and invest in other innovative actions deemed beneficial to the Centre. These projects contributed to increased outreach, better financial returns in terms of the net contribution and an overall increase in client satisfaction and knowledge acquisition and application. The balance available at the end of 2025 stood at €985,000.

The **Fellowship Fund** was created to provide partial funding for the participation of core constituents in the Centre's activities and enhance its tripartite character. This mandate was further expanded to include financial support for the development of training products for use by ILO tripartite constituents, to enable them to reach out to their own members. The 2024–25 Programme and Budget for institutional investment in the Fund included €2.4 million for institutional investments.

During the 2024–25 biennium, a total amount of €2 million was allocated to the Fellowship Fund. A total sum of €1.58 million was utilized during the biennium leaving an available balance of €2.71 million in the Fund as of 31 December 2025.

9. PARTNERSHIPS

The 2024–25 biennium marked the celebration of the Centre’s sixtieth anniversary, representing an important opportunity to strengthen the Centre’s strategic partnerships, raising visibility of the Centre, its mandate, key accomplishments and vision for the future.

In this context, three objectives guided the Centre’s partnership development work:

1. to celebrate the **sixtieth anniversary with a series of high-level events**, as an opportunity to strengthen the Centre’s positioning and further **deepen the partnership with the Italian Host Government** and key stakeholders;
2. to **consolidate and further expand relations with the Centre’s other development partners**;
3. to **build resilience through learning alliances with other organizations** in both the global and local learning ecosystem.

60 YEARS OF PIONEERING LEARNING FOR SOCIAL JUSTICE

The 2024–25 biennium marked the sixtieth anniversary of the International Training Centre of the ILO, commemorating six decades since the signing of the Rome Agreement in 1964 and the opening of the Centre in Turin in 1965. The anniversary was celebrated by a year-long programme of events running from October 2024 to October 2025. In addition to commemorating the Centre’s history, the celebrations offered to opportunity to reflect on its contribution to advancing social justice through learning and to explore its future role in a rapidly changing world of work.

The celebrations were officially launched during the eighty-eighth Session of the Centre’s Board on 24 October 2024, chaired by the ILO Director-General, with **the participation of the Italian Minister of Labour and Social Policies**. The event celebrated the Centre’s six decades of contributing to capacity-development for ILO constituents and the United Nations System. A **photographic exhibition** entitled *Pioneering Learning for Social Justice*, together with a commemorative photo book, showcased the Centre’s institutional history and the people who have shaped its mission over six decades.

Turin Learning City for Social Justice

As part of the sixtieth anniversary celebrations, the Pioneers Forum dedicated a day (16 April 2025) to showcase the way the City of Turin is addressing global challenges and advancing social justice through lifelong learning and social dialogue. The day included multistakeholder engagements on three themes: (i) Inclusive Prosperity and the new Social Economy, exploring how cities can lead inclusive transitions through innovative governance platforms and civic engagement (ii) Advancing Social and Labour Inclusion in the Region of Piedmont organized in partnership with workers' unions and research institutions (CGIL, CISL, UIL, IRES Piemonte) and (iii) Another AI / Skills for Attractive and Inclusive Territories addressing the role of learning ecosystems to align and deliver on digital skills and local economic priorities.

The Forum concluded with a powerful affirmation of its mission. **Turin became the first city to join the ILO's [Global Coalition for Social Justice](#)**, a milestone that symbolized the city's long-standing partnership with ITCILO and its broader commitment to inclusive development. On this occasion the University of Turin and the Politecnico di Torino also joined the Global Coalition.



Sana de Courcelles, Stefano Sacchi, Michela Favaro, Christophe Perrin and Egidio Dansero. Photo © ITCILO/Paolo Properzi

A central milestone of the anniversary was the **Pioneers Forum**, held in Turin on 15–16 April 2025. Bringing together representatives of governments, employers' and workers' organizations, United Nations agencies, academia and innovation partners, the Forum explored how learning and capacity-development can support just transitions in the face of technological, environmental and demographic change. Discussions focused on future skills, emerging technologies, innovation and the role of learning in advancing the 2030 Agenda. The Forum also introduced the inaugural **ITCILO Pioneers Awards**, recognizing alumni whose professional achievements have made significant contributions to social justice worldwide (see box on page 27).

The Centre also celebrated the inauguration of the Turin School of Development's new academic year in the presence of the **President of the Italian Republic, Sergio Mattarella**, reaffirming the strategic partnership between the Centre, Italian institutions and the universities supporting the School (see box on page 23).

Several initiatives ensured that the anniversary would leave a lasting legacy beyond the commemorative year. The **ITCILO Archives Project** was launched in collaboration with the ILO Archives and the Former Officers Association to preserve and digitize the Centre's historical records, while new cultural partnerships strengthened the Centre's visibility within the city of Turin.

PARTNERSHIP WITH THE GOVERNMENT OF ITALY

As host country, the Government of Italy plays a strategic part in advancing the Centre's mandate as the training and capacity-development services arm of the ILO, as well as its role in managing the UN Learning Campus in Turin. The 2024–25 biennium and the sixtieth anniversary marked an important milestone in celebrating the long-standing partnership with the Government at national and local levels, advancing the Centre's operational sustainability, the ongoing modernization of the UN Turin campus and the expansion of its learning and capacity-development services.

Throughout 2024–25, the Centre intensified its dialogue with the Ministry of Foreign Affairs and International Cooperation (MAECI), the Ministry of Labour and Social Policies, the Region of Piedmont, the City of Turin, as well as with social partners and Turin based academic partners (Politecnico di Torino and University of Turin), reaffirming a shared commitment to promoting decent work, social justice and sustainable development.

A new Global Programme partnership was signed between Italy and ITCILO, supporting the Centre's core activities to advance outcomes of the Global Coalition for Social Justice and including a flagship initiative in support of fair digital transitions in Africa.

Italy and ITCILO Partner for Fair Digital Transitions in Africa

As part of Italy's continued support to the Centre's Global Programme, ITCILO, together with the Italian Ministry of Foreign Affairs and International Cooperation (MAECI), convened the **Skills for Fair Digital Transitions in Africa** initiative in October 2025. Held simultaneously in Turin and Nairobi, the hybrid event brought together more than 200 participants from Africa and Europe to strengthen dialogue and partnerships on skills development, digital transformation and decent work.

The initiative demonstrated the strategic value of the Centre as a platform for Italy's international development cooperation priorities in Africa. Opening the event, **Stefano Gatti, Director General for Development Cooperation at MAECI**, reaffirmed Italy's commitment to promoting inclusive digital transformation through partnerships that expand opportunities for young people and strengthen national skills systems. The event was also opened by **Fanfan Rwanyindo Kayirangwa, Assistant Director-General and Regional Director for Africa of the ILO** and **Prof. Saidou Madougou, Director of Education, Science and Technology of the African Union Commission**, underscoring the shared commitment of Italy, the ILO and the African Union to advancing human-centred digital transitions across the continent.

Co-organized by ITCILO, the ILO and MAECI, in partnership with the **African Union Commission**, the initiative created a unique platform where governments, employers' and workers' organizations, development partners, TVET institutions, innovators and youth-led enterprises worked together on practical solutions to strengthen digital skills, employment opportunities and entrepreneurship in Africa. Discussions focused on future-ready skills systems, artificial intelligence, labour mobility, gender equality, entrepreneurship and local innovation ecosystems, translating high-level policy dialogue into collaborative action.

The initiative demonstrated how Italy's support to the Centre's Global Programme enables ITCILO to bring African and European institutions together around shared priorities for skills development, digital transformation and decent work.



See <https://www.itcilo.org/stories/nairobi-turin-africa-and-europe-reimagine-digital-future>.

Building on its long-standing partnership with the Italian Ministry of Labour and Social Policies, the Centre supported the establishment of the new **National School for Active Labour-Market Policies**, designed to strengthen the capacities of Italy's public employment services in responding to digital, green and demographic transitions. Through a human-centred learning approach, the Centre contributed to the design of innovative training methodologies, communities of practice and AI-enabled learning solutions, supporting the creation of a modern national learning ecosystem for employment services. This initiative further demonstrates

the value of the Centre as Italy's strategic partner for institutional capacity-development, translating international labour standards and global good practices into practical solutions for national labour-market institutions.

As part of its strategic partnership with Italy, the Centre collaborated with the Turin Chamber of Commerce, the Piedmont Region and the City of Turin to produce the study **Global Training, Local Value**, providing a comprehensive assessment of ITCILO's economic footprint on the local and national economy. Beyond its contribution to the Sustainable Development Goals and Italy's international cooperation agenda, the study demonstrates the tangible benefits that the Centre generates for its host community, highlighting its role as a driver of economic activity, internationalization and global visibility for Turin, Piedmont and Italy. The study was officially launched in December 2025 with the participation of the Ministry of Foreign Affairs and International Cooperation (MAECI), regional and local authorities and key institutional partners, reaffirming their shared commitment to further strengthening the Centre as a strategic asset for Italy.

OTHER DEVELOPMENT PARTNERSHIPS

Building on the momentum towards recovery observed in the 2022–23 biennium, the 2024–25 period confirmed and accelerated the Centre's trajectory of partnership diversification. The results achieved over the full biennium reflect both the consolidation of relationships with established donors and a meaningful expansion of the Centre's partnership universe into new institutional segments, geographies and funding modalities.

Over the 2024–25 biennium, the Centre concluded 319 funding agreements for a total contracted value of €16.4 million, representing an increase of 10 per cent in income and a 21 per cent rise in the number of agreements compared to the 2022–23 biennium, thus fully in line with projected target indicators for the biennium. This growth reflects both the deepening of existing institutional relationships and the successful cultivation of new partnerships across a wider spectrum of donors.

Governments and the United Nations System continued to represent the two largest funding categories. 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 customized training activities and multi-year capacity-development programmes.

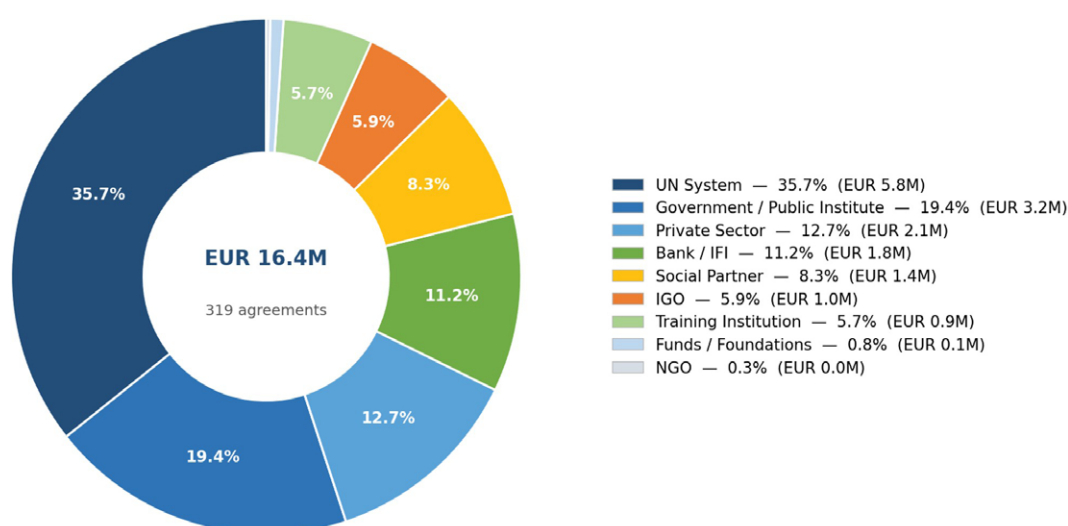
The UN system emerged over the biennium as the single largest contributor, accounting for over one third of total contracted income. This growth reflects the consolidation of the Centre's role as an implementing partner for UN capacity-development programmes, including large-scale projects on procurement and environmental and social safeguards entrusted to the Centre by the International Fund for Agricultural Development (IFAD). This growth within the UN system reflects growing recognition of the Centre's role as a provider of choice for capacity-development services linked to the Decent Work Agenda, social protection, procurement governance and digital innovation.

One of the most significant developments of the biennium was the marked expansion of the Centre's partnership universe beyond its traditional base. Social partners – trade unions and employers' organizations – emerged as a substantially enlarged funding category, more than tripling in value compared to 2022–23. This effect was anchored by new multi-year programmes with international labour federations in the maritime and industrial sectors. Intergovernmental organizations also more than doubled their contribution, largely through a major deal with the European Commission, underscoring the Centre's capacity to operate as a credible development partner for multilateral bodies beyond the UN system. The private sector remained a steady contributor, with partnerships extending to multinational corporations, consulting firms and business compliance organizations across Europe, Africa and the Americas. Multilateral development banks, led by the Asian Development Bank, continued to invest in the Centre's expertise in procurement governance and development project management.

Across all of these categories, the biennium was characterized not merely by growth in volume, but by diversification of the forms of collaboration – ranging from short-term customized training to long-term institutional capacity-development projects – and by the entry of new partners from regions and sectors that had not previously engaged with the Centre at this scale.

The chart below provides an overview of the distribution of contracted income by donor category for the 2024–25 biennium. Please also refer to Annex 2 for a more complete overview of funding agreements entered into by the Centre during the biennium:

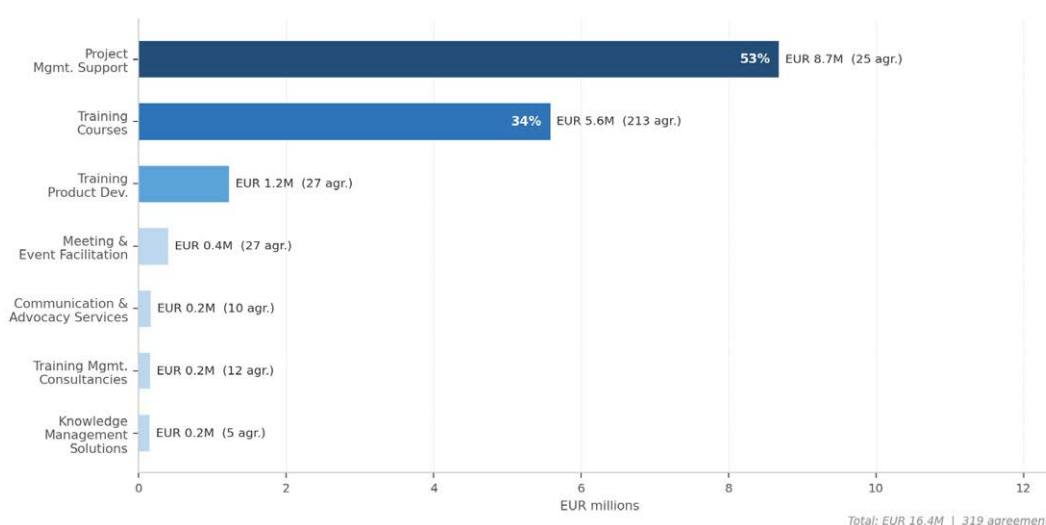
DISTRIBUTION OF CONTRACT VALUE BY DONOR CATEGORY (2024–25)



The output indicators for 2024–25 within this result area demonstrate strong and broad-based growth in the Centre's funding partnerships, with an overall increase in contracted income of 10 per cent and a 21 per cent rise in the number of agreements compared to the previous biennium, well above set targets for the biennium. The distribution of funding across nine distinct donor categories reflects a more balanced and resilient revenue mix, with no single category accounting for an outsized share and the lower-ranked categories showing meaningful momentum. These results confirm the progress made in diversification efforts and the continued expansion of the Centre's partnership network.

The distribution of income by type of service further reflects the breadth of the Centre's offer and the diverse ways that partners engage with it. Project management support – covering large-scale, multi-year capacity-development projects implemented by the Centre – represents more than half of total contracted income (53 per cent, €8.7 million), confirming the Centre's growing role as an implementing partner of choice. Training courses remain the backbone of the Centre's activity, accounting for 34 per cent of income (€5.6 million) across the largest number of agreements. Training product development, meeting facilitation, communication services and knowledge management solutions together complete a service portfolio that responds to the full range of institutional partner needs, as illustrated in the chart below.

DISTRIBUTION OF CONTRACTED INCOME BY SERVICE CATEGORY (2024–25)



During the biennium, the Centre participated in competitive bids and calls for proposals across multiple funding windows – including grants, direct selections and open tenders – with projects awarded ranging in value from under €100,000 to over €2,500,000. The 25 project management agreements concluded during the biennium generated a total contracted value of €8.7 million, representing more than half of the Centre's total income for the period.

These agreements mobilized resources from a particularly diverse range of institutional partners: the UN system contributed the largest share (€4 million, driven by the IFAD BUILDPROC II programme), followed by social partners (€950,000), multilateral development banks (€1.2 million, primarily the Asian Development Bank), the private sector (€816,000), governments and public institutions (€893,000), intergovernmental organizations (€569,000) and training institutions (€288,000). This breadth of funding sources for project-based work reflects growing recognition of the Centre as a capable implementing partner across different thematic areas and development cooperation modalities, from procurement governance to maritime decent work, environmental and social standards, social dialogue, equal opportunities and women's entrepreneurship.

Further to the feasibility study completed in 2023, the Centre has continued preparing for the EU pillar assessment with a view to securing external certification to confirm the Centre's governance, financial management and operational systems meet EU standards. The process will continue in 2026 with the launch of the certification process. This milestone, once achieved, will significantly strengthen the Centre's eligibility to engage directly with the European Commission and other major institutional funders as a direct implementing partner, opening the door to a wider range of project opportunities and larger-scale development cooperation assignments.

LEARNING ALLIANCES

In the 2024–25 biennium, the Centre explored new pathways to foster synergies with other institutions in the global learning ecosystem, among them (1) other UN agencies with an explicit capacity-development mandate and (2) universities and research institutes including from the Global South.

1. Under the umbrella of the UN reform process, the Centre strengthened ties with like-minded UN partners including the United Nations Interregional Crime and Justice Research Institute (UNICRI), the United Nations Institute for Training and Research (UNITAR) the United Nations System Staff College (UNSSC) and the United Nations University (UNU). The shared goal was to create knowledge networks and partnerships that promote complementarity and joint initiatives, advancing the ILO's mandate of social justice and decent work within the broader UN research and learning ecosystem. Recognizing the growing impact of innovation and technology on learning and the future of work, the Centre also took a more active role in learning and innovation networks both within and beyond the UN system, maintaining a strong presence in the UN Innovation Network (UNIN), the Geneva Science Diplomacy Anticipator (GEDSA), the AI for Good initiative and the Learn4Dev network.
2. To further affirm its position as a global learning and innovation leader, the Centre expanded partnerships with universities, higher education and regional training institutions across the world. These collaborations enable mutual knowledge exchange, joint initiatives and new service development. The Centre maintained existing and established new cooperative agreements with regional and national training centres to strengthen outreach to ILO Member States. The Turin School of Development run by the Centre, offering internationally recognized Master's programmes, served as a hub for academic collaboration with Italian and international universities. The TSD also hosted initiatives such as the South-South University for Future Leaders and the global Symposium on the Impact of Quantum Technologies on the Future of Work. By the end of 2025, the TSD had entered into a collaboration with the KOREATECH university in South Korea to jointly launch a new Master Programme on Technical Education and Vocational Training for the Digital Economy. The TSD also embarked on exploratory discussions with universities in South Africa and Finland on the launch of a joint Executive Diploma on Future Foresighting for Fair Digital Transitions.

10. GOVERNANCE

Against a backdrop of increasing financial constraints across the UN system and continued organizational transformation, the Centre strengthened its governance framework to ensure sound oversight, financial sustainability, operational resilience and institutional accountability. Throughout the biennium, the Centre focused on strengthening internal controls, accelerating digital transformation, enhancing people management and modernizing campus infrastructure to improve resilience and support future growth.

Key results during the 2024–25 biennium included:

- **Enhancing operational efficiency and effectiveness** by streamlining and automating processes to support all operations across various programmes and units, optimizing workflows, implementing new technologies and standardizing procedures. A main focus in 2024 was the review of business processes linked to participant enrolment and payment automation for self-funding participants.
- **Launching of the campus renovation works** to optimize ITCILO office space and construct a new building for the United Nations System Staff College (UNSSC). In parallel, the Centre launched the Campus Improvement Fund and undertook maintenance works, including in the context of the 60th Anniversary.
- **Prioritizing quality recruitment, training and retention of talent** which involved the launch of a new performance management system, continued attention to staff diversity and inclusion, reorganization of the Medical Service and strengthened dialogue with the Staff Union that led to the conclusion of a collective bargaining agreement.
- **Strengthening digital governance, security and accessibility** by continuing to invest in digital systems and tools internally and prioritizing the Centre's projects to be resourced via the ICT Fund. In 2025, all campus security systems, including equipment, devices, procedures and dedicated staff preparedness, were upgraded to meet the standards set by UNDSS for all UN premises in Italy.
- **Enhanced budgeting, cash flow management and financial reporting** to ensure compliance with accounting standards and availability of appropriate and complete financial information for decision-making.

OVERSIGHT

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

The Centre is subject to an annual external audit by the ILO's External Auditor, currently the Comptroller and Auditor General of India (CAG) for the 2024–25 biennium. The external audit includes a financial audit of the Centre's annual financial statements and results in the issuance of two audit reports: an audit opinion on the financial statements and a long-form report setting out the results of the audit, including any observations and recommendations relating to internal controls, process efficiency and management.

In both 2024 and 2025, the Centre received an unqualified audit opinion on its annual financial statements. CAG conducted financial and compliance audits on the Centre using a risk-based approach, whereby areas assessed as presenting a higher risk of material misstatement or compliance concern were subject to enhanced audit procedures. While the financial audits in 2024 and 2025 focused on the Centre's financial statements, the compliance audit selected specific focus areas for review: procurement and contract management in 2024 and training activities in 2025. The results of these reviews were presented to the Officers of the Board at the May meeting and subsequently shared with the Board at its October meeting.

The Centre's internal control environment is also subject to review through internal audits performed by the ILO's Office of Internal Audit and Oversight (IAO). Under its assurance and advisory mandate, IAO reviews selected areas of the Centre's operations to assess the effectiveness of the internal control system, including governance, risk management and control activities, with a view to identifying areas for improvement and highlighting good practices, as appropriate. In this context, IAO has conducted assurance and advisory engagements in several areas and issued the corresponding reports. These included, in 2024, an audit report on the Centre's procurement processes and an advisory report on the Centre's enrolment process. In 2025, an audit report was issued on the recruitment of short-term staff and the use of external collaborators at the Centre. The Chief Internal Auditor of IAO presents the results of internal audit exercises to the Board at its October meeting.

RISK MANAGEMENT

The Centre has established an Enterprise Risk Management policy and framework, including a Risk Management Committee, to support the Director in guiding the development of risk management policy, coordinating its implementation and regularly reviewing and monitoring risk management processes and outputs. The framework provides a structured basis for identifying, assessing, managing and monitoring risks that could affect the Centre's ability to achieve the priorities and objectives set out in its Strategic Plan. The Risk Management Committee meets regularly to review emerging risks, assess their potential impact on the Centre and report to the Director on any recommended mitigation measures. Programme and unit-level risk registers, as well as the corporate risk register, are shared with internal and external auditors. The Director escalates significant risks to the Board, as appropriate, for discussion and any required follow-up action.

OPERATIONAL EFFICIENCIES

Operational excellence remained a key governance priority throughout the 2024–25 biennium. In response to a rapidly evolving operational environment and increasing resource constraints

across the United Nations System, the Centre continued to streamline business processes, strengthen internal controls and accelerate the digital transformation of its administrative services. These efforts aimed to improve service quality, increase organizational agility and ensure that resources were directed towards delivering the Centre's mandate.

During the biennium, the Centre completed a review of key administrative processes, including participant enrolment, admissions and payment procedures, with a view to simplifying workflows and enhancing the user experience. Business process automation was further expanded across financial management, human resources and contractual workflows through the introduction of digital invoicing, electronic signature solutions and a paper-free environment for staff training and performance management. These measures reduced manual interventions, improved processing times and strengthened compliance with internal control requirements.

Enrolment Process Review

While the ITCILO business model underwent a major shift following the pandemic in 2020–22, the process for enrolment had not been adapted to reflect the growth in outreach and increasingly diversified learning modalities and products.

A **Participant Enrolment Process Review** was conducted in 2024 with the participation of FIS, FINSERV, ICTS and the Training Departments and in collaboration with IAO in ILO, which served to highlight key pain points in the processes for enrolling and registering participants.

The review highlighted major bottlenecks and defined both immediate and long-term measures for increasing efficiency, automating workflows, reducing staff pressure and streamlining business processes. Following the report, senior management endorsed the recommendation to adopt a new operating model to (i) align to best practice in the sector, (ii) drive automation and (iii) introduce end-to-end digitalization of the enrolment process.

The recommendation underscores the need to implement a strategic shift as per the main dimensions below:

FROM Individual customization to achieve client customer satisfaction	TO User experiences and solutions that maximize value to all users (participants, clients, staff)
☐ Full customization	☐ Mass customization (by course/client typology)
☐ High # of transactions - HR intensive, repetitive tasks, low value creation	☐ Automation of repetitive tasks with efforts focused on value creation
☐ Data available, but limited use for decision making	☐ Data driven systems and decision making
☐ Processes not well documented	☐ Standard Operational Procedures and Service Level Agreements

In line with the principles of the Quintet of Change, the review highlighted the need to adopt a digital transformation approach, including the definition of key performance metrics that align with strategic goals and enable operational efficiency and performance improvements that create organizational value. A task team will be put in place in 2025 to launch and oversee the redesign of the operating model for participant enrolment.

Operational improvements also focused on enhancing service delivery across the campus. The reorganization of medical services and the award of new accommodation service contracts contributed to improving the quality and responsiveness of participant services, while supporting a more efficient allocation of operational resources.

Operational support services were further modernized through the upgrade of classroom and bedroom management systems and the implementation of the Participant Logistics Management platform. These tools digitize participant travel and logistics management, improve coordination with service providers and streamline communication between participants and internal units.

The Centre continued to invest strategically in its digital infrastructure through the Information and Communication Technology Fund. These investments strengthened the reliability, security and scalability of corporate systems, enabling the organization to respond more effectively to changing operational needs and support the continued expansion of digitally enabled learning services.

Taken together, these initiatives strengthened the Centre's operational resilience and organizational efficiency, creating a more agile and digitally enabled operating model capable of supporting sustained growth while maintaining high standards of accountability, service quality and cost-effectiveness.

PEOPLE AND ORGANIZATIONAL CULTURE

The Centre recognizes that its people are its greatest asset and that organizational performance depends on attracting, developing and retaining a diverse, highly skilled and motivated workforce. Throughout the 2024–25 biennium, the Centre continued to strengthen its human resources management practices to support organizational transformation, foster a culture of accountability and innovation and equip staff with the competencies required to respond to a rapidly evolving learning environment.

Recruitment efforts focused on attracting high-quality talent while promoting diversity and inclusion across the workforce. Particular attention was given to strengthening gender balance, broadening geographical representation and ensuring transparent, merit-based selection processes. Geographical diversity within the Professional staff category significantly improved, with a total of 17 recruitments from non-represented or under-represented countries. The Centre also made progress in improving gender balance, with women accounting for 62 per cent of newly recruited staff in the Professional category and above. These efforts reflect the Centre's continued commitment to building a more inclusive and diverse workforce representative of its global reach and operations. These efforts contributed to maintaining a workforce with the skills and perspectives required to support the Centre's increasingly global operations.

The Centre updated job descriptions across Training Programmes to better align roles with evolving responsibilities, operational needs and future skills requirements. This work is being extended to Corporate Services, alongside business process review and digital transformation efforts. New Standard Operating Procedures for staff rosters also improved recruitment efficiency, consistency and transparency while reducing administrative workload.

A major milestone during the biennium was the roll-out of the new performance management framework. The framework strengthened the alignment between individual objectives and the Centre's strategic priorities while promoting continuous dialogue between managers and staff, regular feedback and professional development. The framework's core structure and functionalities are now fully operational, with consistently high compliance rates across all stages of the performance cycle, reaching 80 per cent in 2024 – well above the 70 per cent baseline target – and 90 per cent in 2025. The new approach supports a performance culture based on accountability, learning and continuous improvement, while providing managers with stronger tools for workforce planning and talent development.

The Centre continued to invest in staff learning and professional development to strengthen organizational capabilities in priority areas, including digital transformation, artificial intelligence, project management, leadership and client-oriented service delivery. Learning opportunities were complemented by initiatives promoting knowledge-sharing, collaboration and innovation across teams, helping the organization adapt to new ways of working and evolving client needs.

During the biennium, the Centre continued to invest more intentionally in organizational culture. New initiatives have been launched to build on this engagement and to strengthen an inclusive and respectful workplace. The Centre worked with the ILO Audit, Ethics and Disability teams to launch initiatives supporting ethics, diversity, equity and inclusion, occupational safety and staff well-being. These efforts contributed to strengthening staff engagement and reinforcing an organizational culture founded on integrity, collaboration and mutual respect.

By investing in its people, strengthening leadership and fostering a culture of continuous learning, the Centre enhanced its institutional capacity to deliver high-quality services while remaining agile, innovative and resilient in an increasingly complex operating environment.

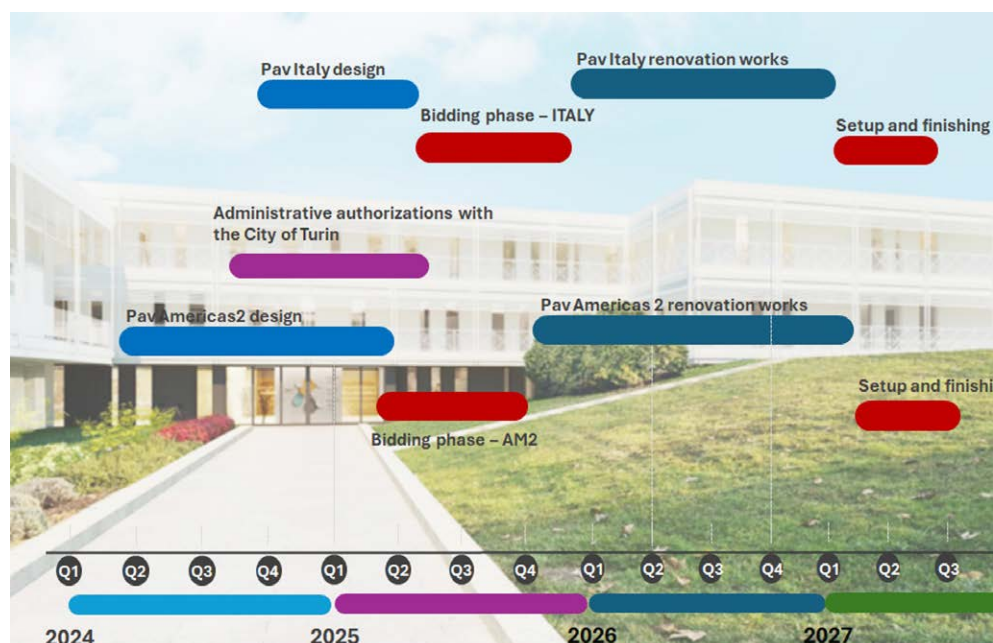
CAMPUS MODERNIZATION

The 2024–25 biennium marked the beginning of a major campus modernization programme designed to ensure that the Centre's physical infrastructure remains fit for purpose and continues to support its role as the United Nations learning hub in Turin. Investments focused on optimizing space utilization, improving participant services and strengthening the long-term sustainability of the campus.

A key milestone was the start of two major renovation projects funded by the Italian Government as part of its multi-annual commitment to support progressive improvement of the campus infrastructure. The first project focuses on the Americas 2 pavilion and aims at consolidating the Centre's office space into a more efficient and collaborative working environment for a large number of teams. The initial phase was completed during the biennium, with the master plan design completed and building permits obtained by city authorities. In parallel, a second renovation project was initiated for the Italy pavilion to accommodate the headquarters of the United Nations System Staff College (UNSSC).

Campus Renovation Project

The Campus Renovation Project aims to optimize the use of campus facilities, ensuring sound OSH conditions and modern working spaces for all staff. The renovations will achieve efficiencies in the campus running costs and strengthen the sustainability of ITCILO service delivery models while meeting the highest affordable standards in terms of inclusiveness and environmental sustainability.



The projects are based on an investment of approximately €11.4 million from the Government of Italy, confirming the willingness of the host country to continue investing long term in the UN Campus as a whole, with ITCILO as the manager of the Campus.

The current renovation phase builds on the pilot project undertaken for the renovation of Africa 10 and 11 pavilions which was completed in 2020 and included the creation of the Innovation Lab. Ongoing Turin Campus renovation projects managed by ITCILO include:

- renovation of pavilion Americas 2, which is due to host ITCILO offices (€8 million);
- renovation of pavilion Italy, which will host the Headquarters of UNSSC (€3.4 million).

These investments reflect the Centre's long-standing partnership with the Government of Italy and local authorities, reinforcing the campus as a strategic asset that supports international cooperation, lifelong learning and sustainable development while ensuring that the Centre remains well positioned to meet future operational needs.

Alongside these major capital investments, the Centre continued to implement targeted improvements through the Campus Improvement Fund, supporting priority maintenance works and enhancements to learning, residential and common facilities, including preparations linked to the Centre's sixtieth anniversary celebrations.

The modernization programme also integrates sustainability considerations, including through the annual action plan concerning eco-sustainability initiatives, contributing to improved environmental performance and more efficient management of campus resources.

During the biennium, the Centre strengthened the quality of its campus services through the reorganization of key support functions and new accommodation management arrangements. The Campus Improvement Fund was used to refurbish 80 hotel rooms, enabling the accommodation on campus to meet the Italian Hotel Association's four-star hospitality standards. Enhanced performance monitoring, supported by AI-enabled feedback tools, contributed to consistently improving user satisfaction across all accommodation services from 4.1 at the start of the biennium to 4.4 at the end of the biennium.

Security and business continuity remained a priority throughout the biennium, with no major incidents reported. The Centre strengthened its security and emergency preparedness in close coordination with the UN Security Management Team and partner agencies on campus, implementing measures to ensure full compliance with UN security standards, including enhanced emergency response capabilities, staff first-aid training and updated mass casualty preparedness.

DIGITAL GOVERNANCE

Digital governance remained a strategic priority throughout the biennium as the Centre continued to strengthen the accessibility, security, resilience and performance of its digital ecosystem. Investments in digital infrastructure, cybersecurity and business applications supported both the modernization of internal operations and the continued expansion of the Centre's digitally enabled learning services.

The Centre continued to advance digital accessibility across its platforms and learning products, in line with the Web Content Accessibility Guidelines (WCAG) and the United Nations Disability Inclusion Strategy. Significant progress was made in addressing accessibility barriers, with 89 per cent of identified accessibility solved while also raising staff awareness through dedicated training, completed by 64 per cent of staff. As a result, accessibility considerations are now more systematically integrated in the design of digital learning resources. The Centre also continued to contribute actively to the United Nations Digital and Technology Network's work on digital accessibility, reinforcing its role as a contributor to system-wide good practices.

Cybersecurity and data governance were further strengthened through continued implementation of the Information Security Management System. During the biennium, the Centre successfully maintained its ISO 27001 certification, upgraded its security architecture and identity protection mechanisms and modernized its data infrastructure by establishing a new data centre to support business continuity and future campus developments. Progress was made in strengthening data governance through the implementation of an updated data retention policy and expanding staff awareness on information security, with 83 per cent of staff having completed the IT security awareness training.

Together, these investments strengthened the Centre's digital maturity, ensuring that its technology infrastructure remains secure, inclusive and resilient while supporting innovation, operational excellence and the continued expansion of high-quality learning services worldwide.

11. CROSS-CUTTING STRATEGY DRIVERS

For the 2024–25 biennium, the Centre emphasized three **cross-cutting policy drivers** to give fuller effect to the purpose of its work – the promotion of social justice through Decent Work:

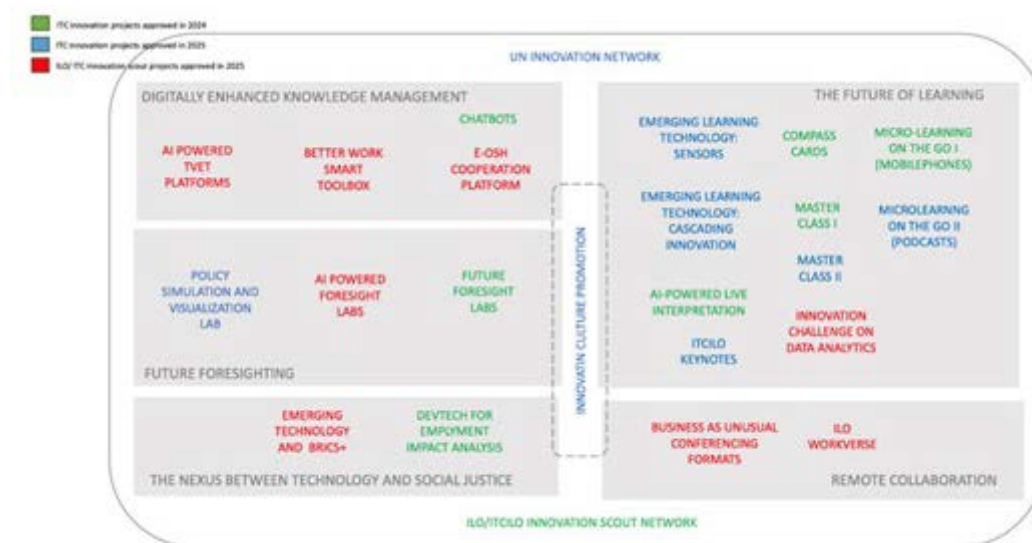
- **Innovation and learning:** nurturing an organizational culture that embraces learning and innovation among staff and participants;
- **Gender equality, inclusion and diversity:** promoting gender equality and diversity among staff and participants and mainstreaming gender equality and diversity messages across the Centre’s learning products;
- **Social dialogue and tripartism and international labour standards:** mainstreaming messages on social dialogue, tripartism and international labour standards across the Centre’s learning services and taking action to promote participation by the ILO’s tripartite constituency in all learning activities.

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

INNOVATION AND LEARNING

During the 2024–25 biennium, the Centre supported a series of innovation projects through its **Innovation Fund**. At the beginning of 2024, the Centre launched a competitive selection process to identify 14 in-house innovation projects to be seed financed from the Innovation Fund. The main emphasis of these projects was on harnessing technology for social impact and more specifically to boost outreach and outcomes of the Centre’s capacity-development services with AI. The Centre piloted the use of chatbots, AI live interpretation software, the use of AI applications for employment impact analysis in post crisis contexts and the use of AI to overcome bias in HR recruitment. Other innovation projects focused on the roll-out of future foresighting techniques, the use of Extended Reality for simulation purposes in OSH training and the roll-out of microlearning software for use on mobile phones. In 2025, a second call for innovation projects was launched, this time focusing on joint ILO-ITCILO initiatives to accelerate positive change towards the attainment of ILO policy outcomes with the help of digital technology. The innovation projects leveraged seed finance from the Centre’s Innovation Fund with co-funding in cash or kind from ILO counterpart units and where applicable ILO development cooperation projects.

DIAGRAM ILLUSTRATING THE INNOVATION PROJECT LANDSCAPE (2024–25)



The joint ILO-ITCILO initiatives were implemented through a network of ILO **Innovation Scouts** working in small teams with technical focal points from the Centre. Over 20 staff from ILO were chosen to form the first cohort of the ILO Innovation Scouts Network and invited to Turin in January 2025 to exchange early ideas. In the following months, they collaborated in a shared Virtual Reality environment to jointly develop their ideas into projects. Seven projects were eventually implemented in the course of 2025. The results were presented during the ILO innovation day in March 2026. More information on the innovation scout network and each innovation project is available at: <https://www.itcilo.org/stories/inside-ilos-first-innovation-network>.

The first cohort of ILO-ITCILO innovation scouts



GENDER EQUALITY, INCLUSION AND DIVERSITY

The work of the Centre to promote gender equality, diversity and inclusion is guided by an **office-wide action plan** and coordinated by a dedicated **Gender Equality, Diversity and Inclusion Advisory Council (GDAC)** chaired by the Director. In the 2024–25 biennium, the GDAC played a key role in advancing a more inclusive, equitable and respectful workplace at the Centre with support from an in-house **network of Gender and Diversity Focal Points**.

In 2024, a major GDAC focus was on capacity-building and awareness-raising. A Centre-wide refresher session was held in May 2024 on how to apply gender markers in training and technical activities, with updated guidance materials shared. Guidelines on inclusive language were also developed. Over the course of 2024, the Centre also hosted three events to foster staff engagement and raise awareness on Gender Equality, Diversity and Inclusion priorities: International Women’s Day (focused on the Care Economy), Inclusion Day and the International Day for the Elimination of Violence against Women. The GDAC also advanced work on accessibility and accommodations. The Centre’s efforts were recognized for the first time under the ILO’s Disability Inclusion Strategy. A short explainer video was produced to provide guidance on how to make all the Centre’s activities accessible and a roster of welcome ambassadors was established to support accessibility on campus. Digital accessibility is being tracked via eCampus surveys and performance indicators and aligned with UN-wide framework and indicators.

In 2025, the Centre commissioned a study to investigate any gender pay gap in its roster of external collaborators. The study reconfirmed that the Centre’s roster of external collaborators was largely gender-balanced and diverse and that consultants received equal pay for equal work. The Centre then moved on to commission a study on the underlying causes of the gender imbalance of its self-guided distance learning courses (see chapter 5 above for more information), in order to identify measures to stimulate service uptake among women (results were pending by December 2025). The Centre also embarked on the co-creation of the next Office-wide Gender Equality, Diversity and Inclusion Action plan for the programming period 2026–2029. An external consultant was commissioned to facilitate a multi-step and highly participatory consultation process across the house that involved desk research, anonymous surveys, individual interviews, collective workshops and the inclusion of external assessments like the consultancy mentioned above. It was eventually decided to focus future efforts on three result areas, namely the Centre’s workforce, the Centre’s participants and the institutional ecosystem. The action plan was eventually launched in the first quarter of 2026 on World Women’s Day.

The South-4-Care Learning Hub: shaping gender-transformative care systems for decent work



How can constituents from the Global South strengthen decent work and the care economy while advancing gender equality? This was the driving question behind the official launch of the South-4-Care Learning Hub, a new initiative jointly developed by the International Labour Organization (ILO) and its International Training Centre (ITCilo). From 15 to 18 September 2025, over 120 participants from more than 30 countries gathered in Doha, Qatar, for an in-person learning event marking the second phase of this blended programme.

Following a two-week digital immersion phase on the ITCilo eCampus, participants convened in Doha for an intensive in-person experience designed to translate theory into policy and practice. Sessions combined high-level technical content, peer-to-peer collaboration and interactive workshops, covering:

- the ILO's 5R Framework (Recognize, Reduce, Redistribute, Reward, Represent);
- the care economy's role in promoting inclusive labour markets and gender equality;
- policy models and case studies from across the Global South;
- strategies for financing, regulating and valuing care work.

With expert contributions from the ILO, UN agencies, national governments, workers' and employers' organizations and civil society, the event strengthened participants' capacity to:

- build national care systems with a gender and decent work approach;
- design integrated care policies that ensure decent work and social justice;
- build inclusive, people-centred care systems that leave no one behind.

The event marked the official launch of the South-4-Care online platform, aimed to build the knowledge, capacity and cross-country cooperation necessary to implement sustainable care policies. It offers a unique South-South and Triangular Cooperation platform for exchange, learning and collective action.

For more information on South4Care and access to resources, visit the [ILO South4Care page](#). More information on the Doha event is available at: <https://www.itcilo.org/stories/strengthening-global-care-agenda-launch-south-4-care-learning-hub-doha>.

SOCIAL DIALOGUE, TRIPARTISM AND INTERNATIONAL LABOUR STANDARDS

To promote social dialogue, tripartism and international labour standards, the Centre continued expanding its suite of **free self-guided distance learning modules** on ILO core conventions, social dialogue and tripartism. For an example of a masterclass introduced in 2024 go to <https://www.itcilo.org/training/masterclass/labour-statistics-standards-data>. These modules are embedded as enhancing learning components within the online learning platforms used for the Centre's scheduled courses. The Centre also continued rolling out an online in-service training platform for lawyers, judges and legal practitioners originally developed for constituents in Italy across the globe and in multiple languages. The International Labour Standards, Social Dialogue and tripartism trackers used by the Centre to monitor these activities showed that these measures had some effect. For example, 25 per cent of open training courses for which the Centre has strong leverage over the syllabus were logged by Technical Programmes in the database as having comprised at least one session on ILS, a statement validated by the overwhelming majority of participants in the end-of-activity surveys.

The Centre's **Fellowship Fund** continued to serve as a strategic instrument for extending ITCILO's outreach, inclusiveness and impact across its tripartite constituents. It supported a broad portfolio of activities targeting core constituents, enabling the participation of 3,660 participants (51 per cent of women) from employers' and workers' organizations, as well as government institutions worldwide. The Fund contributed to the delivery of training, global academies, workshops and open courses, combining immediate capacity-development with longer-term institutional strengthening. Thematically, interventions addressed both core ILO priorities – such as international labour standards, social dialogue and decent work – and emerging challenges including digital transformation, artificial intelligence, environmental sustainability and the future of work.

Beyond supporting activities within each programme, the Fund played a cross-cutting role by facilitating participation in courses delivered across the Centre, thereby reinforcing tripartite dialogue and ensuring the integration of diverse perspectives throughout ITCILO's learning portfolio. It also demonstrated a clear catalytic effect, as Fellowship-supported activities were frequently complemented by additional funding sources, enabling the implementation of initiatives that would otherwise not have been possible.

Overall, the Fellowship Fund combined strong outreach, efficient use of resources and significant strategic impact, reinforcing its importance as a cornerstone of the Centre's capacity-development efforts.

Fellowship Fund outreach, impact and relevance at a glance (2025)

2025	Indicator	ACTRAV	ACTEMP	ILSGEN
Outreach				
	Total activities	19	39	19
	Total participants	456	1 061	103
	Participants enrolled in ACTRAV/ACTEMP/ILSGEN activities	426	1 034	103
	Participants enrolled in activities led by other programmes	30	27	N/A
	Female participants	48%	57%	49%
	Male participants	52%	43%	51%
	Countries reached	98	127	57
Funding				
	FF allocation (2025)	EUR 330 000	EUR 398 358 2025 allocation: EUR 270 000 2024 Carry-over EUR 83 358	EUR 156 247
	Director's special allocation	EUR 55 000	EUR 45 000	N/A
	Total expenditure	EUR 243 197	EUR 360 245	EUR 103 477
Allocation of Funds				
	ACTRAV/ACTEMP/ILSGEN activities	EUR 188 197	EUR 287 938	19
	Global Social Partners Academy	EUR 55 000	EUR 45 000	N/A
	Other departments	EUR 42 134	EUR 30 307	N/A
Types of Activities				
	Training activities (Type A)	16	25	19
	Meetings and events (Type E)	1	11	0
	Training product development	2	1	0
	Training management consultancies		2	0

Source: Joint report of ACTEMP, ACTRAV and ILSGEN to the SMT meeting in May 2026

The promotion of social dialogue, tripartism and international labour standards is a shared responsibility of all units in the Centre, beyond the three Technical Programmes serving the core constituency only. In this spirit, the Centre in the 2024–25 biennium ran **the CATALYST initiative**, an Action Programme hosted by the Office of the Director of Training to amalgamate in-house expertise around interdepartmental flagship activities linked to the promotion of social justice and emphasizing cross-cutting ILO policy concerns like International Labour Standards, Social Dialogue and Tripartism. In the course of the biennium, the CATALYST initiative rallied experts across the house around flagship activities for the tripartite constituency including a Global Skills Fair, a Colours of the Economy Forum and a Winter Forum on Demographic Change.

Alongside CATALYST, several other Technical Programmes delivered tailored learning activities geared towards the theme of social dialogue or focusing on the promotion of given labour standards linked to occupational safety and health, labour-market administration and employment promotion. A prominent example of this work was the Summer School on Social Dialogue convened in 2025 with financial support from the Government of France.

Bridging Industrial Relations and Due Diligence: ITCILO Launches the First Summer School on Social Dialogue



Over four days in mid-September, the ITCILO campus in Turin became a dynamic space for exchange and reflection as more than 60 participants from governments, employers' and workers' organizations, enterprises and academia gathered for the first edition of the Summer School on Social Dialogue. Held from 16 to 19 September 2025, with the support of the Government of France and in collaboration with the International Labour Organization (ILO), the event explored how social dialogue can be strengthened in due diligence processes to promote responsible business conduct across global supply chains.

The Summer School opened with a clear purpose: to provide a space in which actors from the world of work can explore how social dialogue can enhance the legitimacy, effectiveness and local relevance of due diligence. Through joint sessions, participants examined how various institutional mechanisms – such as global and international framework agreements, European and global works councils and multi-stakeholder initiatives – can complement one another in reinforcing vigilance frameworks. These discussions provided a platform to explore the interplay between social dialogue and due diligence, while highlighting the respective contributions of governments, enterprises and social partners in advancing responsible business conduct.

The four-day event fostered an environment where academic inquiry and practical experience came together to enrich understanding of responsible business conduct. Drawing on diverse regional perspectives – the programme highlighted the value of interdisciplinary dialogue in addressing complex labour and sustainability challenges. Experts shared research and case studies on topics ranging from the role of worker representatives in sustainability reporting to the implementation of vigilance legislation and the dynamics of collective bargaining in global supply chains. These exchanges underscored the interconnectedness of labour relations, corporate accountability and human rights due diligence at workplace level – reinforcing the role of due diligence as a practical and evolving instrument for advancing social sustainability.

For more information go to: <https://www.itcilo.org/stories/bridging-industrial-relations-and-due-diligence-itcilo-launches-first-summer-school-social>.

ANNEXES

ANNEX I – RESULTS FRAMEWORK FOR THE 2024–25 BIENNIUM

Indicator	Baseline (2022–23)	Target 2024–25 (Cumulative figure for the 2024–25 biennium)	Results (2024)	Results (2025)	Results (2024–25 biennium)
DIMENSION	TECHNICAL PERFORMANCE				
Outcome 1	The Centre has further expanded its service outreach				
Outcome indicator 1.A: Percentage of growth in training outreach over the previous biennium among direct training beneficiaries Source: Management of Activities and Participants (MAP) database, Online learning platform (eCampus)	26 per cent ----- Number of enrolments: 167 244	25 per cent	37.8 per cent ----- Number of enrolments: 230 537		
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	542.7 per cent ----- Number of enrolments: 156 887		
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 <i>Among them:</i> 274 employer participants 868 worker participants 1 167 labour ministry participants	15 000 enrolments	4 928 enrolments with 47 per cent of them women <i>Among them:</i> 233 employer participants 248 worker participants 841 labour ministry participants	4 156 enrolments with 40 per cent of them women <i>Among them:</i> 82 employer participants 161 worker participants 603 labour ministry participants	9 084 enrolments with 44 per cent of them women <i>Among them:</i> 315 employer participants 409 worker participants 1 444 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 <i>Among them:</i> 236 employer participants 464 worker participants 189 labour ministry participants	3 500 enrolments	2 356 enrolments with 48 per cent of them women <i>Among them:</i> 212 employer participants 715 worker participants 125 labour ministry participants	3 463 enrolments with 49 per cent of them women <i>Among them:</i> 186 employer participants 1 219 worker participants 279 labour ministry participants	5 819 enrolments with 49 per cent of them women <i>Among them:</i> 398 employer participants 1 934 worker participants 404 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 <i>Among them:</i> 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 <i>Among them:</i> 5 293 employer participants 3 151 worker participants 4 028 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).	121 717 enrolments with 36 per cent of them women <i>Among them:</i> 7 979 employer participants 3 481 worker participants 4 295 labour ministry participants Notes: • Gender and organizational distribution are not available for 1 086 enrolments in Masterclasses on Udemy and 687 enrolments in microlearning platforms. • Organizational affiliation is self-declared by participants in cases of enrolments in self-guided courses and Communities of Practice (In 2025, 7 372 employers, 2 817 workers, and 3 781 MoL).	215 634 enrolments with 37 per cent of them women <i>Among them:</i> 13 272 employer participants 6 632 worker participants 8 323 labour ministry participants Notes: • Gender and organizational distribution are not available for 3 077 enrolments in Masterclasses on Udemy and 687 enrolments in microlearning platforms. • Organizational affiliation is self-declared by participants in cases of enrolments in self-guided courses and Communities of Practice (In the biennium, 12 181 employers, 5 235 workers, and 7 145 MoL).

Indicator	Baseline (2022–23)	Target 2024–25 (Cumulative figure for the 2024–25 biennium)	Results (2024)	Results (2025)	Results (2024–25 biennium)
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).	5 761 enrolments 183 enrolments in face-to-face training 110 enrolments in blended training 5 468 enrolments in distance learning Notes: • Gender and organizational distribution are not available for 1 086 enrolments in Masterclasses on Udemy and 687 enrolments in microlearning platforms. • Organizational affiliation is self-declared by participants in cases of enrolments in self-guided courses and Communities of Practice (In 2025, 5 048 ILO).	11 059 enrolments 439 enrolments in face-to-face training 237 enrolments in blended training 10 383 enrolments in distance learning Notes: • Gender and organizational distribution are not available for 3 077 enrolments in Masterclasses on Udemy and 687 enrolments in microlearning platforms. • Organizational affiliation is self-declared by participants in cases of enrolments in self-guided courses and Communities of Practice (In the biennium, 9 142 ILO).
Output indicator 1.1e: Overall Gender distribution and affiliation to ILO core constituency in training Source: Management of Activities and Participants (MAP) database, Online learning platform (eCampus)	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 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).	37 per cent women 14 per cent affiliated with the ILO core constituency (of which 39 per cent are women) Notes: • Gender and organizational distribution are not available for 1 086 enrolments in Masterclasses on Udemy and 687 enrolments in microlearning platforms. • Organizational affiliation is self-declared by participants in cases of enrolments in self-guided courses and Communities of Practice (In 2025, 7 372 employers, 2 817 workers, and 3 781 MoL).	38 per cent women 14 per cent affiliated with the ILO core constituency (of which 41 per cent are women) Notes: • Gender and organizational distribution are not available for 3 077 enrolments in Masterclasses on Udemy and 687 enrolments in microlearning platforms. • Organizational affiliation is self-declared by participants in cases of enrolments in self-guided courses and Communities of Practice (In the biennium, 12 181 employers, 5 235 workers, and 7 145 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: 106 185 enrolments Outreach (enrolments) via platform development services that do not entail the involvement of ITCILO in training delivery: 7 193 enrolments	Indirect training enrolments of learners trained by trainers who were certified by the Centre on platforms developed by the Centre: 156 887 enrolments Outreach (enrolments) via platform development services that do not entail the involvement of ITCILO in training delivery: 15 988 enrolments
Output indicator 1.3: Number of enrolments in TSD master's programmes Source: Management of Activities and Participants (MAP) database	479 students	400 students	329 enrolments 2023–24 and 2024–25 cohorts	381 enrolments 2024–25 and 2025–26 cohorts	527 enrolments 2023–24, 2024–25 and 2025–26 cohorts
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 Source: Management of Activities and Participants (MAP) database	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	58 per cent in partnership with the ILO 16 per cent in partnership with other organizations	59 per cent in partnership with the ILO 18 per cent in partnership with other organizations

Indicator	Baseline (2022–23)	Target 2024–25 (Cumulative figure for the 2024–25 biennium)	Results (2024)	Results (2025)	Results (2024–25 biennium)
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 per cent are commissioned by organizations that belong to ILO core constituency	42 per cent of which 41 per cent 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	45 per cent of which 42 per cent are commissioned by organizations that belong to ILO core constituency 28 per cent Product development 24 per cent Event management 30 per cent Consultancies & project management 15 per cent Media, Communication & advocacy 3 per cent Knowledge & data management	44 per cent of which 42 per cent are commissioned by organizations that belong to ILO core constituency 29 per cent Product development 22 per cent Event management 29 per cent Consultancies & project management 15 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)	51 organizations reached with digitally enhanced support services (Product development & advisory services) 20 organizations reached with system-level capacity development services (Communication & advocacy and event management services)	76 organizations reached with digitally enhanced support services (Product development & advisory services) 36 organizations reached with system-level capacity development services (Communication & advocacy and event management services)
Outcome 2	The Centre has further improved its service quality				
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): 4.57 Face-to-face training: 4.59 Tutor-based online training: 4.53 Self-guided online training: 4.58 Events management: 4.3 <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): 4.57 Face-to-face training: 4.58 Tutor-based online training: 4.52 Self-guided online training: 4.59 Events management: 4.4 Advisory services: 4.8 Communication campaigns: 5* ----- * The 2024 campaign related to the ILO Action Programme on Decent Work in Supply Chains has been used a sample to draw the result
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 (connections established), Documentation of consultancies (performance improvement plans), Final reports/data of communication campaigns (Sustained engagement)	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 per cent 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): 90 per cent Face-to-face and blended training: 90 per cent Tutor-based online training: 90 per cent Self-guided online training: 95 per cent Events: 60 per cent Advisory services: To be reported by the end of the biennium Communication campaigns: To be reported by the end of the biennium	Training (overall): 86 per cent Face-to-face and blended training: 88 per cent Tutor-based online training: 88 per cent Self-guided online training: 85 per cent Events: 64 per cent Advisory services: 90+ per cent "Effectiveness: Most consultancies met their objectives and produced impactful outputs such as strategic frameworks, digital platforms, diagnostic assessments, and employment-focused tools." External evaluation of consultancies (2025) p. 5 Communication campaigns: 1,235 users of the AI-enabled Evidence Hub as a proof of sustained engagement with the communication campaign* ----- * The 2024 campaign related to the ILO Action Programme on Decent Work in Supply Chains has been used a sample to draw the result

Indicator	Baseline (2022–23)	Target 2024–25 (Cumulative figure for the 2024–25 biennium)	Results (2024)	Results (2025)	Results (2024–25 biennium)
Outcome indicator 2.C: Proof of performance improvement ----- Source: External evaluation reports for training (concrete knowledge application examples). Internal follow-up survey for events (Examples of improved performance). External evaluation of consultancies . Documentation of communication campaigns	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>	Training knowledge application rate: 62 per cent Events: 71 per cent Advisory services: 50+ per cent ----- <i>"Impact and sustainability:</i> Several of the strategy consultancies contributed to broader policy change, institutional strengthening, and improvements in service delivery" External evaluation of consultancies (2025) p. 5 Communication campaigns: The campaign resulted in the successful deployment of an AI-enabled, multilingual Evidence Hub. The initiative strengthened access to ILO knowledge products and supported evidence-informed dialogue and policymaking* ----- * The 2024 campaign related to the ILO Action Programme on Decent Work in Supply Chains has been used a sample to draw the result
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	2 ----- In addition to an internal evaluation of the TSD Masters programmes and a follow-up survey to evaluate event facilitation services
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	Level 3.5		
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	As part of the UN 80 reform process, the Centre participated in the interagency workgroup related to work package 17 (training and research). The Centre has taken part in a comprehensive benchmarking exercise, and the results have informed the plan of action for a closer collaboration between UN agencies in the training and research cluster		
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	3 240 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	58.51 per cent	58.18 per cent	58.34 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	12 per cent Note: calculated over Year 1 of biennium 2022–23	37 per cent Note: calculated over year 2 of the biennium 2022–23	21 per cent

Indicator	Baseline (2022–23)	Target 2024–25 (Cumulative figure for the 2024–25 biennium)	Results (2024)	Results (2025)	Results (2024–25 biennium)
Output indicator 3.2: Return on promotion expenditure (the ratio of gross revenue from capacity development activities over gross 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	5:1	5:1	5:1	5:1	5:1
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	3	5
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	3	3	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 both UN-System wide and in the local labour market. ----- Source: HRS Staff perception survey	N/A	80 per cent	Staff survey on awareness on harassment and sexual harassment was conducted	Consultations with focus groups undertaken. Design of staff survey in progress	Pulse survey redesigned to address organizational culture
Outputs linked to Outcome 5					
Output indicator 5.1: New performance management system in place ----- Source: HRS	N/A	Second semester 2025	Completed	Completed	Completed
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	Eight recruitments	17 recruitments
Output indicator 5.3: Performance appraisal compliance rate ----- Source: HRS	N/A	70 per cent Second semester 2025	80 per cent	90 per cent	90 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 2025	70 per cent	80 per cent	80 per cent
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	Quality Standards Assessment to take place in 2025	Quality of accommodation services assessed by Federalberghi as equivalent to a 4* standard (2025)	Quality of accommodation services assessed by Federalberghi as equivalent to a 4* standard

Indicator	Baseline (2022–23)	Target 2024–25 (Cumulative figure for the 2024–25 biennium)	Results (2024)	Results (2025)	Results (2024–25 biennium)
Outputs linked to Outcome 6					
Output indicator 6.1: The refurbishment of the Americas 2 pavilion has advanced ----- Source: Steering Committee meeting minutes	Funding agreement with host country	Design complete	Preliminary design completed	Preliminary design completed and building permits released	Preliminary design completed, building permits released and first tender completed
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	Selection of the staff to be involved completed	Two staff members attended events and trainings to develop sound expertise in event management	Two staff members attended events and trainings to develop sound expertise in event management
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	4.2 out of 5 average score based on guests' feedback	4.4 out of 5 average score based on guests' feedback	4.4 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	External auditor for 2022 version will take place in June 2025 Compliance with ISO27001 2013 has been confirmed following external audit in June 2024	Compliance with ISO27001 2022 confirmed following external audit in June 2025	Compliance with ISO27001 2022 confirmed following 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	23 per cent	64 per cent	64 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)	External accessibility assessment performed on the three platforms All the critical accessibility issues fixed on the recruitment platform	External accessibility assessment and improvements performed on the three platforms 89 per cent the critical accessibility issues fixed	External accessibility assessment and improvements performed on the three platforms 89 per cent the critical accessibility issues fixed
Output indicator 7.1.3: Digitally inclusive and mobile friendly self-guided e-learning content ----- Source: External audit	N/A	Content of 3 self-guided courses reviewed	External audit performed on three self-guided Fixes and Improvement under implementation	External audit performed on three self-guided Fixes and Improvements implemented	External audit performed on three self-guided Fixes and Improvements implemented
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	New IT Security Awareness Training launched in May 2024 Completion rate: 9 per cent	New IT Security Awareness Training launched in May 2024 Completion rate: 83 per cent	New IT Security Awareness Training launched in May 2024 Completion rate: 83 per cent
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	Personal data discovery and business process analysis completed Data retention requirements under definition Data retention policy under draft	Data retention policy drafted Implementation coverage of 33 per cent of the identified core systems	Data retention policy drafted Implementation coverage of 33 per cent of the identified core systems
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	67 per cent 6 of 9 External Audit recommendations relating to 2023 received as of 2024 have been addressed.	54 per cent 7 of 9 External Audit recommendations relating to 2023, and 0 of 4 external audit recommendations relating to 2024 have been addressed.	54 per cent 7 of 13 External Audit recommendations relating to 2023–24 received as of 2025 have been addressed.

Indicator	Baseline (2022–23)	Target 2024–25 (Cumulative figure for the 2024–25 biennium)	Results (2024)	Results (2025)	Results (2024–25 biennium)
Outputs linked to Outcome 8					
Output indicator 8.1: Annual unqualified financial audits ----- Source: External audit report	Unqualified audit in 2022	Unqualified audits in 2024 and 2025	Unqualified audit opinion received in 2024	Unqualified audit opinion received in 2025	Unqualified audit opinion received in 2024–25 biennium
Output indicator 8.2: Recommendations of the 2023 internal digital audit implemented ----- Source: Internal audit report	N/A	100 per cent	58 per cent: 7 out of 12 Medium to Low priority Internal Audit recommendations on digital governance have been closed as of close of 2024. No open, high priority, 2023 internal audit recommendations on digital governance as of the close of 2024	67 per cent: 8 out of 12 Medium to Low priority Internal Audit recommendations on digital governance have been closed as of close of 2025. No open, high priority, 2023 internal audit recommendations on digital governance as of the close of 2025	67 per cent: 8 out of 12 Medium to Low priority Internal Audit recommendations on digital governance have been closed as of close of 2024–25 biennium. No open, high priority, 2023 internal audit recommendations on digital governance as of the close of the 2024–25 biennium.
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 developed focusing on the 60th Anniversary	One action implemented focusing on the 60th Anniversary	Promotion:1 action plan implemented Public relations: 1 action plan implemented for 60th Anniversary
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		
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+ per cent		
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 – updated data after indicators refresher training and internal circulation of indicators' assignment methodology	ILS: 28 per cent SDT: 19 per cent	ILS: 40 per cent SDT: 30 per cent	ILS: 40 per cent SDT: 30 per cent	ILS: 44 per cent SDT: 33 per cent	ILS: 43 per cent SDT: 31 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: 86 per cent	ILS: 86 per cent SDT: 83 per cent

Indicator	Baseline (2022–23)	Target 2024–25 (Cumulative figure for the 2024–25 biennium)	Results (2024)	Results (2025)	Results (2024–25 biennium)
Driver 3: Equitable and inclusive learning environment for all					
Output indicator C.1: Percentage of the Centre's open courses explicitly referencing ILO messages on Gender Equality and Diversity ----- Source: Management of Activities and Participants (MAP) database – updated data after indicators refresher training and internal circulation of indicators' assignment methodology	20 per cent	40 per cent	51 per cent	52 per cent	51 per cent
Output indicator C.2: Compliance with the outreach target for female/male participants set out in the ILO Gender Equality Action Plan 2022–2025 ----- 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 31 per cent	50 per cent 28 per cent

ANNEX II – LIST OF AGREEMENTS

SUMMARY OF APPROVALS IN 2024

Projects awarded through bids or direct negotiations	Value (€)	Duration
IFAD	3 994 800	2024–2027

Direct Agreements

United Nations System	Value (€)	Duration
FAO	56 069	2024–25
ICAO	1 045	2024
IFAD	6 300	2024
IOM	2 445	2024
IMO	1 050	2024
ITC	4 090	2024
ITU	15 093	2024
OHCHR	22 220	2024–25
UNCITRAL	48 455	2024–25
UNDP	106 975	2024–25
UNDESA	8 605	2024
UNEP	2 275	2024
UNFPA	30 438	2024
UNICEF	18 794	2024
UNICRI	19 162	2024
UNOPS	5 725	2024
UNSOS	7 725	2024
UNV	63 514	2024
UNWOMEN	127 072	2024
UPU	25 685	2024
WIPO	2 445	2024
WMO	1 050	2024

Multi-bilateral Partners and Development Agencies		Value (€)	Duration
France	AFD - Agence Française de Développement	94 385	2024–25
	Expertise France	240 000	2024–25
Germany	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	85 776	2024
Ireland	Department of Jobs, Enterprise and Innovation, Government of Ireland	20 000	2024
Japan	Ministry of Health, Labour and Welfare	553 100 (USD)	2024
Portugal	Instituto do Emprego e Formação Profissional de Portugal (IEFP)	300 000	2024

International Financial Institutions	Value (€)	Duration
African Development Bank	65 335	2024–25
Asian Development Bank	597 765	2024–25
European Central Bank	3 550	2024
Eurasian Development Bank	2 100	2024
Islamic Development Bank	1 050	2024
The World Bank Group	137 122	2024–25

Direct Trust Funds		Value (€)	Duration
Cote d'Ivoire	FDFP - Fonds de développement de la formation professionnelle	23 205	2024
France	Mairie de Suresnes, Suresnes	8 831	2024
Georgia	LEPL Municipal Development Fund	12 875	2024
Iraq	Roads and Bridges Directorate - Ministry of Construction and Housing and Public Municipalities	45 623	2024–25
Ireland	Department of Transport, Government of Ireland	495	2024
Malaysia	EPF - Employees Provident Fund Board	24 690	2024
Mali	Ministère de la Santé et du Développement Social	4 060	2024
Tajikistan	Interproject LLC	3 180	2024
	Ministry of Transport – PIG CARs 4	13 275	2024
	PIG Preparedness and Resilience to Disaster	4 425	2024
	Ministry of Education and Science	13 275	2024
	PMUL (Communal) Infrastructure Development Project	8 850	2024
	State Institution “Project Implementation Unit for Access to Green and Rural Finance Development” under the Ministry of Finance of the Republic of Tajikistan (PIU MOF)	4 605	2024
UAE	NAMA – Women Advancement Establishment	2 100	2024

Direct Trust Funds		Value (€)	Duration
Uzbekistan	International Centre for Food and Agriculture Strategic Development and Research, Ministry of Agriculture of Uzbekistan	8 850	2024
	Ministry of Preschool and School Education	2 930	2024
	Emergency Medical Service Project Implementation Unit	13 275	2024
	Uzsuvtaminot JSC	4 425	2024
	Ministry of Agriculture - International Center for Strategic Development and Research in the Field of Agriculture	17 700	2024
	Terai 21 LLC	2 120	2024
Zimbabwe	PRAZ - Procurement Regulatory Authority of Zimbabwe	240 000	2024–25

Direct Trust Funds – Training Institutes and Universities		Value (€)	Duration
China	Fudan-Rongchang Scholars Program	191 816	2024
	Shanghai Maritime University	16 399	2024
	Wuhan University	64 625	2024
The Netherlands	United Nations University – Maastricht University (UNU-MERIT)	10 600	2024
Italy	Mediterranean Universities Union (UNIMED)	36 504	2024

Social Partners (Workers' and Employers' Organizations)		Value (€)	Duration
Asociacion Hondurena de Maquiladores (AHM)		800	2024
National Confederation of Employers of the Republic of Moldova (CNPM) - Moldova		13 400	2024
Danish Industry		4 255	2024
International Organisation of Employers (IOE)		17 000	2024
Confederation of Hungarian Employers and Industrialists MGYOSZ/Business Hungary		35 990	2024–25
Federation of Uganda Employers (FUE)		800	2024
IndustriALL Europe		232 349	2024
European Trade Union Institute (ETUI)		54 471	2024
International Transport Workers' Federation (ITF)		105 047	2024

Private Sector	Value (€)	Duration
Moncler SpA, Italy	26 675	2024
Family Affairs Consultancy Services Limited, Nigeria	68 502	2024
BMI Group Holdings UK Limited, United Kingdom	32 197	2024
Sviluppo Lavoro Italia	925	2024
H&M Group; Sweden	20 235	2024
Takeaway.com Express Holding B.V., The Netherlands	3 150	2024
OCP S.A. (Office Chérifien des Phosphates), Morocco	354 333	2024
ERG Service Center LLP, Kazakhstan	9 400	2024
SUE "Dushanbevodokanal", Tajikistan	22 125	2024
Lattanzio Kibs SpA, Italy	35 379	2024
POMILIO BLUMM Srl, Italy	12 444	2024
North South Consultants Exchange (NSCE), Egypt	32 705	2024

Foundations	Value (€)	Duration
Fondazione Compagnia di San Paolo	200 000	2024
JILAF Japan	16 000	2024
SWISSCONTACT	1 298	2024
UN Global Compact	32 197	2024–25

Intergovernmental Organizations	Value (€)	Duration
European Training Foundation (ETF)	1 905	2024
INTERPOL	27 300	2024
European Union Drugs Agency	58 879	2024
EUMESTAT - European Organisation for the Exploitation of Meteorological Satellites, Germany	4 060	2024
FRONTEX	1 060	2024
International Criminal Court (ICC)	3 150	2024
IRD - Institut de Recherche pour le Développement	1 050	2024
International Social Security Association (ISSA)	50 204	2024
North Atlantic Treaty Organization (NATO)	2 445	2024
OECD - Organisation for Economic Co-operation and Development - France	6 784	2024

Other NGOs	Value (€)	Duration
European Gravitational Observatory (EGO)	1 160	2024
Commission de l'Océan Indien	24 937	2024
Learning Digital Srl, Italy	100 500	2024–25
INTERPEACE	29 598	2024
Mercy Corps	2 575	2024

SUMMARY OF APPROVALS IN 2025

Projects awarded through bids or direct negotiations	Value (€)	Duration
European Commission (EC)	554 976	2025–2027
Sviluppo Lavoro Italia S.p.A./Ministero del Lavoro e delle Politiche Sociali	384 237	2025–26
Regione Piemonte/AICS	149 719	2025–2028
ENGIM ETS - Ente Nazionale Giuseppini del Murialdo ETS/AICS	200 096	2025–26
Comissão Para a Igualdade no Trabalho e no Emprego, CITE, Portugal	263 185	2025–2027
ITF Seafarers Trust - United Kingdom	738 305	2025–2027

Direct Agreements

United Nations System	Value (€)	Duration
FAO	238 675	2025–26
IAEA	29 083	2025
IFAD	7 945	2025
IOM	30 695	2025–26
ITU	36 260	2025–26
OHCHR	91 484	2025–26
UNDP	64 683	2025–26
UNDESA	161 744	2025
UNEP	20 000	2025
UNFCCC	8 000	2025–26
UNFPA	45 900	2025
UNICEF	35 200	2025
UNIDO	1 980	2025
UNODC	2 680	2025
UNOPS	71 933	2025

United Nations System		Value (€)	Duration
UNOV		2 695	2025
UNRWA		1 080	2025
UNV		38 995	2025
WFP		23 034	2025
WHO		28 655	2025
WIPO		61 355	2025
WTO		28 303	2025

Multi-bilateral Partners and Development Agencies		Value (€)	Duration
Denmark	DANIDA - Danish International Development Agency	30 243	2025–26
France	Expertise France (Groupe AFD)	29 841	2025
Germany	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	72 555	2025
Italy	Ministero degli Affari Esteri e della Cooperazione Internazionale	240 635	2025–26
	Ministero del Lavoro e delle Politiche Sociali	120 000	2025
Japan	Ministry of Health, Labour and Welfare (Employment and OSH)	277 500 (USD)	2025
Luxembourg	LuxDev - Luxembourg Development Agency	3 000	2025
Portugal	Instituto do Emprego e Formação Profissional de Portugal (IEFP)	300 000	2025

International Financial Institutions		Value (€)	Duration
AfDB - African Development Bank		29 728	2025
ADB - Asian Development Bank		612 438	2025
EBRD - European Bank for Reconstruction and Development		9 845	2025
IDB - Inter-American Development Bank		148 975	2025
IFC - International Finance Corporation (the World Bank Group)		181 938	2025–26
IsDB - Islamic Development Bank		13 200	2025
The World Bank Group		73 675	2025–26

Direct Trust Funds		Value (€)	Duration
Angola	CPAVCDP - Cabinda Province Agricultural Value Chain Development Project	19 800	2025–26
China	Emergency Management Department, Guangxi Province and Guangxi International Talent Exchange Centre	59 098	2025
France	INTEFP - Institut National du Travail, de l'Emploi et de la Formation Professionnelle	12 300	2025
Egypt	MSMEDA - Egypt Micro, Small and Medium Enterprises Development Agency	60 405	2025
Guinea	AGETIPE - Agence guinéenne d'exécution des travaux d'intérêt public pour l'emploi, Conakry	48 280	2025–26
Jamaica	Ministry of Labour & Social Security	4 871	2025
Iraq	Ministry of Planning, Kurdistan Regional Government (KRG)	67 584	2025
Malaysia	EPF - Employees Provident Fund Board	21 544	2025
Pakistan	PPRA - Public Procurement Regulatory Authority	53 303	2025
Sao Tome	Government of Sao Tomé and Príncipe (Project Fiduciary and Administrative Agency/AFAP	25 000	2025
Seychelles	Seychelles Pension Fund	24 042	2025
South Africa	MGCA - Mpumalanga Green Cluster Agency	134 000	2025
Spain	Ministerio de Trabajo y Economía Social	182 723	2025
Spain	SIMA-FSP - Fundacion del Servicio Interconfederal de Mediacion y Arbitraje	34 742	2025
Tajikistan	Committee on Emergency Situations and Civil Defence under the Government of the Tajikistan	9 210	2025
	Ministry of Labour, Migration and Employment Population - Social Protection Modernization and Economic Inclusion project	4 230	2025
	Ministry of Transport – PIG CARs 4	9 210	2025
	Ministry of Education and Science	13 815	2025
	OJSC TOJIKGIDROELECTROMONTAJ	13 815	2025
	PMUL (Communal) Infrastructure Development Project	4 605	2025
	State Institution "Project Implementation Unit for Access to Green and Rural Finance Development" under the Ministry of Finance (PIU MOF)	13 815	2026
	PIU Technical and Vocational Education and Training Project in the Mountainous Regions of Tajikistan	9 210	2025
UAE	Department of Culture and Tourism - DCT, Abu Dhabi	25 915	2025
United Kingdom	British Council	27 600	2025
Uzbekistan	National Agency for Social Protection (NASP), under the President of the Republic of Uzbekistan	248 791	2025
	Uzsuvtaminot JSC	29 450	2025
	Joint Project Implementation Unit under the Ministry of Economy and Finance	18 420	2025
Zimbabwe	PRAZ - Procurement Regulatory Authority of Zimbabwe	20 625	2025

Direct Trust Funds – Training Institutes and Universities		Value (€)	Duration
China	Fudan-Rongchang Scholars Program	212 524	2025
Germany	Bonn-Rhein-Sieg University of Applied Sciences	2 700	2025
Nigeria	SERC - SURGE Educational and Resources Centre	95 000	2025
The Netherlands	United Nations University – Maastricht University (UNU-MERIT)	10 600	2025
Italy	Scuola Centrale Formazione ETS, Bologna, Italy	1 500	2025

Social Partners (Workers' and Employers' Organizations)		Value (€)	Duration
Asociacion Hondurena de Maquiladores (AHM)		800	2025
Camara de Industrias del Uruguay		2 000	2025
Desarrollo Economico de Ciudad de Juarez A.C. Mexico		2 000	2025
ECOP - Employers Confederation of the Philippines		800	2025
FEC - Federation des Entreprises du Congo		25 531	2025
FEU - Federation of Employers of Ukraine		7 700	2025
NECA - Nigeria Employers' Consultative Association		18 476	2025
International Organisation of Employers (IOE)		4 965	2025
Consejo de Camaras Industriales de Jalisco A.C. Mexico		2 000	2025
Federation of Uganda Employers (FUE)		800	2025
European Trade Union Institute (ETUI)		112 281	2025–26
International Transport Workers' Federation (ITF)		60 742	2025

Private Sector		Value (€)	Duration
Moncler SpA, Italy		28 155	2025
BACASABLE S.A.S.- France		5 000	2025
BlueOrchard Finance Ltd, Zurich Switzerland		3 025	2025
CNH Industrial Italia S.p.A.		14 500	2025
Congress Service Center (CSC) Consortium, North Macedonia		47 837	2025
EYGS (Ernst & Young) LLP, UK		150 000	2025–26
Microsoft Philantropies		431 431	2025–2027
MIMBUS S.A.S., France		5 000	2025
NEXT G CLOUD – Italy		2 500	2025
OCP S.A. (Office Chérifien des Phosphates), Morocco		411 507	2025–26
ERG Service Center LLP, Kazakhstan		3 230	2025
Park Development S.A.S.- Mexico		5 000	2025
SUE “Dushanbevodokanal”, Tajikistan		2 920	2025

Foundations	Value (€)	Duration
Fondazione Compagnia di San Paolo	200 000	2025
JILAF Japan	16 000	2025
Argidius Foundation, Switzerland	10 000	2025–26
SWISSCONTACT - Swiss Foundation for Technical Cooperation	1 283	2025
Fondazione per la Scuola della Compagnia di San Paolo	59 857	2025

Intergovernmental Organizations	Value (€)	Duration
INTERPOL	25 202	2025
IDH Transforming Markets, The Netherlands	44 418	2025
International Skills Hub (GSI), Mexico	25 620	2025
ISSA - International Social Security Association - Switzerland	50 375	2025
OIF - Organisation Internationale de la Francophonie	36 850	2025–26
OSCE - Organization for Security and Co-operation in Europe	9 795	2025
WOAH - World Organisation for Animal Health, France	14 040	2025

Other NGOs	Value (€)	Duration
INTERPEACE	5 803	2025
OXFAM	3 240	2025

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FOR FURTHER INFORMATION
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