

INTERNATIONAL TRAINING CENTRE OF THE ILO

INTERIM IMPLEMENTATION REPORT 2024

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FOREWORD

This report summarizes the work carried out by the International Training Centre of the International Labour Organization (the Centre) in 2024, halfway through the biennium covered by the Centre's 2024-25 Programme & Budget.

Coinciding with the 60th Anniversary of the Centre, 2024 has been a period of growth, on the back of the continued digital transformation of its business processes, and the further diversification of its service portfolio. During the reporting period, the Centre continued rebuilding its base of face-to-face training activities, while the participant universe of online learners expanded rapidly. The Centre also continued to roll out digital learning and collaboration solutions for its institutional partners, allowing in turn the latter to significantly scale outreach among their own membership. The Centre furthermore consolidated its suite of system-level capacity development services aimed at knowledge exchange and advocacy of core ILO policy messages. In total, about 100,000 learners were reached directly by the Centre through its learning activities.

The 2024 external evaluation of the Centre's *learning* activities with focus on capacity development services for workers' representatives showed high relevance of the training to participants' needs, with 98% reporting applicability of learned skills and 93% foreseeing institutional benefits. More than 80% of all participants demonstrated increased knowledge as a direct result of training and more than half of all participants shared a concrete example of how their performance improved after applying the newly acquired knowledge in their workplace.

Importantly, the Centre could also prove that its institutional capacity development and system-level capacity development activities were rendering positive change: almost 60,000 learners could be reached by the Centre via learning platforms developed and curated on behalf of ILO constituents and other ILO development partners.

The Centre managed to generate a surplus of 803,000 Euro, allowing it to build reserves against future shocks, to reinvest in new products and to financially support the participation of more constituents in its activities in 2025. Backed by a mandate from the ILO to facilitate the delivery of output A.5. of the higher-level ILO P&B for the 2024-25 biennium, the Centre designed the ILO Innovation Sparks Programme and significantly increased the visibility of the ILO in UN system-wide innovation networks. Through the Innovation Sparks programme, ILO constituents received access to innovative capacity development solutions such as AI-powered platforms. The Centre also launched the CATALYST initiative to facilitate inter-sectoral activities and promote policy integration across the organization.

Towards the end of 2024, turbulence in the operational environment of the Centre has once again increased on the back of geopolitical, economic and technological forces. Having learned important lessons from the COVID pandemic, the Centre comes in equipped to cope with inevitable further change, relying on the full support of the Board to navigate this complex transformation process.

Christophe Perrin

Director

July 2025

THE CENTRE'S PERFORMANCE AT A GLANCE

The Centre's sustainability strategy expresses performance across three interlinked and mutually enhancing dimensions, namely technical performance in the delivery of its individual, institutional and system-level capacity development services, financial performance expressed in terms of revenue and expenditure, and governance performance as a function of compliance with rules and regulations set for an international civil service organization.

TECHNICAL PERFORMANCE

INDIVIDUAL CAPACITY DEVELOPMENT SERVICES

In line with the UN common approach to capacity development and the ILO capacity development strategy, individual capacity development relates to the transfer of functional and technical skills to strengthen the performance of individual learners.

- **The number of enrolments for the Centre's training activities increased** from 85,842 in 2023 to 101,201 (+18%), on the back of demand for online learning activities but also supported by the recovery of face-to-face training courses.
- In the same vein, the Turin School of Development, a joint collaboration between the Centre and Universities to provide people in the world of work with access to tertiary degrees on Social Justice topics, **expanded the number of Master students in the 2024/25 academic year** from 154 to 186 learners, with an increase of 20%.
- **The Centre reached learners across the globe.** Participants from more than 170 countries enrolled in the Centre's learning activities, the vast majority accessing services via the ITCILO online learning platform [Ecampus](#) round-the-clock and free of charge in digitally inclusive formats.
- **The Centre further strengthened its position as a learning hub on decent work for ILO and other United Nations staff.** In 2024 the Centre registered 5,298 enrolments from ILO staff (+32%), and 2,886 learners from other UN agencies (+27.6%).
- The customer satisfaction rates routinely monitored in all learning activities, show that overall **participant satisfaction with the learning services of the Centre was high**, standing at 4.57 on a scale from 1-5 where 5 denotes service excellence.
- The knowledge acquisition tests administered at the end of each activity submit proof **that 85% of all participants demonstrated increased knowledge.**
- The annual external evaluation of the Centre's learning activities showed that **97% of former participants stated that they can apply the newly acquired knowledge in their work** and 53% of them provided concrete examples.

INSTITUTIONAL CAPACITY DEVELOPMENT SERVICES

Institutional capacity development services seek to strengthen the strategies, governance frameworks, systems and tools used by organizations. While individual capacity is embodied in individuals, institutional capacity is inscribed into the operational code of the organization.

- The Centre assisted constituents in the **development of learning materials, online courses, and online learning platforms for local partner organizations**. The Centre also provided **operational and maintenance support for these platforms**.
- The Centre delivered strategy advisory services, with focus on digital transformation processes, data-driven services for evidence-based decision-making and learning innovation. The Centre also delivered **innovation support services**, including advice to ILO constituents on **piloting and scaling innovative solutions** to promote social justice.
- Internal evaluations of the Centre's institutional capacity development services indicated high levels of application rates of newly developed products and strategy advice. Case in point, in 2024 the Centre registered **almost 60,000 enrolments on learning platforms developed and maintained on behalf of its institutional intermediaries**. Starting 2025, the Centre will commission annual external evaluations of its consultancies to shed further light on lasting positive change of its work.

SYSTEM LEVEL CAPACITY DEVELOPMENT SERVICES

System level capacity development services seek to strengthen the 'holding capacity' of the social system within which individuals and institutions interact. System-level capacity is embodied in values, perceptions and knowledge held by these actors, together shaping the view of the world of work and the rules governing it.

- The Centre facilitated a multitude of **conferences, dialogue events and other knowledge sharing activities**, such as the online consultations moderated on behalf of the Global Coalition for Social Justice. In 2024, these **events registered 5,045 participants**, 22% augment from 2023.
- The Centre designed and delivered a broad range of **communication and advocacy activities** to promote decent work and social justice; a major focus of this workstream was on brand support for ILO projects.
- Internal evaluations of the Centre's system-level capacity development services implied in many instances **lasting positive change**; case in point is the global AI Forum hosted by the Centre in September 2024. One of the AI pilot projects co-created during the event (output) was with the ILO Standards Department on the use of generative AI to enhance regular supervisory system. A feasibility study for this AI powered productivity tool was launched and will be delivered in 2025.

FINANCIAL PERFORMANCE

REVENUE

- The Centre produced an IPSAS-based surplus of € 2.85 million which incorporates the total financial results of all the Centre's Funds whereas the budget surplus of € 803 000 includes only the results of the General Fund.
- Revenue from training and non-training services totalled € 24.8 million in 2024 as compared to € 26.88 million in 2023 showing a decrease of € 2.0 million or 7.6 per cent.
- The net contribution from training and non-training activity services totalled € 16.62 million representing **an overall increase of € 2.03 million (13.9%) in the net contribution from training and non-training services over the estimated budget for 2024**. There are two main contributors for this significant variance.
- The first one being the continued growth in outreach in 2024. In 2024, the number of training and non-training activities decreased by 10.0 per cent. However, overall, direct and indirect enrolments increased from some 99 000 enrolments in 2023 to more than 154 000 in 2024, for all types of training modalities. In addition, while the number of activities for communication and advocacy services has slightly decreased in 2024, the number of participants reached grew by some 20.6 per cent. outreach target.
- The second one being the decrease in the direct expenditure incurred as part of the services delivered. Whereas in the approved 2024-25 budget a ratio of 50 per cent was applied, based on the past results, in 2024, the actual ratio of direct expenditure was around 41 per cent, thus leading to economies and a higher margin of net contribution to cover fixed expenditure, the contingency and the institutional investments.
- Multimedia revenue decreased from € 991 000 in 2023 to € 623 000 in 2024 and the net contribution from multimedia services totalled € 433 000, well under the annual 2024 budget by € 374 000 or 46.3 per cent. This was mainly due to a significant decrease in the demand for publication services by one of our main clients due to changes in their policies. This led to a loss of revenue of approx. € 150 000 when compared to the previous year as well as a few large projects which were deferred to 2025, impacting the portfolio by approx. another € 150 000.
- Other revenue, including interest revenue, increased by some € 140 000 as compared to 2023. The net contribution from miscellaneous sources totalled € 2.47 million, over the annual budget by € 1.07 million or 77.1 per cent. Two factors contributed to this significant result: interest revenue earned of € 1.1 million due to the increasing interest rates and the continued efforts by the Centre at ensuring the maximum return on its investments and the revenue from the rental of the campus facilities and accommodations to external parties as well as some other smaller sources was higher than what was originally planned in the 2024-25 budget.
- Voluntary contributions increased by € 731 000 in 2024 as compared to 2023. The Italian Government's ex-lege contribution of € 7.85 million remained constant however it increased its voluntary contribution for activities from € 1.6 million in 2023 to € 2.0 million in 2024.

EXPENDITURE

- Total expenditure in 2024 amounted to € 43.016 million, € 82 000 or less than 1.0 per cent lower from the amount of total expenditures in 2023 of € 43.098. Total fixed expenditure was distributed between fixed expenditure of € 29.99 million and institutional investments of € 2.58 million. The main cost drivers were staff related costs, followed by campus-related costs.

GOVERNANCE PERFORMANCE

During the reporting year, the Centre continued to ensure quality governance and oversight, along with operational excellence aimed at enhancing the effectiveness and efficiency of its operations. Major milestones and accomplishments, include:

- The Centre designed and launched a 60th anniversary campaign with the aim of celebrating accomplishments, but also to shape future direction, reflecting on the role of the Centre in pioneering learning for social justice. The celebrations were launched at the Board Session on 24 October 2024 and will close in fall 2025, marking key milestones in the history of the Centre.
- **Operational efficiency and effectiveness** were advanced through the completion of a review of the participant enrolment and payment process as well as of the medical service. In addition, the Centre continued to digitalize a number of business processes related to automation of invoicing, human resource business processes, as well as digitalization of signature workflows for funding agreements. Digital systems and tools were further strengthened and upgraded via the Information and Communication Technology Fund.
- **Quality recruitment, training and retention of talented staff** was further enhanced, including through the launch of the performance management system and continuing attention on staff diversity and inclusion.
- **The campus renovation works were launched.** These included (i) the renovation of the Americas 2 Pavilion, which will host a majority of ITCILO offices, rightsizing the Centre's footprint on Campus, and (ii) the renovation of the Italy Pavilion to host the headquarter of the United Nations System Staff College. In parallel, the Centre undertook priority extraordinary maintenance works, including in the context of the 60th anniversary, via the Campus Improvement Fund.



- New contracts were awarded for accommodation services, resulting in improved user feedback and experience on Campus.
- The Centre strengthened **digital governance, security and accessibility**, while continuing to invest in digital systems and tools internally, including through the prioritization of key interventions under the ICT Fund.
- The Centre received **an unqualified audit opinion of its annual financial statements** by the ILO's external auditor (Commission on Audit of the Republic of the Philippines).
- **Quality budgeting, cash flow management and financial reporting** were maintained, ensuring compliance with accounting standards and availability of appropriate and complete financial information for decision-making.

1. ABOUT THE CENTRE

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

The main target groups of the Centre's 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 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 constituents in facilitating Future of Work transitions and promoting employment-right 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 eco-system defined by the 2023 ILO Knowledge and Innovation Strategy. The Centre is in the frontline when it comes to extending technical support to ILO constituents under the umbrella of the Global Coalition for Social Justice, launched by the Director General in 2023.

The International Training Centre of the ILO is located in Turin (Italy) on the campus of the UN system-wide learning hub. For more background information on the Centre, go to www.itcilo.org.

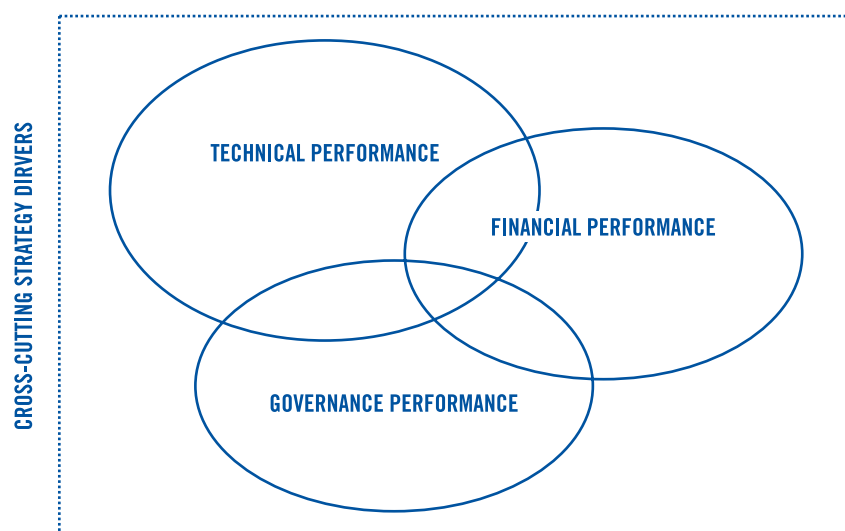
2. SUSTAINABILITY STRATEGY

The leitmotiv of the Centre is to be a sustainable training organization. Sustainability, here, is defined as endurance of the organization over time, 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 governance. 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

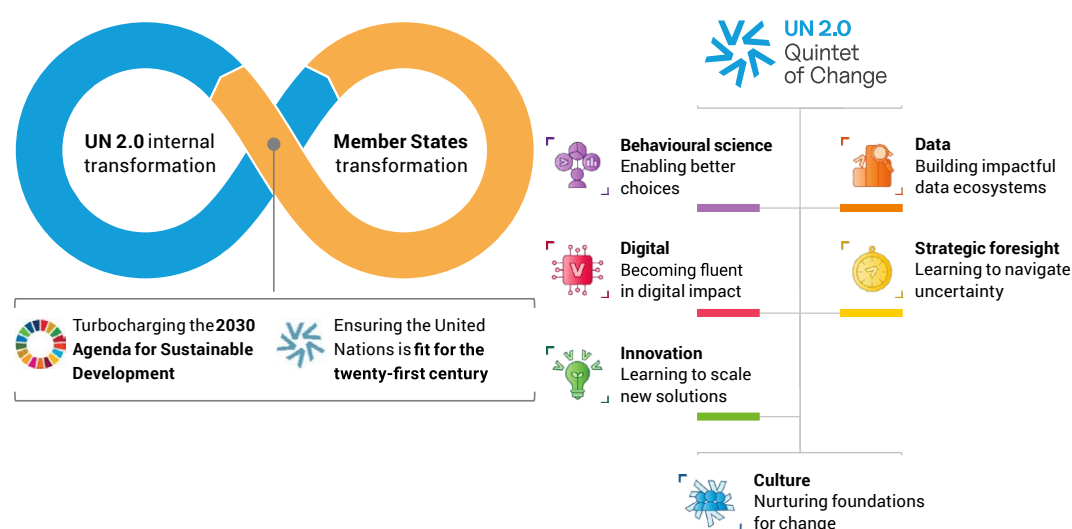


Source: ITCILO 2022-25 Strategic Plan, p.9A.

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 away from face-to-face training towards online learning and Virtual Reality application when the COVID pandemic struck; and has since 2023 further moved on to harness Generative Artificial Intelligence for accelerated outreach and impact through the use of Large Language Models.

Another factor meant to boost 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 with the help of critical skills embodied in the United Nations "quintet of change". In line with the guiding principles of the quintet of change, *these critical skills are to empower the ILO constituency by way of **capacity development services that are data-driven, innovative, and digitally enhanced** and that harness **strategic foresighting 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

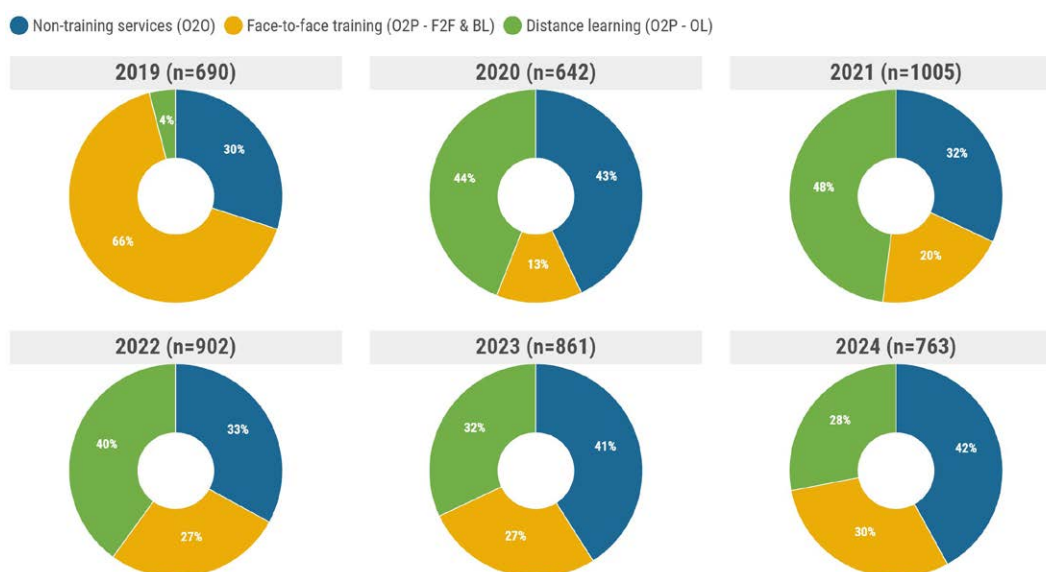
The Centre’s services are articulated on three levels: services for individuals, services for organizations and services addressed to the system environment within which individuals and organizations interact. Services for individual learners focus on training and related learning activities like the Master studies offered by the Turin School of Development. Services for organizations entail strategy advice and product development, in the former case with focus on digital transformation strategy and in the latter case with focus on digital learning solutions. Services fostering system level capacity consist 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

In the past, the majority of the Centre’s capacity development services related to group training delivered face-to-face on campus or in the field. Over the years, the share of both distance-learning activities and non-training services for institutional clients has increased. This **diversification strategy** enabled the Centre to mitigate the impact of the COVID-19 pandemic by sharply shifting the focus towards distance learning when all face-to-face training had to be temporarily suspended, and by emphasizing upstream institutional capacity development services. The lessons learned along the way also have made the Centre a go-to partner for ILO constituents to seek advisory services on digital transformation strategies. In 2024, **the ratio of training to non-training services stood at 60:40**, within the target corridor set in the Programme and Budget (2:1).

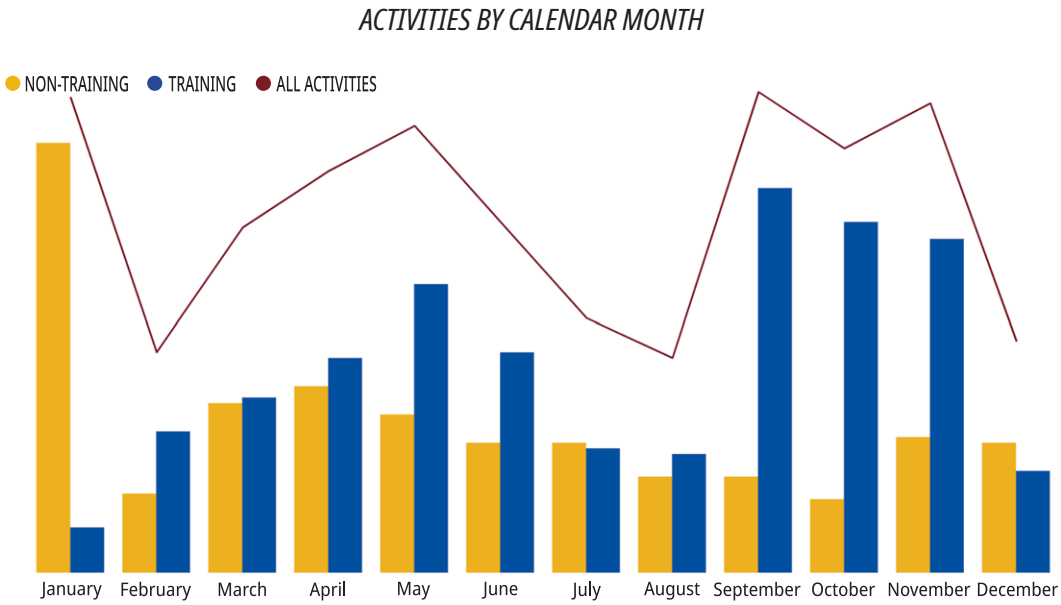
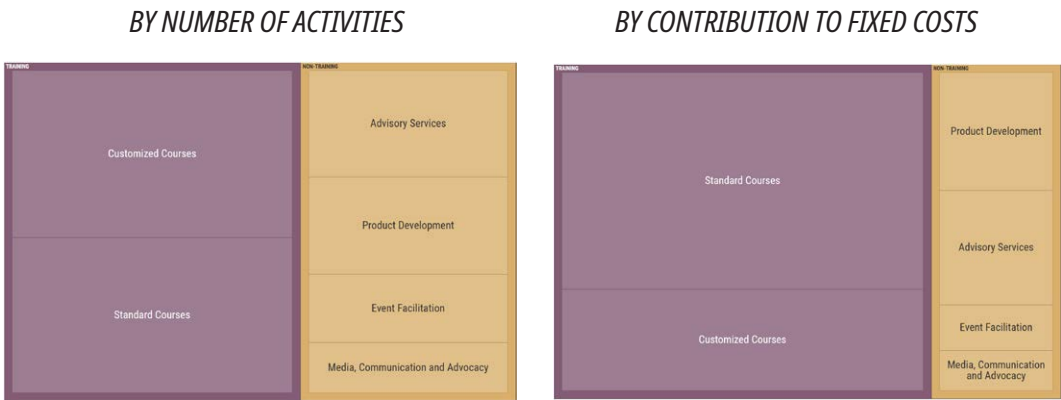
BREAKDOWN OF ACTIVITIES BY CATEGORY (2014-23)



Source: MAP; Media development activities were first recorded in 2016 with the introduction of the new MAP.

The importance of non-training services aimed at institutional capacity development and system-level capacity development for the Centre's sustainable performance also becomes evident when cross-referencing the number of Centre activities during the biennium with their respective contributions to fixed costs (CFC). In a nutshell, while training activities – and particularly open courses advertised in the calendar – continued accounting in 2024 for the bulk of activities, net income and participants, the contribution of non-training activities to the Centre's sustainable performance was nevertheless significant. As illustrated below, these non-training activities made an important contribution to the bottom-line and enabled the Centre to remain productive throughout the calendar year, including during off-season and shoulder season months like January, February, March, and August. Portfolio diversification is thus also key to spreading both 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 substantiated in the following chapters.

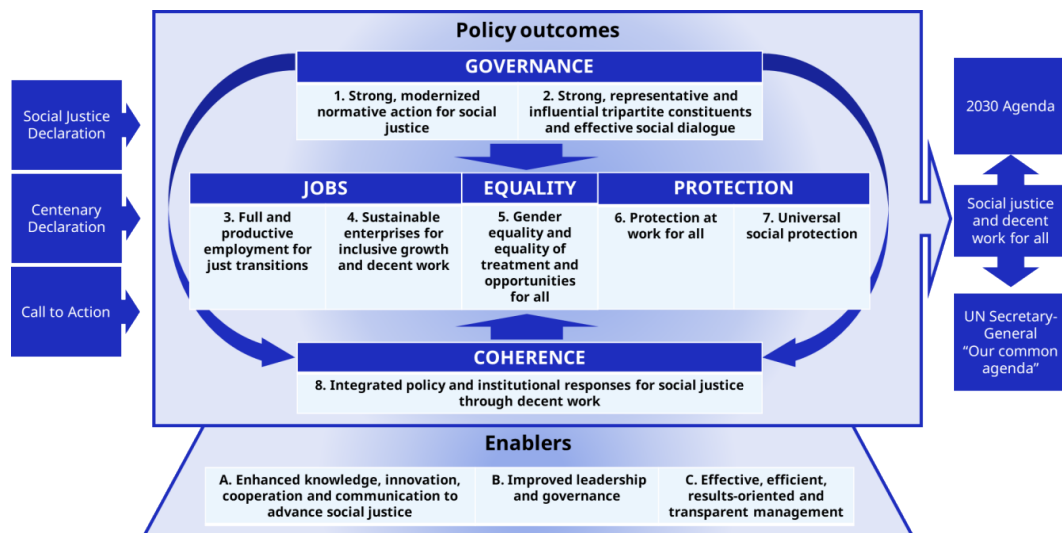
ASSET WEIGHT (2024)



Source: MAP.

4. AREAS OF EXPERTISE

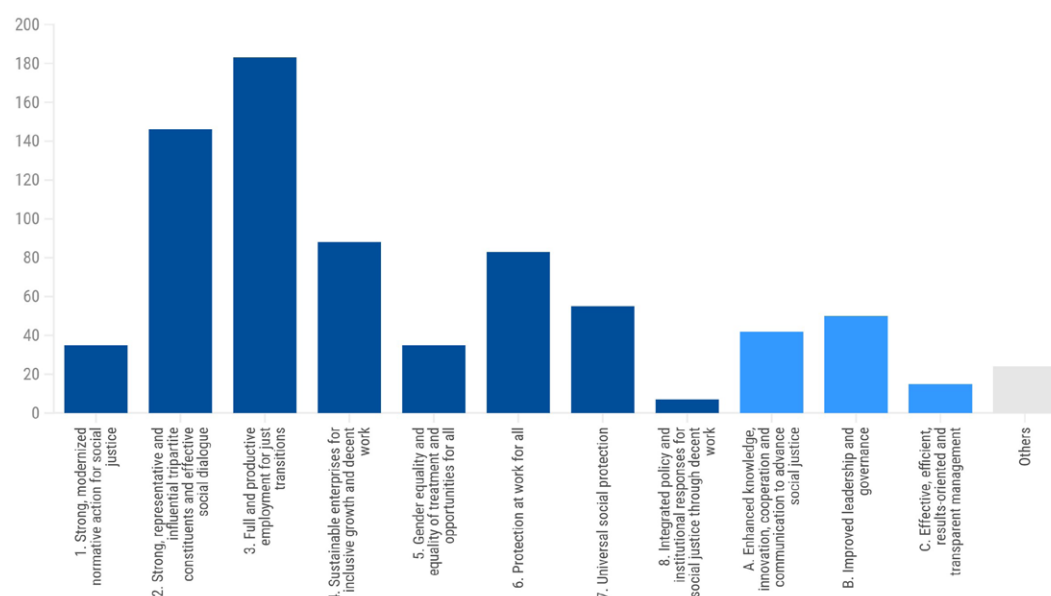
The Centre's areas of expertise are framed by the higher-level strategy frameworks of the ILO. In 2024, these guiding documents were the 2022-25 ILO Strategy Framework and the 2024-25 ILO Programme & Budget. In the 2024-25 biennium, the ILO P&B prioritized eight policy outcomes and three enabling outcomes.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



Source : ILO 2024–25 P&B, p.15.

In 2024, nine out of ten 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 P&B. Miscellaneous activities not directly linked to the ILO P&B related to learning innovation activities and product development support assignments for other UN agencies.

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



Source: Management of Activities and Participants (MAP).

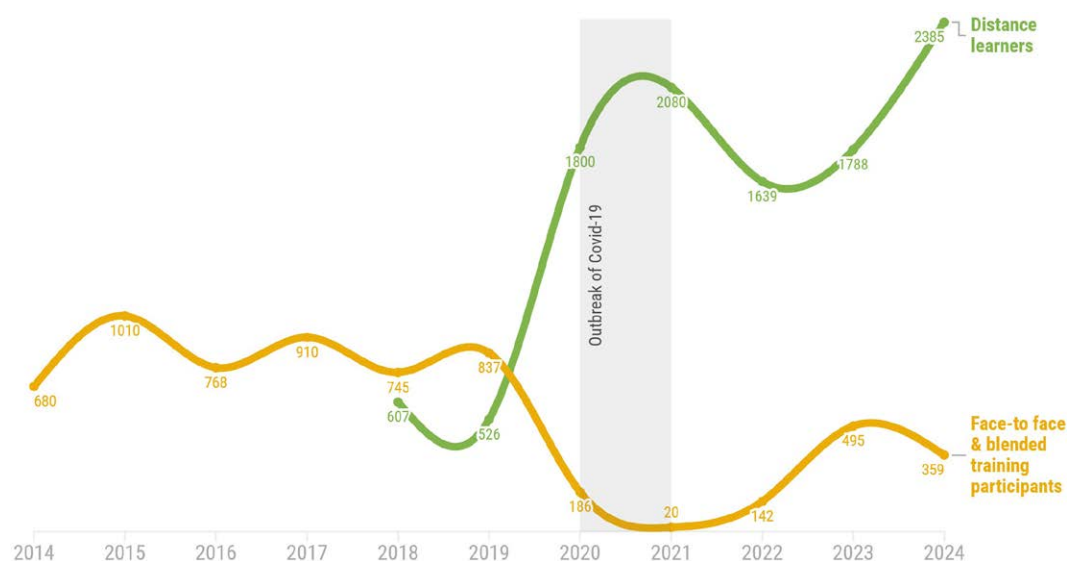
The **strong programmatic link between the ILO and the Centre** is also evidenced by the fact that almost 60% of the Centre's activities – among them most open courses and all academies – were designed and/or delivered in direct partnership with the ILO.

The **strategic alignment of the Centre's work with the policy agenda of the ILO** is also exemplified in the extent of the involvement of the Centre in ILO staff development activities. The Centre runs the induction training programme for new ILO staff, 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 from ILO subject matter experts. This way in 2024, the Centre registered 5,298 enrolments from ILO staff corresponding to 2,744 unique learners¹, up 20% over 2023 (2,283).

On a related note, in 2024 the Centre also served **as an UN system wide knowledge hub on ILO core policy messages for other United Nations staff**. In 2024, the Centre registered 2,886 enrolments from staff linked to other UN agencies, up 27.6% from 2023 (2,261).

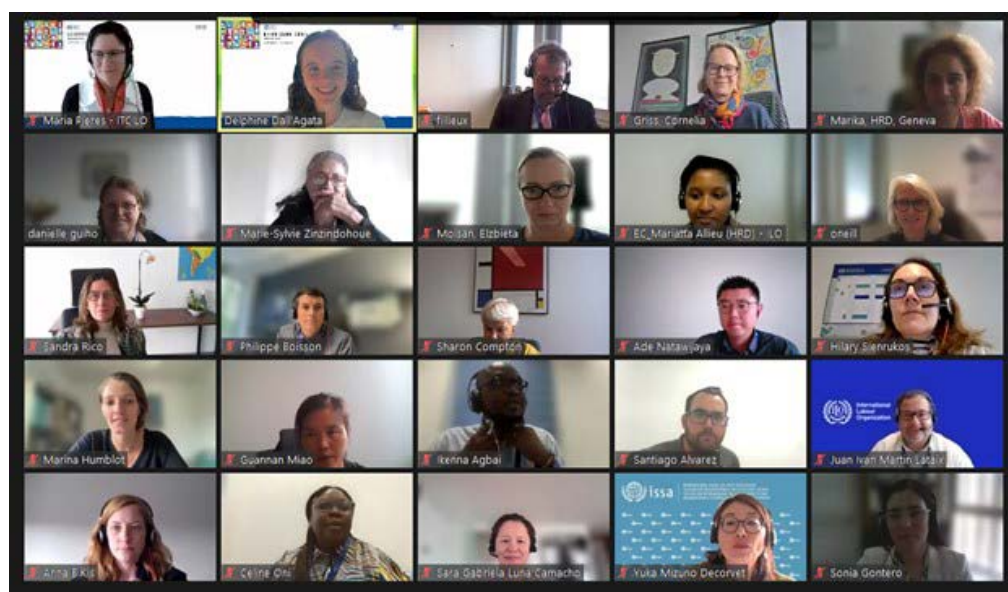
¹ Unique to each of the training modalities

ILO STAFF TRAINED BY THE CENTRE (2014-24)



Source: MAP.

ILO Orientation Journey



Historically, the ILO Orientation Journey aims to facilitate an understanding of the ILO's culture and values; clarify the ILO's objectives and working relationships; and foster a sense of belonging among new staff. The programme is organized in close collaboration with the Human Resources Department, while the ITCILO fully facilitates the design and delivery. In an effort to be more inclusive, the 2024 ILO Orientation Journey took a different shape as it was opened up to nearly all the eligible new colleagues who joined the organization since January 2023, irrespective of their source of funding and location. This **new approach placed inclusion at the center**, ensuring that all new ILO staff start their careers with the same high level of knowledge of their organization.

The revamped ILO Orientation Journey consisted of a twice-a-year two-week onboarding online phase covering the foundations of the organization, and then five one-week regional online phases tailored to the priorities and objectives of each region. The two onboarding phases covered topics such as the ILO Vision and Mission, ILO Governance, and International Labour Standards. The five regional phases focused on areas such as the Regional Vision, Priorities, and Structure; Working with the Bureaux: ACT/EMP and ACTRAV; and Gender Equality, Diversity, and Inclusion.

The online webinars featured **interactive discussions with key ILO experts and dynamic breakout room activities** leveraging technology-enhanced learning solutions like virtual whiteboards and live polling. To facilitate more spontaneous offline interactions between participants, the ITCILO also developed a peer-to-peer experience taking participants through a virtual tour of the ILO headquarters in Geneva to enhance personal and professional connections through bite-sized, video-based content to maximize engagement and interaction.

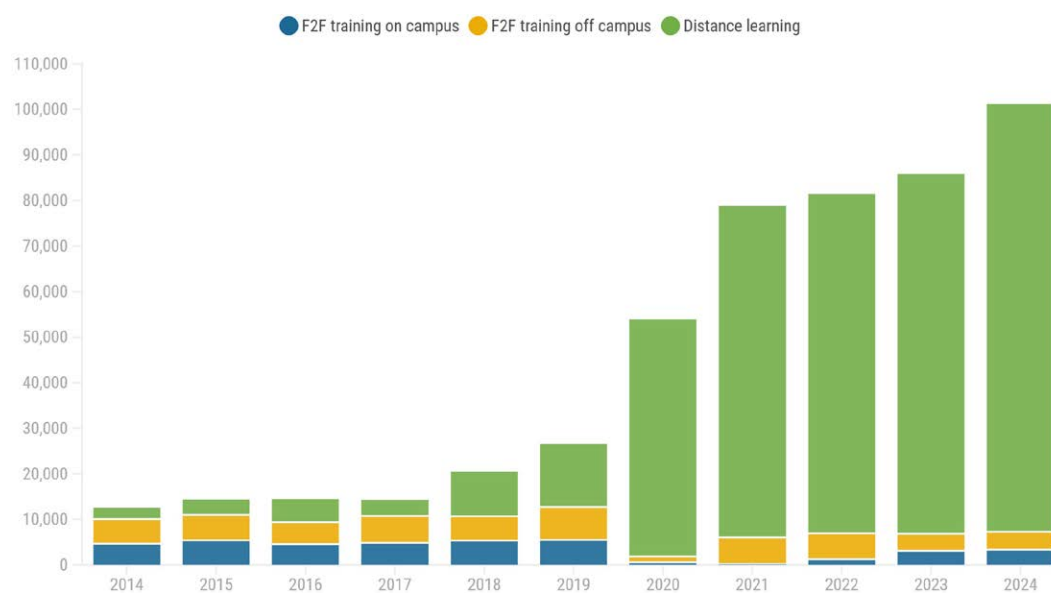
In the space of 2 years, the ILO Orientation Journey reached a **total of 298 new ILO staff through a series of 46 online webinars**, which led to participants rating the overall quality of the programme at about 4.10/5. Some of the key feedback from participants highlighted: "Training was wonderful and I really appreciate all the experts and organisers involved to make this happen for us!" and specifically on the regional component: "Good that cross-regional thematic sessions were proposed to encourage learning and context sharing between regions."

5. INDIVIDUAL CAPACITY DEVELOPMENT SERVICES

OUTREACH

In 2024, **the number of learners reached by the Centre with its individual capacity development services further increased.** Compared to 2023, the total number of enrolments went up by more than 18%, from 85,842 to 101,201 enrolments in the Centre's training activities. This increase was largely explained by the continued growth in number of online learners while the number of face-to-face trainees both in campus-based activities and field-based activities stabilized in line with P&B targets at 2023 levels (about 61% and 55% respectively of the numbers recorded in 2019 before the pandemic hit). 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 universe of online learners on the back of a suite of new online learning services.

ENROLMENTS IN TRAINING ACTIVITIES (2014-24)



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

Safeguarding against child labour in KSA Training of trainers for frontliners in Riyadh from 8 to 12 December 2024

In response to the needs identified by the Ministry of Human Resources and Social Development in Saudi Arabia, and within the framework of its partnership with the International Labour Organization, a tailored training program was designed and conducted in Riyadh from 8 to 12 December 2024. This initiative aimed to strengthen the capabilities of frontline officers from various governmental institutions in understanding the root causes of child labour and in implementing effective strategies for its prevention and elimination.

Using ITCILO's interactive, learner-centered training methodology, the program was delivered in Arabic to ensure full engagement and respect for local cultural sensitivities. It provided comprehensive insights into Saudi Arabia's National Child Labour Policy, aligning national efforts with international labour standards and global initiatives to eradicate child labour. Practical group work, case studies, and interactive sessions enabled participants to apply their knowledge to real-world scenarios.

This activity represents a significant contribution to Saudi Arabia's Vision 2030 and its partnership with the ILO, strengthening institutional capacities in a sustainable, context-sensitive way. The evaluation of the training indicated a positive impact, recognizing ITCILO's expertise in designing participatory and locally tailored training programs. A subsequent training phase will follow, focusing on empowering participants with soft skills necessary for effective knowledge transfer and advocacy against child labour.

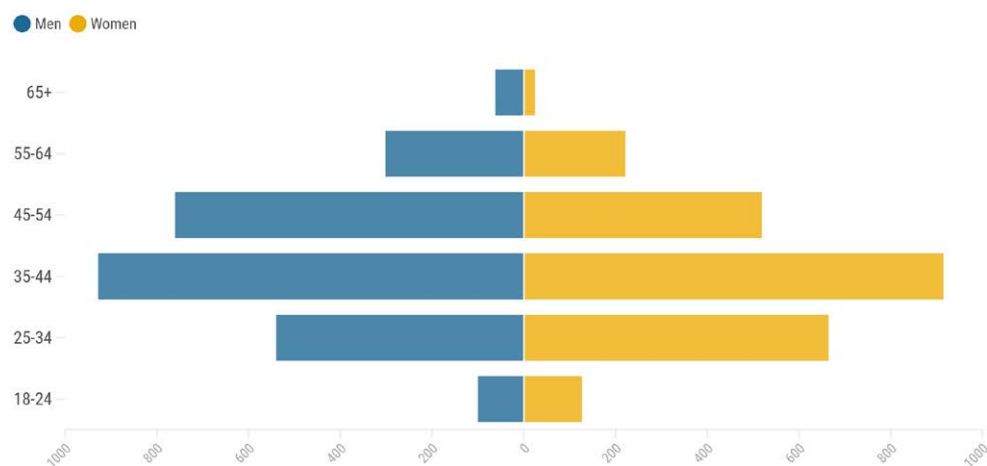


The Centre reached out to learners from across the globe in a digitally inclusive offering.

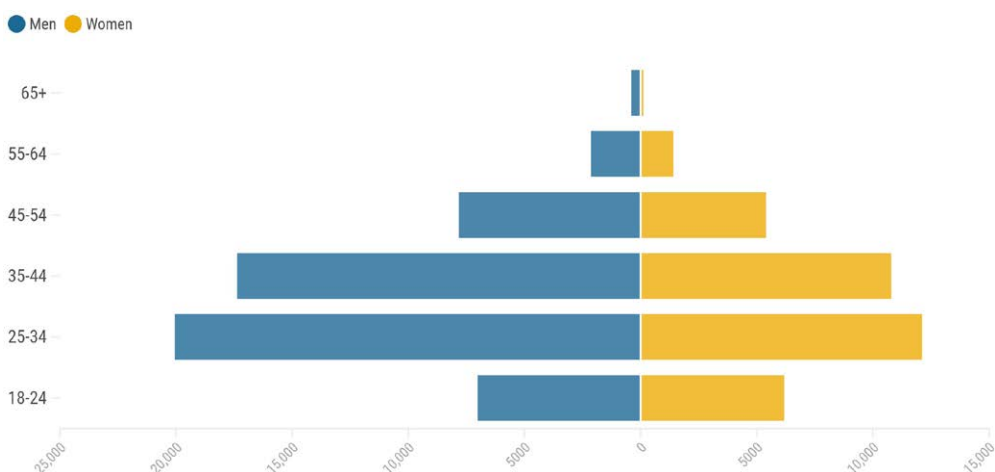
All Centre's self-guided distance learning courses were made accessible free of charge, 24/7 and in more than 40 languages. All eCampus offerings of the Centre were vetted for digital inclusion prior to market introduction and the IT system underpinning the learning management system is ISO certified for digital security and data privacy. 40% of all online learners and 47% of all face-to-face training participants were women. The participant data also shows that online 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 mid-career professionals in more senior positions. The Centre continued in 2024 to push for gender balance in online learning activities through targeted interventions like the women in digital business project. The Centre also once again ran several social media outreach campaigns geared explicitly to women.

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

FACE-TO-FACE TRAINING COURSES

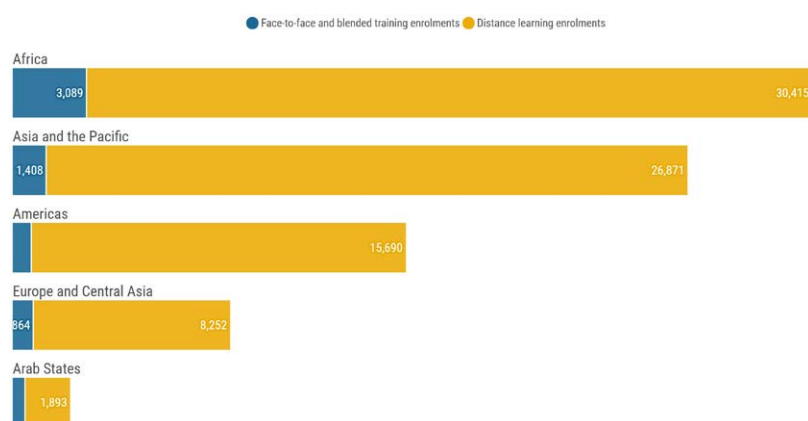


ONLINE LEARNING ACTIVITIES



Source: eCampus and MAP.

THE UNIVERSE OF LEARNERS BY REGION (2024)



Source: MAP, eCampus, Solicomm.

The quest for universal social protection: A global network of practitioners in the making

The International Training Centre of the ILO (ITC-IL) offers two structured, multi-year Diploma programmes in the field of social protection, aimed at building the competencies of professionals worldwide. These Diploma tracks—the **Diploma for Social Protection Analysts** and the **Diploma for Social Protection Managers**—provide a flexible and modular learning pathway that allows participants to tailor their learning journey to their professional needs and contexts.

Participants can select from a diverse portfolio of online, residential, and blended training courses that are eligible within each track. To be awarded a Diploma, candidates are required to complete **three Certificates of Achievement** within the Analysts' track, or **four Certificates of Achievement** within the Managers' track, within a maximum timeframe of **five years**. Upon completion of the required coursework, participants undertake a **Capstone Project**, which enables them to apply the knowledge and skills acquired throughout the programme to a real-world social protection challenge in a setting of their choice.

Since the launch of the first Diploma in 2020, the initiative has grown steadily, reflecting the global demand for high-quality professional development in social protection. As of 2024, **51 professionals from 39 countries** across diverse regions have successfully earned one or both Diplomas. This demonstrates the programme's wide geographical reach and its role in strengthening institutional capacity across a range of governmental stakeholders and social partners.

As of the end of April 2024, the programme marked significant participation milestones, with at least one eligible course completed by 1,151 participants in the **Analysts'** track and 2,002 participants in the **Managers'** track. These results highlight the growing impact of the Diploma tracks in strengthening the skills of social protection professionals and supporting more inclusive systems.

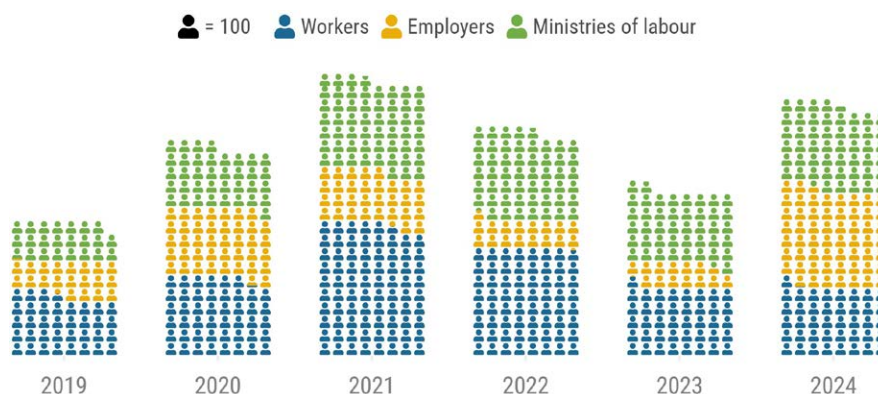
Strategically, the Diploma framework anchors the programme within a robust credential structure that enhances planning, fosters long-term institutional partnerships, and clarifies learning pathways. By embedding training within a recognized qualification, it also increases value for learners and aligns with national and global capacity-building goals.

MAP OF SOCIAL PROTECTION DIPLOMAS ALUMNI SINCE 2020

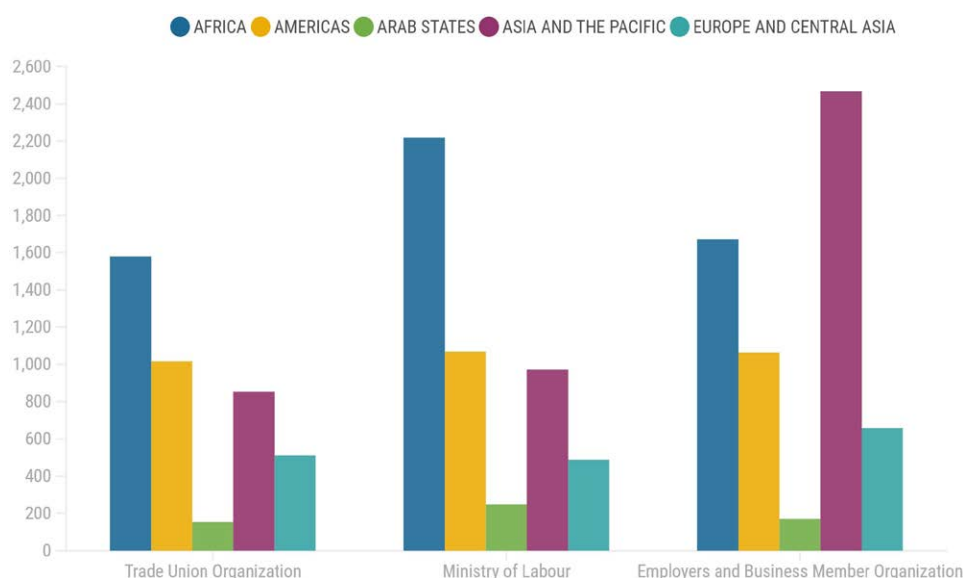


As in previous years, project cycle management, Occupational Safety and Health topics, International Labour Standards and sustainable business practices ranked among the most popular themes for self-learning activities. The newly introduced Master Classes on AI enjoyed strong interest. Sustainable procurement practices in line with international best practice in environmental, social and governance standards was another topic of strong interest, supported by technical cooperation projects implemented by the Centre with financial support from International Finance Institutions like the International Fund for Agricultural Development and the Asian Development Bank.

TRAINING OUTREACH AMONG THE CORE ILO CONSTITUENCY (2019-24)



PARTICIPANTS FROM THE ILO CORE CONSTITUENCY BY REGION (2024)



Source: MAP, eCampus; indirect employers enrolments on external platforms are not included due to a lack of regional data.

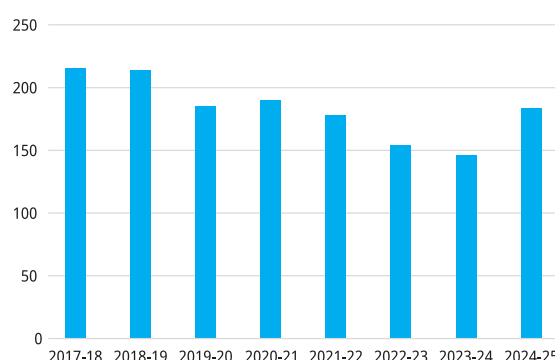
The Turin School of Development (TSD), a joint venture between the Centre and universities to provide people in the world of work with access to tertiary degrees on Social Justice topics, also **expanded its Master student universe in the 2024/25 academic year from 154 to 186 learners** (up 17 per cent). 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 both theoretically grounded and practically orientated. This approach ensures that participants are not only exposed to the latest thinking and research in their fields but are also equipped with the practical skills and knowledge needed to apply this knowledge in real-world situations. In the 2024-25 academic edition, the TSD offered eight master programmes.

At the end of 2023, the TSD underwent a management transition, triggered by the retirement of the former Director of TSD. The transition provided an opportunity to review the school's operations and to gear them for growth in the 2024-25 biennium. The TSD secretariat was transferred in January 2024 to the Office of the Director of Training, the governance costs

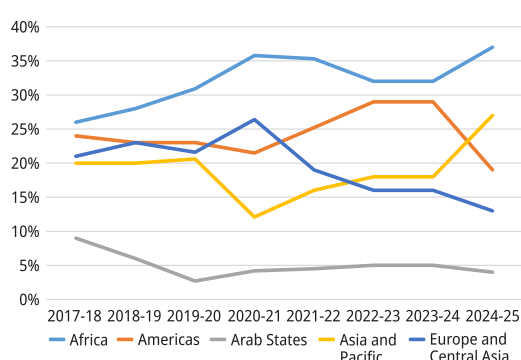
trimmed, and savings channelled into fellowships, and the marketing mix refined with redoubled emphasis on digital promotion channels. The Centre also commissioned an external evaluation of the Master programmes to better understand how to further develop the service offering. The measures resulted in a sharp increase in enrolments by 20% in the 2024-25 academic edition, with stronger representation of women (54%) and a stronger representation of students from the Global South.

TSD STATISTICS (2017-24)

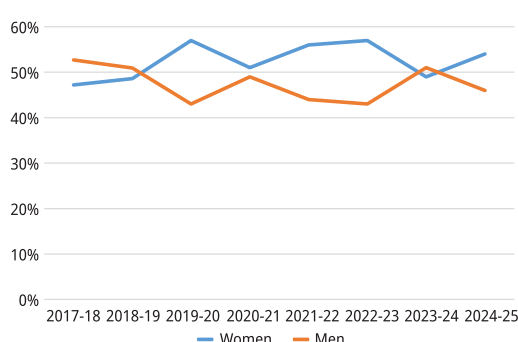
NO OF ENROLMENTS IN TSD MASTER PROGRAMMES (2017-2025)



REGION OF ORIGIN OF MASTER STUDENTS (2017-25)



GENDER DISTRIBUTION OF MASTER STUDENTS (2017-25)



Source: TSD.

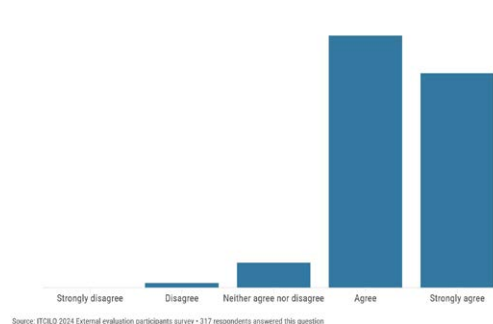
OUTCOMES

The Centre's learning services 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** in 2024 (4.57), standing at 4.56 for online learning and 4.57 for face-to-face training on a scale from 1-5 where 5 denotes service excellence. The knowledge acquisition tests administered at the end of each activity submit proof **of demonstrated increased knowledge by 85% of all participants**.

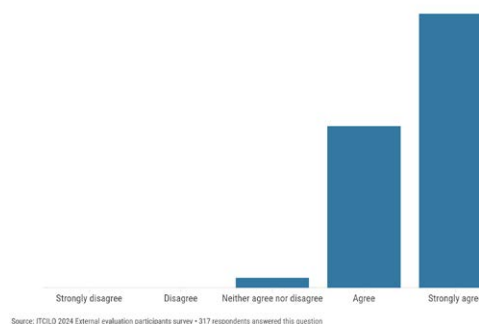
Furthermore, the **annual external evaluation of the Centre's learning activities** covering the portfolio of the Workers' Activities Programme showed that in 2024 more **than 9 out of 10 former participants can apply the newly acquired knowledge in their work setting** and 53% of them provided concrete examples of knowledge application.

EFFECTIVENESS IN NUMBERS (2024 EVALUATION)

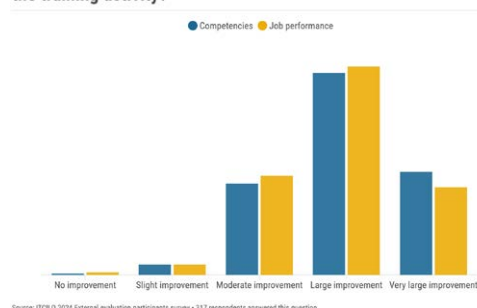
The course provided many examples that translated theory into practice



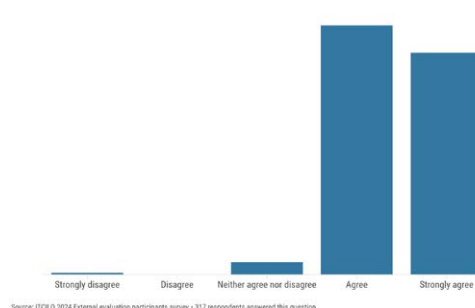
The course contributed to my motivation for further development of my competences in the field



To what extent did your competencies and on-the-job performance improve as a result of your participation in the training activity?



I can apply the knowledge created in this course to my work setting or other non-course related activities



Positive change reported by a participant from the Glass Worker Union, in Kenya

Background

Apeles Olwalo is a professional working with the Glass Workers Union, based in Nairobi, Kenya. She attended the training activities “Global Workers Academy on Health and Safety at Work as a Fundamental Right: Implications for Trade Union Policies and Strategies” (Fully online and flexible distance learning course). The course she attended was centred around enhancing the knowledge and skills necessary for effective risk management and accident prevention in the workplace. One of the key takeaways from this training was the ability to review accident reports to determine the causes and likelihood of personal injuries. This skill in risk management assessment has been crucial for her role in the union.

Results Achieved

Apeles has successfully applied the knowledge and skills she acquired from the training in several concrete ways within her professional context.

- One of her significant contributions has been in the review and improvement of Collective Bargaining Agreements (CBAs). With her enhanced understanding of occupational health and safety, she has been able to advocate for the inclusion of clauses that address the needs of young workers and women in the work-place. This inclusion ensures that these groups are adequately represented, and their issues addressed during negotiations. For instance, Apeles has actively participated in CBA negotiations, ensuring that young people are involved in the assessment processes at the workplace level.
- A specific example of her impact is seen in her work with Saifee limited company in Kenya. Apeles was part of a team that successfully negotiated a CBA at the company level, which, despite some initial resistance, was signed early in 2024. This CBA included provisions for young workers to be part of occupational health and safety assessments, marking a significant achievement in her advocacy efforts.
- Moreover, Apeles developed a reporting matrix to streamline the accident reporting process among young workers in the glass sector. This matrix helps in keeping track of incidents and ensures that the union can take timely action. She has also been involved in training young workers on how to use this matrix effectively, ensuring that they understand the reporting procedures and can communicate issues promptly.

- The union now has better data on workplace injuries, which provides a roadmap for further improvements. This data-driven approach allows them to identify areas for improvement and track progress over time.
- Finally, Apeles developed an OHS manual, which will be distributed to union workers.

Enhancing factors:

- A key enhancing factor is the inclusion of young workers and their issues in the CBAs, which has been instrumental in ensuring their voices are heard and their needs addressed.
- The willingness of companies to collaborate with the union on occupational health and safety matters has also played a significant role.

Hindering factors:

- One major obstacle is the lack of interest among some young workers in being part of the negotiation team, likely due to the demands and complexities involved in CBA negotiations.
- Additionally, while policies have been reviewed and improved, the implementation of these policies remains a challenge. Ensuring that the revised policies are effectively put into practice requires continuous effort and collaboration between the union and the companies.

Quoted from the 2024 external evaluation of the Centre's training activities, p.65. <https://www.itcilo.org/external-evaluation-2024-report-brief>.

The TSD Master Programmes on their part were found to have in many cases accelerated **the careers of graduates and ultimately to have enhanced their capacity to promote decent work for All**. In 2024, the Centre commissioned a tracer study to evaluate the effectiveness of the TSD Master Programmes, and more specifically to

- Evaluate employment status and career progression of alumni.
- Assess alumni satisfaction with the programme content, delivery, and overall experience.
- Identify key skills and competencies acquired through the programmes.
- Gather feedback for continuous improvement of the programmes.

The study utilized a mixed-method approach, including quantitative surveys and qualitative interviews with alumni and current students. The data collection focused on employment outcomes, skill application, satisfaction levels, and specific feedback on the curriculum and programme delivery.

The study produced the following key findings:

- **Alumni Employment and Career Advancement:** The majority of TSD alumni have successfully secured employment in their respective fields, with many reporting significant career advancements. The Master programmes have been instrumental in enhancing their professional skills and competencies.
- **Satisfaction Levels:** Alumni expressed high levels of satisfaction with the Master programmes. They valued the comprehensive curriculum, the quality of instruction, and the practical applications of their studies. However, there were suggestions for improvement in areas such as workload management and the inclusion of more diverse case studies.
- **Skills and Competencies:** Alumni highlighted the acquisition of critical skills, including analytical thinking, policy analysis, and project management. These skills have been directly applicable to their current roles, contributing to their professional growth and effectiveness.
- **Curriculum and Delivery:** Feedback indicates a need for better preliminary information regarding workload and expectations, more control on attendance to ensure group cohesion, and a call for diversifying the contexts of lectures and case studies to include

regions outside the EU and the US. There is also a suggestion to make the face-to-face phase of the programmes longer.

- **Communication and Networking:** Opportunities for both formal and informal communication among participants of different Master programmes have been identified as beneficial. Alumni appreciated the networking opportunities provided during their studies and recommended expanding these interactions.
- **Innovative Teaching Methods:** There is a recommendation to explore teaching and knowledge assessment methods beyond the traditional approach, including the introduction of artificial intelligence where relevant. This would enhance the learning experience and better prepare students for the evolving demands of their professions.

The findings of the evaluation were fed back into the design of the 2024-25 academic edition, by putting stronger emphasis on upfront communication with students, by better spreading workload, by putting stronger emphasis on diversity in the learning faculty and by speeding up the process of grading the master thesis and releasing the final degree.

Positive change reported by a graduate from the Master Programme in Industrial and Employment Relations

Aslim Singh, hailing from Guyana, participated in the Master in Industrial and Employment Relations during the 2022-2023 edition.

Aslim works in a Workers' Organization in Guyana, where his education from the Master Programme has been significantly beneficial. The programme's focus on representing Workers, advancing collective bargaining, and promoting freedom of association has directly influenced his daily responsibilities. Furthermore, the programme's emphasis on the International Labour Organization (ILO) and its efforts to advance labour relations and social dialogue globally has provided Aslim with a broader perspective on how industrial relations integrate with global labour issues.

The most valuable knowledge Aslim gained from the programme revolves around the concept of social dialogue, which was the focus of his thesis. Prior to the Master, he recognized its potential but did not fully grasp its depth and practical applications. The programme enhanced his understanding, particularly in implementing social dialogue within the context of Guyana's challenges.

The programme prepared Aslim for contemporary challenges in the world of work, such as platform work and new forms of employment. Although these issues are not yet as prevalent in Guyana, the programme provided him with the foresight to anticipate and plan for their emergence. This preparation includes developing appropriate public policy responses and avoiding pitfalls observed in other countries, ensuring equitable treatment for all workers.

While the programme was comprehensive, there were areas where improvements could be made. Aslim noted that the economics component of the labour relations course was challenging for some colleagues without a background in economics. Although he managed due to his background in economics, he found the legal elements more difficult, having never taken a law course before. He suggested that providing summarized preparatory materials could help students better comprehend these concepts before classes begin.

Aslim has successfully applied theories and concepts from the programme in his professional practice. An example includes his recent discussions with ILO colleagues about minimum wages. Utilizing the ILO's minimum wage convention, they addressed minimum wage challenges in Guyana, demonstrating the practical application of International Labour Standards learned during the programme.

Quoted from the 2024 Tracer Study to evaluate the effectiveness of the ITCILO Master Programmes, p.75.

6. INSTITUTIONAL CAPACITY DEVELOPMENT SERVICES

OUTREACH

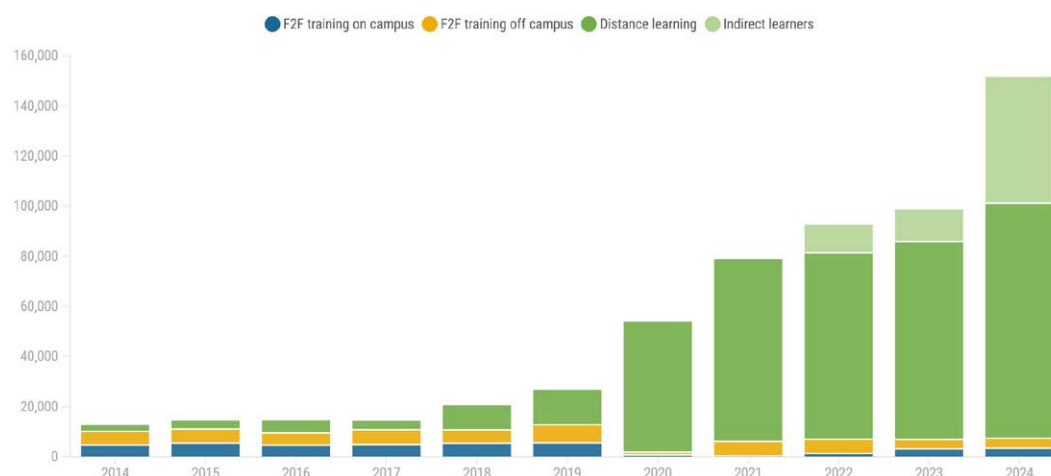
The Centre's services to strengthen the institutional capacity of its partners continued **expanding on the back of strong demand for digital-learning and collaboration solution**. The focus of these institutional capacity development services was on **(1) product development support** and **(2) strategy consultancies**. In 2024, the Centre delivered 78 strategy consultancies and 97 assignments linked to learning product development (175 activities), a decrease of 11% from 2023 (196 activities) in terms of number of activities and 9.6% in terms of overall contribution to fixed costs.

The main focus of the **(1) product development support** activities of the Centre in 2024 was on the **development of 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, the 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. Since 2024, outreach through these services is tracked and reported as indirect training beneficiaries.

In 2024, the Centre registered almost 60,000 enrolments **on learning platforms developed and maintained on behalf of its institutional intermediaries**, more than 350% augment from 2023 where 12,818 enrolments had been registered. The steep growth was mainly due to the enrolment of learners on e-OSH platforms curated by the Centre on behalf of EBMOs, and the enrolment of women entrepreneurs and on the global online learning platform curated by Centre as part of the Women in Digital Business project funded by the Microsoft Foundation. Since 2022, and on request first by the Employers' Group the Centre reports these participants as *indirect beneficiaries* reached via institutional intermediaries, as a key performance indicator of its capacity to leverage outreach via local partners with the help of digital technology.

INDIRECT BENEFICIARIES OF THE CENTRE'S PRODUCT DEVELOPMENT SUPPORT ACTIVITIES (2022-24)



Source: Management of Activities and Participants (MAP), eCampus, Solicomm, external e-learning platforms curated by the Centre.

As regard **(2) strategy consultancies**, the Centre delivered strategy advisory services 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 both 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.

For example, 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, supported the Regional Office for Asia and the Pacific to apply the Outcome Harvesting method to better capture qualitative data on the longer-term effects of ILO interventions under the Decent Work Country Programmes and conducted an institutional capacity assessment of the Department of Social Welfare and Development Academy in the Philippines. The Centre also 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.

A strategic collaboration for better active labour market policies through Institutional capacity development: ITCILO and Sviluppo Lavoro Italia

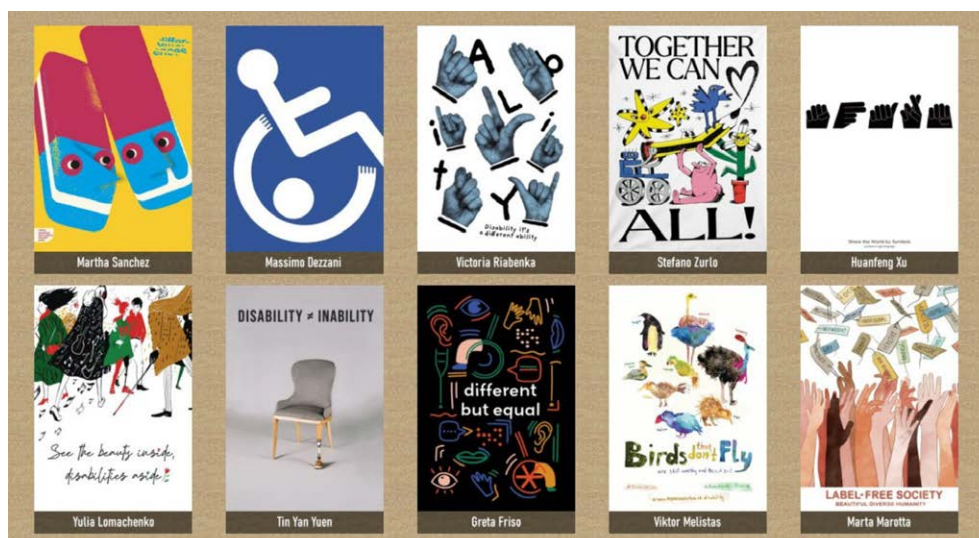
In 2024, ITCILO and Sviluppo Lavoro Italia concluded the mobilization phase of an ambitious capacity-building initiative aimed at strengthening Italy's active labour market system. The project stems from the high-level agreement signed between the Ministry of Labour and Social Policies and ITCILO during the 60th anniversary celebrations of the Centre in October 2024. Built through a co-construction and participatory approach, the collaboration - marking a strategic investment in institutional development - was planned during a design thinking workshop held in November 2024, engaging key actors from ITCILO, Sviluppo Lavoro Italia and the Ministry of Labour and Social Policies. This joint effort led to the co-creation of a comprehensive intervention targeting capacity development across individual, organizational, and system levels.

The project will support the institutional launch and operationalization of the Scuola Nazionale per le Politiche Attive del Lavoro, with ITCILO acting as strategic partner in areas ranging from organizational design to training of trainers on innovation in training delivery and on soft skills in Public Employment Services. Framing a long-term collaboration, the initiative embodies ITCILO's triple-helix approach, promoting sustainable, systemic change in the Italian labour market ecosystem, involving ODPS, EPAP and LIP programmes with their respective technical expertise, with the coordination support of the CATALYST initiative.



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 an advisory service on innovative solutions to promote inclusion of people with disabilities into the world of work was the *Poster Hero Competition* curated by ITCILO in September 2024 in the UN Headquarters, on occasion of the Summit of the Future. The exhibition was again displayed during the ILO Governing Body session in November 2024.

A picture speaks (more than) a thousand words



Visual storytelling can bring social justice principles into sharper focus, inviting fresh perspectives on familiar narratives. Leveraging the power of imagery, the Centre is using art to amplify the conversation around social justice. Since joining forces four years ago, the Centre and Posterheroes have created a global platform dedicated to raising awareness and promoting change on today's most pressing social issues.

Posterheroes, an international competition, that every year merges visual art with social commentary, inviting designers, illustrators, and creatives—both professionals and students—to reflect on social and environmental issues. Each year, participants craft impactful posters (70x100 cm) that communicate their vision and ideas. The top 40 designs are showcased in exhibitions and integrated into publications, workshops, and capacity-building field events, moving beyond traditional displays and reaching diverse audiences. The Centre plays a key role in shaping the thematic briefs that define the competition every year, ensuring it stays at the forefront of global social justice initiatives.

The 12th edition of Posterheroes, titled “Beautifully Diverse – redefining disability,” marked an important milestone for the initiative. It has transcended its creative roots to reach international leaders and policymakers directly. In September, the exhibition travelled to the United Nations Headquarters in New York for the **Summit of the Future** and in October reached the International Labour Organization Headquarters in Geneva. There, it captivated the **ILO Governing Body** during its 352nd Session, underscoring the growing influence of art as a catalyst for social change.

The “Beautifully Diverse” brief prompted artists and audiences to reimagine the concept of normality, celebrating diversity as a cornerstone of resilience and progress. Centered on disability, the exhibition highlighted the inherent value, dignity, and unique contributions of every individual. It served as a call to action for building **inclusive communities and workplaces** that respect and empower people with disabilities. This vision aligns with the [UN Disability Inclusion Strategy](#) and the ILO's mission to advance social justice.

Access the full story and all posters here: <https://www.itcilo.org/stories/picture-speaks-thousand-words>.

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 produced (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 a contribution of the organization 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 was on the proof of inputs, outputs and sometimes outtakes of a given assignment; in turn, 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 not willing to contribute to evaluations scheduled one year *after* conclusion of the contract. Impact evaluations were considered out of scope, due to 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 pandemic, Board members called on the Centre to address this output centred focus of the quality assurance system. In 2021, the Centre commissioned an external review of its related quality assurance processes, developed a quality assurance toolbox for use by Technical Programmes and starting from 2022 carried out internal evaluations of selected assignments. Starting from 2025, annual external evaluations of samples of these consultancy assignments will be performed with centralized budget.

A notable **example of the outcomes and impact of the Centre's product development support services** is the provision of **Customer Relationship Management (CRM) software** solutions to Employer and Business Membership Organizations (EBMOs). Delivered through the Employers' Activities Programme since 2013, this service addresses a high-priority ACTEMP objective: supporting the growth of EBMO membership.

The ILO 2024–25 P&B (Output 2.1), mandates the strengthening of EBMOs' institutional capacity to become strong, independent, and representative. Supporting EBMOs in developing effective membership strategies is key to this goal. As such, the Centre's CRM service enables the assessment of lasting positive change through objectively verifiable performance indicators.

Since its inception in 2013, the Centre has supported 55 EBMOs across five continents with CRM installations (output). Of these, 35 were still actively using the CRM in 2024 (out-take)—a fact confirmed through the Centre's ongoing platform curation, offered against a service fee. Demand for CRM installations continues to be strong, largely driven by word-of-mouth among EBMOs, attesting to the service's perceived value. Importantly, the move to cloud-based platforms further supported growth by decreasing the yearly hosting costs by approximately 60%. In 2024 alone, five new CRM systems were installed. Some advanced EBMOs have further customized the ITCILO CRM.

A standout example is the **Employers' Federation of Ceylon (EFC)**. Building upon the ITCILO CRM, EFC developed a custom system that allows its management to attribute monetary value to its services and better understand their impact on member organizations. In 2024, top CRM users included employers' organizations from Uganda, Cambodia, Belize, Lebanon, Tanzania, Kenya, and Congo Brazzaville, where multiple staff members accessed the CRM daily. CRM deployment is often paired with training on membership policies and strategic advisory services. This integrated approach has proven transformative for many organizations.

Lasting positive change reported by EMOs

While establishing a direct causal link between CRM use and membership growth is complex—owing to factors such as economic conditions and the broader service offering—organizations like the Belize Chamber of Commerce and the employers' bodies in Uganda, Cambodia, and Tanzania have shown steady progress. Improved member data management through the CRM has contributed to this trend.

A snapshot survey conducted for this implementation report revealed several recurring benefits among users:

- **Member Profiling and Segmentation:** Improved ability to tailor services, identify growth opportunities, and enhance engagement.
- **Retention Improvement:** Early identification of potentially inactive members and implementation of proactive retention strategies.
- **Expanded Contact Channels:** Reduced over-reliance on a single point of contact within member companies.
- **Financial Oversight:** Enhanced monitoring of membership dues and financial performance.
- **Internal Communication:** Streamlined information sharing among EMOs secretariat members.
- **Reporting:** More accurate and actionable reporting for senior management and board members.

Case in point is the Uganda Employers (FUE). Since 2021, the Federation of Uganda Employers (FUE) has been utilizing the CRM database. With the support of ITCILO, FUE introduced membership related key performance indicators (KPIs) to monitor not only membership recruitment and retention, but also service utilization, member satisfaction, and the overall added value of its offerings.

Retention efforts have been highly successful, aiming to sustain nearly 100% of existing members. Reinstatement initiatives are focused on recovering 10–15% of lapsed members. In 2024, the recruitment rate reached 10% of paying members—an encouraging result. Additionally, 30% of members actively utilized FUE's services. Across all these KPIs, FUE has demonstrated significantly improved performance compared to the pre-CRM period, during which the organization faced serious financial challenges and difficulties in maintaining its membership base. A pivotal element of this transformation has been the implementation of the membership strategy including a new accounts manager system, integrated with the CRM. Enhanced focus on member engagement—enabled by data-driven decision-making and improved data management—has also played a crucial role in this success.

Moreover, insights derived from the CRM prompted a strategic shift in FUE's fee structure, introducing a dual-membership model, which has largely contributed to the improved financial performance:

- **High-End Membership:** Targeting influential companies and CEOs.
- **Broad Membership Base:** Offering a “light” membership option with affordable pricing, access to online services, a 24/7 chatbot, HR document templates, and virtual training resources.

To further capitalize on the CRM's capabilities, FUE plans to hire a full-time IT expert in 2025 to maximize the CRM's potential and supporting the organization's digital transformation efforts.

An example for the outcomes and impact of the Centre's strategy advisory services, is the consultancy assignment for the Decent Work Support Team for Eastern Europe and Central Asia, that comprised of the co-creation of a digital capacity improvement plan for the office.

A digital capacity improvement plan for the DWST for Eastern Europe and Central Asia

ILO offices as much ILO constituents are challenged by rapid technological progress and need to find ways to accelerate uptake of digital solutions in their daily work. Digital capacity improvement plans can serve as roadmaps to steer a series of staff development activities that make the concerned office 'fit for purpose' in harnessing digital technology for accelerated outreach and impact of its services.

The elaboration of a digital capacity improvement plan for an office usually entails a kick-off event with the team to jointly envision a better future for the team, followed up with an online needs assessment and leading to the co-creation (and later implementation) of the plan.

In the case of the Decent Work Support Team for Eastern Europe and Central Asia that championed the digital capacity improvement drive in the European region, the initial touchpoint was a 1.5 days future foresight exercise delivered as part of a team retreat in November 2023 which was followed by an online needs assessment in January 2024 and the consecutive co-creation of the plan on a HOWSPACE online collaboration platform.

The plan was signed off in June 2024 and implementation got underway in October 2024 with a staff development activity on AI productivity tools and data visualization applications in Budapest. Activities continued in the first Quarter 2025 with the selection and training of an innovation scout, a staff training activity in Kazakhstan in March 2025 and the elaboration of several innovation projects to introduce AI productivity tools for knowledge workers. One of these innovation projects has since been approved. The innovation leadership of the Decent Work Support Team has been explicitly acknowledged by the Regional Director for Europe and Central Asia and sparked demand from field offices in other regions to emulate the good practice. By mid 2025, a preliminary assessment of the strengthened institutional capacity of the Decent Work Support Team as a result of the treatment (outcome) was pending.



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 2024, the Centre facilitated 68 events including retreats, conferences, policy forum, dialogue events and other knowledge sharing meetings, down 7% from 2023 (73 events) in terms of number of activities. The Centre delivered 50 media, communication and advocacy activities during the reporting period, one activity less than in 2023.

The Centre has a long history of **(1) facilitating meetings in face-to-face modality**, including the moderation of conferences, retreats, and dialogue events. After the outbreak of the COVID-19 pandemic in March 2020, the Centre shifted focus towards online events, 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 event facilitation services delivered face-to-face on campus or in the field surged once again after the end of the pandemic while demand for online events continued running strong. Meetings in virtual reality have captured a niche and once again experience growing interest in the face of mission budget cuts.

Taken together, **in 2024 these events attracted 5,045 participants**, 15% more than in 2023 (4,370 people).

The Global Skills Fair on Quality Apprenticeships

In February 2024, the International Training Centre of the ILO (ITCILO) led an 11-partner group - including the ILO, international social partners (IOE and ITUC) and various UN and development cooperation agencies - in the organization of the Skills Fair on Quality Apprenticeships, showcasing its unparalleled capacity to deliver large-scale, tripartite events deeply rooted in the ILO mandate. Bringing together over 230 participants on campus and more than 650 participants online from across the globe, the event became a vibrant arena for dialogue among governments, employers' and workers' organizations. The Fair emphasized the critical role of apprenticeships in promoting inclusive, rights-based workforce development, firmly anchored in International Labour Standards (ILS).

A key highlight was the dynamic hybrid exhibition space, where 29 major institutional partners – spanning UN agencies, national ministries, social partners, and training providers – showcased policy innovations, cutting-edge programmes, and inspiring practices from around the world, simultaneously to face-to-face and online participants. By weaving together high-level discussions, technical workshops, and live showcases, the Skills Fair demonstrated how ITCILO leverages its operational excellence, partnership-building capacities and convening capacity-building power to foster transformational, future-ready skills ecosystems.



In 2024, the emphasis of the **(2) work of the Centre's communication team** was on **media development** activities like website development and product branding for ILO entities and other UN agencies, and the design and delivery of the **communication campaign** linked to the 60th anniversary of the Centre. A global communication and advocacy campaign scheduled for delivery in 2024 under commission from the ILO Zero Vision Fund had to be rescheduled to 2025 on request by the client.

Brand support for the ILO MOZTRABALHA project

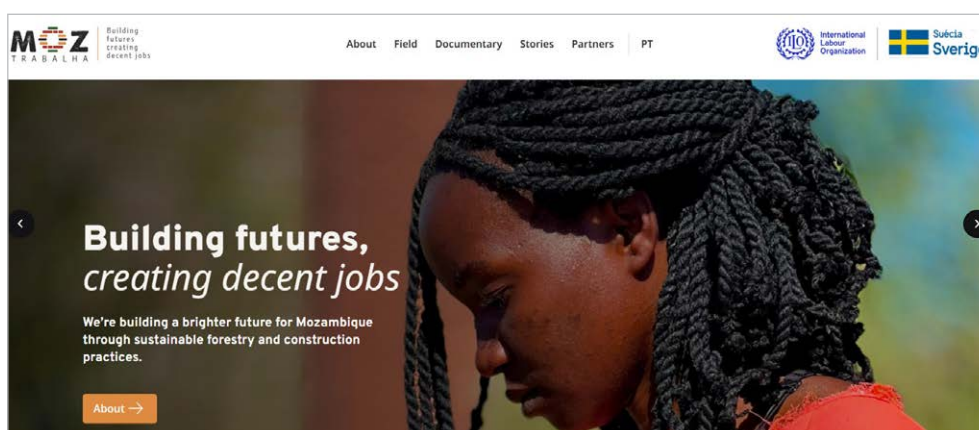
In 2024, the Centre's Communication and Advocacy team built a dynamic, multilingual **communication ecosystem to amplify MozTrabalha's outreach and impact**. From a bold visual identity to compelling slogans and targeted messaging, we delivered a seamless strategy spanning web, social media, print, and on-the-ground events.

The designed and launched a fully responsive, mobile-optimized [website in English and Portuguese](#), which became a central hub for information, resources, and human-centred stories. Our creative output ranged from **brochures to branded bus stops**, ensuring visibility in both digital and physical spaces.

Through [powerful audiovisual storytelling](#), the team sought to bring **human-centred narratives** to life, showcasing the transformative impact of MozTrabalha across communities. The communications team led the full editorial cycle—from field coordination and interviews to scripting, filming, editing, and multilingual subtitling—producing a growing library of short films that amplify the voices of Mozambican **workers, entrepreneurs, and change-makers**. These stories, featured on the MozTrabalha website and shared across social channels, provide an authentic lens into the project's impact while reinforcing the ILO's message of decent work and sustainable development.

On social media, a **tailored content package for the ILO Africa channels**, driving engagement around country-level achievements and key project themes was delivered. Through **audiovisual storytelling**, Mozambican voices were brought to the forefront, while **branding the new ILO Mozambique office** ensures a strong, cohesive public presence.

With the Centre's communication support, MozTrabalha has grown into a vibrant platform that **elevates local perspectives and strengthens Mozambique's visibility** on national and global stages.



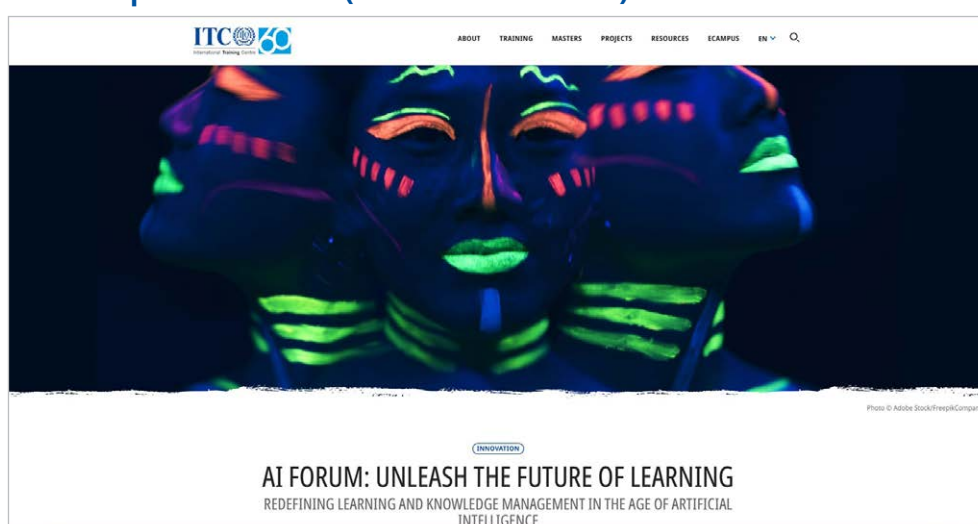
OUTCOMES

The result chain underpinning the Centre's system-level capacity development services assumes that a campaign, a 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 action indicative of behaviour change/performance improvement (out-take) that contributes to a desired shift in system-level values and perceptions (outcomes). Eventually, 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. Since 2023, and subject to the approval by the client, the Centre runs **at least one evaluation of its communication and advocacy campaigns per year**. In 2023, the evaluation covered the Coffee Campaign run under commission from the ILO Vision Zero Fund (further described in the 2023 implementation report, digital brief accessible here: <https://www.itcilo.org/coffee-people-campaign>). In 2022, the evaluation covered the communication campaign commissioned by ILO 8.7 Alliance in the run up to a global ILO Child Labour Conference in South Africa (for more information click here: <https://www.itcilo.org/stories/how-we-organized-global-hybrid-event-around-ending-child-labour>). No evaluation was carried out in 2024 as no external communication campaign had been delivered. For more information on the evaluation methodology for communication and advocacy campaigns elaborated by the Centre with support from media consultants click here: <https://www.itcilo.org/qa-comm-and-adv>.

The Centre furthermore internally **evaluates the outputs of its event facilitation services** and shares the results with its clients in exit report. The Centre also offers its clients **the option of commissioning external follow-up evaluations** of mid-term outcomes. Subject to approval by the client, the evaluation results are published on the Centre's website (click here for an example of an evaluation of an event run in 2021 under commission from the ILO Enterprise department (<https://www.itsilo.org/stories/ilo-hosts-first-ever-virtual-exhibition-sustainable-enterprises>)). Notably, clients often insist on non-disclosure clauses like was the case of the 2024 dialogue event between Italian Government representatives and members of the Syrian business community facilitated by the Centre with funding from UNDP. In other instances, clients refrained from follow-up evaluations out of cost concerns or because the event scope did not justify a comprehensive assessment - examples for events falling into the latter category were several ILO team retreats facilitated by the Centre in the course of the calendar year.

From input to outtakes (and on to outcomes): The case of the AI Forum



One example for an event facilitated by the Centre in 2024 is the global AI Forum, a fee-based knowledge sharing activity developed with seed finance from the Centre's Innovation Fund. The three-day Forum took place from 11-13 September 2024 on the Centre's campus and attracted 89 paying participants.

The AI Forum Online allowed participants to join panel discussions and keynote sessions led by leading AI experts as well as attend the online fair showcasing AI applications, products, and research. Participants then formed small groups selected AI topics in further depth. The group work covered the following topics:

- Enhanced instructional design and educational content development
- Streamlined administrative processes, data analytics and decision making
- Personalized learning and coaching
- Ethical AI implementation and responsible practices
- Training, education, and workforce development
- Stakeholder engagement and policy

The main output of the Forum were action projects for follow-up implementation at group level (*proof of active engagement of the participants*). Instances where these action plans were implemented after the event were treated as proof of outtake (*concrete action leading to behaviour change/performance improvement*). Case in point, the working group on streamlined administrative processes, data analytics and decision making decided to commission a feasibility study for applying generative AI to the ILO NORMLEX database. The feasibility study was carried out in the fourth quarter 2024. By December 2024, a go-no-go decision whether to commission the development of the chatbot was therefore still pending. The evaluation of the related Forum outcome, (*here: strengthened capacity of ILO staff, ILO constituents and ILO development partners to access knowledge on labour standards and the supervisory mechanism underpinning them*) will take place in 2025. The long-term impact thus triggered by the Forum, (*to harness technology for social justice*), would be pending a follow-up evaluation in 2026.

8. FINANCIAL POSITION

The Centre's 2024 financial results show sound performance, with a total budget surplus of € 803,000 under the new business model. Net contributions were made 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 International Public Sector Accounting Standards (IPSAS) results and financial position as well as the budget results for 2024 are presented below.

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

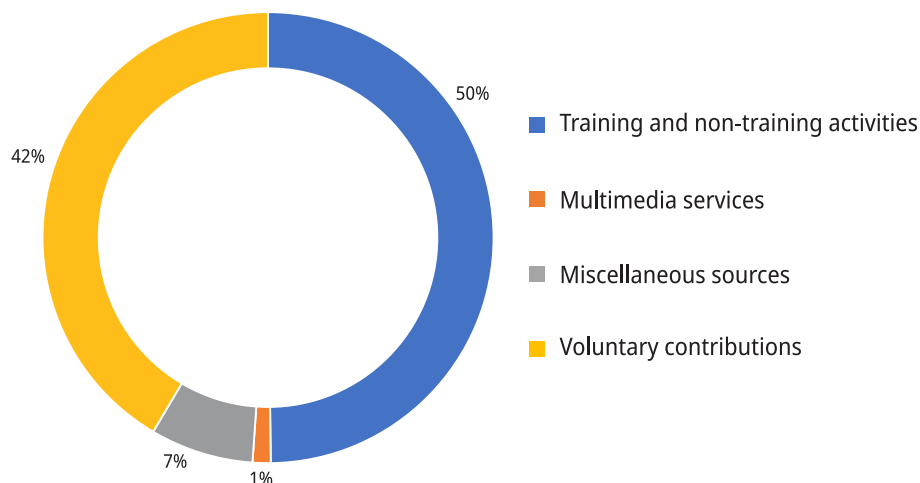
Source: ITCILO 2024 Financial Statements.

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 voluntary contributions of the Centre in order to present the total net contribution available to cover the fixed expenditure, the contingency as well as the institutional investments.

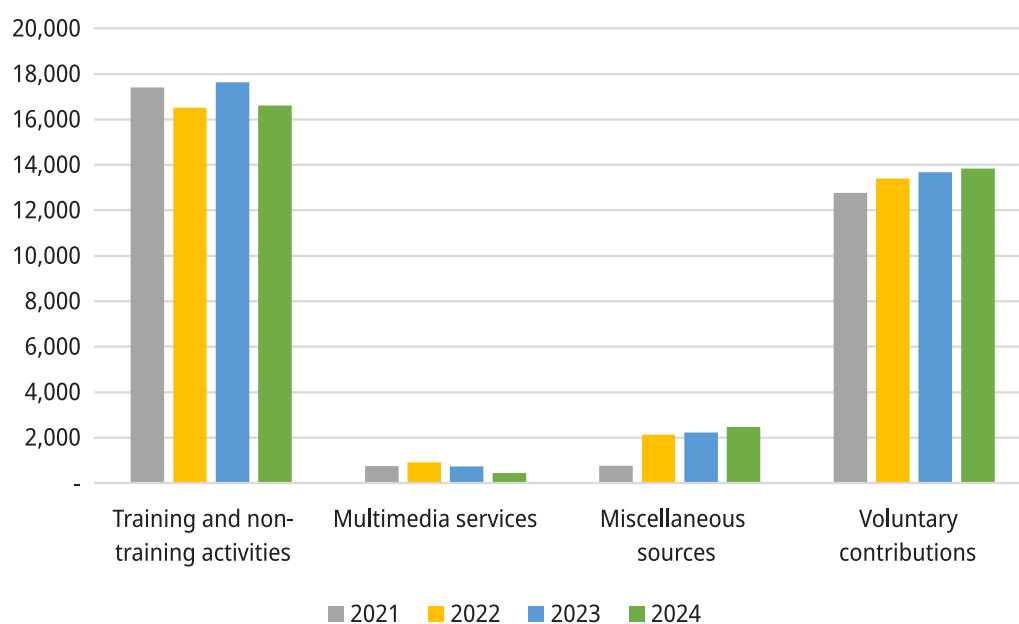
In 2024, the net contribution totaled € 33.4 million and was distributed as follows:

2024 NET CONTRIBUTION BY SOURCE



Source: ITCILO 2024 Financial Statements.

2024 NET CONTRIBUTIONS BY SOURCE – FOUR YEAR COMPARISON (IN THOUSANDS OF EUROS)



In 2024 the net contribution generated from each of the four areas represented a slight decrease of -€ 894,000, or -2.6 per cent, as compared to 2023.

The areas with a decreased net contribution as compared to 2023 were training and non-training services and multimedia services. While the number of training and non-training activities decreased in 2024, outreach continued to grow and reach more than 100,000 direct enrolments, which sets the Centre well on its way to achieving its 2024-25 outreach target. The

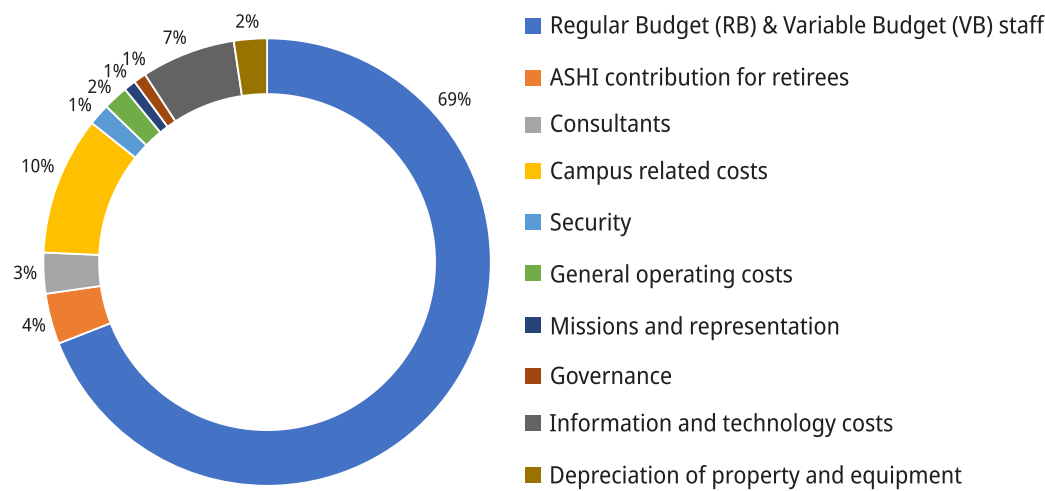
reduction in multimedia services net contribution was mainly due to a significant decrease in the demand for publication services by a large client due to changes in their policies.

Net contributions from miscellaneous sources and voluntary contributions increased slightly as compared to 2023. The favourable foreign exchange rates in 2024 resulted in a slightly higher revenue when converting the ILO's US Dollar contribution.

EXPENDITURE

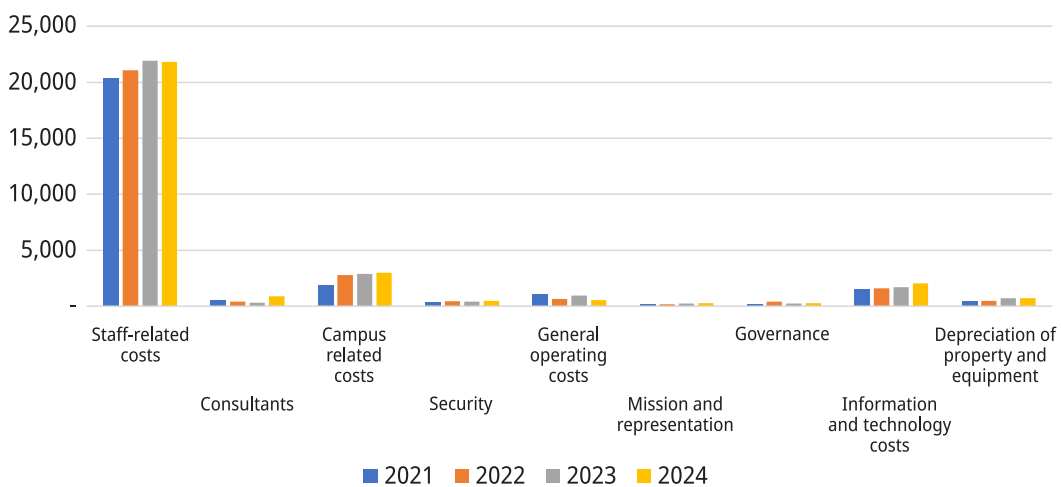
Total expenditure in 2024 amounted to € 32.6 million. This was distributed between fixed expenditure of € 30 million and institutional investments of € 2.6 million.

The following graphic shows the fixed expenditure by source:



Source: ITCILO 2024 Financial Statements.

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



Source: ITCILO Financial Statements.

STAFF-RELATED COSTS

Staff related costs in 2024 (some € 21.8 million) were similar to staff related costs in 2023 (some € 21.9 million). Overall expenditure for Regular budget staff and the after-service health insurance contribution for retirees increased slightly, while expenditure related to Variable budget staff decreased slightly as compared to 2023. In 2024, the Centre continued its recruitment to fill all vacant positions. As part of the continued restructuring of the Centre to support the new business model, the Centre once again negotiated several agreed termination packages with interested staff during the year and a total of € 267 000 were paid through the Terminal Benefit Fund. Included in the staff-related costs is the After Service Health Insurance expenditure for the Centre's retirees totalling € 1.097 million for which the Centre also receives a matching contribution from the ILO.

CAMPUS-RELATED COSTS

In 2024, campus-related expenditure (some € 3 million) was similar to 2023 expenditure (some € 2.9 million). In 2024, the expenditure for campus related costs was over budget by 21.7 per cent. The main reason relates to the additional maintenance carried out on the campus pavilions where the Centre undertook further repairs and upgrades. These included, among others, the extraordinary kitchen maintenance, repairs to the Asia 14 pavilion due to damages caused by a fallen tree of which only a small portion was recovered from the City's insurance provider, the review and removal of campus trees due to their hazardous conditions, as well as various interventions related to Occupational Safety and Health on campus. While the energy consumption remained stable, even with an increasing number of participants on campus, the rising unit costs across the Eurozone, driven by global economic factors, still resulted in an increase of the Centre's annual expenditure.

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 had approved preliminary funding to each fund to the level for a whole biennium. In 2024, half of the approved biennium funding was added to each fund. In 2024, the Director, acting under Financial Regulation 7.1(b), decided and approved additional funding for each Fund. At the end of 2024, the funds had the following balances available for use:

(in thousands of Euro)	04 - Campus Improvement Fund	03 - Information and Communication Technology Fund	06 - Innovation Fund	07 - Fellowship Fund
Balance as at beginning of 2024	1,802	577	974	2,288
Transfer of property and equipment between funds	-122	-108		
Approved funding 2024-25	500	300	400	1,200

(in thousands of Euro)	04 - Campus Improvement Fund	03 - Information and Communication Technology Fund	06 - Innovation Fund	07 - Fellowship Fund
Approved funding 2024	250	150	200	600
Additional funding 2024 approved by the Director	380	500	300	200
Net usage in 2024	304	574	193	-72
Balance at end of 2024	1,984	1,043	1,167	2,216

Source: ITCILO 2024 Financial Statements.

The Campus Improvement Fund was created to meet capital investment needs on campus and refurbishment not covered by the ordinary maintenance budgets of the Centre or host country complementary contributions. Drawings in 2024 covered costs related to the achievement of the Programme and Budget objectives, business continuity and OSH issues, meeting “World class campus” standards.

The following interventions were prioritized and delivered in 2024:

- Replacement of the main chiller at Pavilion Africa 8 (end-of-life) and simultaneous modification of the heating system to make it compatible with electric heat pumps. This project was completed in 2024.
- Replacement of the wireless microphone system in the Congress Centre – Pavilion Piemonte, due to obsolescence. This project was completed in 2024.
- A small batch of complementary works within the Pavilion Africa 10 renovation project. This project was completed in 2024 and included improvements to the building’s sunshade louvers as well structural modifications to separate the pedestrian walkway from the building.
- A series of minor renovation works, divided into separate projects to optimize execution efficiency, aimed at restoring various degraded and obsolete areas of the Campus. These works were expedited in preparation for the 60th anniversary celebrations of the Centre, ensuring that the Campus was presented at its best during the event. These works were completed in 2024 and included extraordinary maintenance of multiple pavilion facades, restoration of external steel structures and suspended ceilings, as well as repairs to walkways and curbstones.

The balance available at the end of 2024 stood at some € 2.0 million.

The Information and Communication Technology 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. Drawings in 2024 covered, among other things:

- Replacement of network switches and internet router to provide enhanced performance, robust security, and an infrastructure ready to grow.
- An upgrade of the building management system to optimize building operations, improving on comfort and energy efficiency.
- The implementation of a certain number of digital accessibility improvements to make the Centre's digital services and content more accessible.
- The development of new features on the new performance management systems and the implementation of a new electronic payment gateway which will be the foundation for the future eCommerce solution.

The balance available at the end of 2024 stood at € 1.1 million.

The Innovation Fund was drawn on during 2024 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 2024 stood at € 1.2 million.

The Fellowship Fund was created to provide partial funding for the participation of 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 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. € 1.2 million or 50% of that amount was allocated in 2024 and an additional amount of € 1.4 million was approved by the Director in 2024. During 2024, € 872,000 was withdrawn to provide fellowships for ACTEMP, ACTRAV and ILSGEN constituents. The balance available at the end of 2024 stood at € 2.2 million.

9. PARTNERSHIPS

The year 2024 marked the launch of the Centre's 60th Anniversary Celebrations, 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. It was also a pivotal year for consolidating and expanding the Centre's network of development partners, while building further resilience through learning alliances.

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

1. Launching of the **60th Anniversary celebrations**, as an opportunity to strengthen the Centre's positioning and to further **deepen the partnership with the Italian Host Government** and key stakeholders;
2. To **consolidate and further expand relations with other development partners of the Centre**;
3. To **build resilience through learning alliances with other organizations** in both the global and local learning eco-system.

LAUNCHING OF THE 60TH ANNIVERSARY CELEBRATIONS

To mark its 60th Anniversary, the Centre designed and launched an anniversary campaign with the aim of celebrating accomplishments, but also to shape future direction, reflecting on the role of the Centre in advancing UN system wide initiatives on the Social Development Agenda. The celebrations were launched at the 88th Session of the Board on 24 October 2024 and will close in fall 2025 with the aim to:

- Give visibility to the Centre's accomplishments in partnership with the ILO, the Government of Italy, the City of Turin, and the Piedmont region, and with the Centre's wide range of stakeholders and partners.
- Provide a platform to shape future direction on the role of learning and capacity development to accelerate progress and collective action on the Global Coalition for Social Justice and Decent Work and on the 2030 Agenda for Sustainable Development.
- Showcase and deepen strategic partnerships, commitments and concrete action to amplify the scale and impact of learning and capacity development initiatives.

The celebrations brought together a wide range of stakeholders, including: the ILO, ILO tripartite constituents and ITCILO Board members, the Government of Italy, as well as the City of Turin and the Region of Piedmont and related stakeholders, Partner agencies and stakeholders – UN system agencies, International Financial Institutions, partner governments and learning institutions, Academia, Foundations, as well as ITCILO learners and alumni, ITCILO staff and the public at large.

A special communication campaign entitled “Pioneering Learning for Social Justice” was designed to promote and showcase the work of the Centre, celebrating how ITCILO has been a laboratory for exploring the frontiers of learning for world of work, and giving visibility to the accomplishments of the Centre’s alumni and how these are contributing to paradigm shifts for social justice.

LAUNCH OF THE ITCILO 60TH ANNIVERSARY CELEBRATIONS



The 60th Anniversary Celebration campaign was launched at the 88th Session of the Board on 24 October 2024. The opening of the celebration marked the Centre’s key foundational milestone on 24 October 1964 when ILO Director-General David Morse signed the “Rome Agreement” with the Italian Government. The Centre started its activities in October 1965.

The celebrations were inaugurated at the presence of distinguished guests including the Minister of Labour of Italy, H. E. Marina Calderone and the ILO Director-General, Gilbert F. Hougbo.

A special photo exhibition entitled “Pioneering Learning for Social Justice”, was launched on the occasion, capturing the ITCILO’s transformative journey over the decades, and showcasing the people and events that shaped its mission and impact.

Reflecting on the Centre’s founding role, ILO Director-General Gilbert F. Hougbo remarked, “The Turin Centre is critical to our dedication to prepare workers, employers, governments, as well as other actors for these challenges through innovative training programmes.”

Minister Calderone highlighted Turin’s role in fostering dialogue and innovation, stating, “The presence of this Centre in Italy, especially here in Turin, has a great strategic value for our country. Turin’s tradition of international cooperation and innovation makes it the ideal setting for this institution. We are committed to advancing fair work practices and investing in this Centre.”

THE PARTNERSHIP WITH THE GOVERNMENT OF ITALY

Together with the ILO, the Government of Italy has historically been the Centre's most prominent strategic partner, providing steadfast support throughout every phase of its evolution. Through both ex-lege and voluntary contributions – including significant funding for the maintenance and development of the Campus – Italy has helped ensure the continuity of ITCILO's service delivery and the financial sustainability of the institution, even during the most challenging periods of crisis.

The launching of the 60th Anniversary Celebrations provided an excellent context for renewing and strengthening these longstanding ties. The Centre promoted widespread consultation with Italian stakeholders, including the Ministry of Foreign Affairs and International Cooperation, the Ministry of Labour and Social Inclusion, the Region of Piemonte, the City of Turin, tripartite constituents and academia. Dialogue was also strengthened with the ILO Rome office to ensure strengthened synergies between the Centre's activities and ILO activities in Italy. In this context, the Centre hosted a meeting of the Italian G7 Labour Presidency on the Turin Campus and promoted a strategic engagement with both the Ministry of Labour and the Ministry of Foreign Affairs and International Cooperation (MAECI).

Testament to this strategic engagement is the development and approval of the Centre's Joint Programme with MAECI for 2025: **“Developing Capacities to Advance Decent Work for All and Social Justice.”** This initiative aims to foster new synergies around shared development cooperation priorities and to guide the strategic use of Italy's voluntary contributions. The **ITCILO–MAECI Joint Programme 2025** marks a new milestone in the partnership between the International Training Centre of the ILO and Italy's Ministry of Foreign Affairs and International Cooperation. It is a strategic initiative firmly anchored in **the ILO's Global Coalition for Social Justice** and aligned with the **Centre's Programme and Budget for 2024–2025**. The Programme is organized around six core pillars, each dedicated to promoting inclusive, resilient, and rights-based development and advancing decent work for all. These six thematic pillars—**productive and freely chosen employment, just transitions, social protection and resilience, equality and non-discrimination, labour rights and dignity, and strong social dialogue institutions**—reflect the ILO's universal mandate and are the foundation of the Programme's capacity development model. They are complemented by **three transversal drivers**—**labour migration, innovation, and development technology partnerships**—which ensure that interventions are responsive to the complex technological, demographic, and environmental shifts affecting the world of work.

While grounded in the ILO's normative and policy framework, the Programme establishes clear **synergies with the priorities of Italian Development Cooperation**, as set out in Italy's 2024–2026 three-year programming and policy planning document, the **Piano Mattei**, and the labour policy priorities of the **G7 Italian Presidency**.

These include promoting youth and women's employment, fostering vocational and higher education, supporting climate, digital and demographic transitions, managing legal migration pathways, and building institutional capacities in fragile contexts. A **dedicated focus on Africa** positions the Programme at the heart of converging Italian and ILO priorities. More

than 60% of resources are earmarked for African countries, where the Programme will support vocational education and training systems, promote MSME development, strengthen care and protection systems, and enable just transitions in agriculture and renewable energy. In doing so, the Programme also activates a broader Italian ecosystem—engaging universities, research centres, multinational enterprises, civil society and local authorities—as knowledge and innovation partners in the co-design and delivery of impactful solutions. This collaboration will be spotlighted in a high-level flagship event, **“Skills for Fair Digital Transitions in Africa”**, to be held in fall 2025. The event will showcase best practices in skills development, digital learning, and innovation, while elevating Italy’s contribution to global development cooperation.

OTHER DEVELOPMENT PARTNERSHIPS

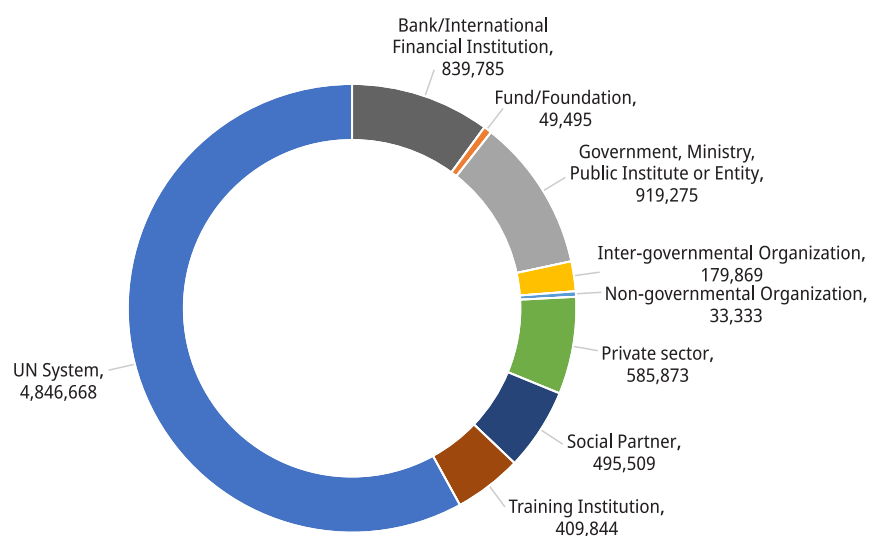
In 2024, the Centre continued to advance its efforts to diversify its revenue streams in alignment with the segment-specific partnership development strategy outlined under Outcome 3 of the Programme and Budget 2024–25. While preserving strong ties with its traditional development partners—most notably the governments of Italy, Portugal, Ireland, and Japan—the Centre also embarked on targeted outreach to engage with new, non-traditional partners. A particular focus was placed on fostering collaboration with development banks and financial institutions, beginning with countries in the Gulf Cooperation Council. In partnership with the ILO Regional Office for Arab States, the Centre carried out exploratory missions to showcase its service offerings to institutional stakeholders, including numerous regional development banks and funds. These efforts leveraged the Centre’s proven experience in working with entities such as IFAD and the Asian Development Bank on governance within bank-financed initiatives. Several promising leads have been identified and are currently under negotiation.

In parallel, the Centre initiated new engagement strategies aimed at additional partnership segments, including the private sector, business foundations, and higher education and training institutions. These initiatives are designed to expand the Centre’s network of academic and knowledge-based partners in support of its training activities and those of the Turin School of Development.

In 2024, the Centre reached a significant milestone by increasing the total volume of mobilized resources to over € 8.36 million, a 15% increase compared to 2023. This growth was also accompanied by a marked increase in partnership engagements: 158 funding agreements were signed in 2024, compared to 124 the previous year—a rise of more than 27%. This expansion reflects the Centre’s growing reputation and relevance among global development actors. The most prominent contributor was the UN System, which accounted for more than 58% of total funding, also due to new important projects awarded by IFAD.

This reaffirms the Centre’s strategic positioning as a key implementation partner within the UN framework. Government entities and international financial institutions also played a pivotal role, while private sector contributions more than doubled, indicating successful outreach efforts to new donor segments. Training institutions and social partners showed increased involvement, signalling strengthened ties with knowledge actors and labour organizations.

FUNDING BY CATEGORY OF DONORS (EUR)



Source: PDMS unit in TDIR; for a breakdown of all funding agreements refer to the Board-page on the Centre's website at <https://www.itcilo.org/about/board>.

A major strategic shift in 2024 was the elevation of Project Management Support to the most funded activity area. This was due to major project awards made by IFAD for a Phase II of BUILDPROC and for a new project (SUSTAIN) in the area of Social, Environmental and Climate Assessment procedures. Funding for this service line nearly doubled from the previous year, underscoring ITCILO's growing reputation in long-term, institutional project execution. The positive trends demonstrate the Centre's strong progress in achieving a more diversified and resilient resource base. By deepening existing partnerships and successfully engaging new donors—particularly with financial institutions and in the private and institutional sectors—ITCILO has strengthened its strategic position.

LEARNING ALLIANCES

In 2024, the Centre explored new pathways to foster synergies with United Nations (UN) agencies focused on capacity development, aiming to accelerate progress towards the UN Sustainable Development Goals (SDGs) by harnessing knowledge and learning as drivers of social and economic progress and decent work for all.

The Centre strengthened ties with like-minded UN partners to enhance collaboration among six United Nations research and training entities: the International Training Centre of the International Labour Organization (ITCILO), the United Nations Interregional Crime and Justice Research Institute (UNICRI), the United Nations Institute for Training and Research (UNITAR), the United Nations Research Institute for Social Development (UNRISD), the United Nations System Staff College (UNSSC), and the United Nations University (UNU).

The goal is 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. In turn, the Centre benefits from new research areas not yet covered by its programme, fostering a mutually reinforcing exchange. Recognising the growing impact of innovation and technology on learning and the future of work, the Centre has taken an active role in learning and innovation networks both within and beyond the UN system. It plays a pivotal role in the UN Innovation Network (UNIN), a collaborative community promoting innovation in line with the UN Quintet of Change, and maintains a strong presence in the Learn4Dev network, connecting 36 bilateral, multilateral, and international organisations.

To further affirm its position as a global learning and innovation leader, the Centre has expanded partnerships with universities, higher education, and regional training institutions. These collaborations enable mutual knowledge exchange, joint initiatives, and new service development. The Turin School of Development (TSD), with its internationally recognised master's programmes, serves as a hub for academic collaboration with Italian and international universities. TSD also hosts initiatives such as the South-South University for Future Leaders and maintains partnerships with universities from the Global South. The Centre has also established cooperative agreements with regional and national training centres to strengthen outreach to ILO member states.

10. GOVERNANCE

This section reports on key results related to the Centre's governance and operating model under the overall leadership of Corporate Services, which include Financial Services (FINSERV), Human Resources Services (HRS), Information and Communication Technology Services (ICTS), and Facilities and Internal Services (FIS). Key 2024 priorities 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-paying 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.
- **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

In 2024, the Centre received **an unqualified audit opinion on its annual financial statements** from the ILO's External Auditor (*Commission on Audit of the Republic of the Philippines*). The ILO Internal Auditor's Office (IAO) conducted a review of the Centre's internal control environment to assess the effectiveness of its internal controls and risk management processes, which included a review of the procurement function and participant enrolment process (*see the box below under Corporate Services*).

The Centre is also subject to a yearly external audit to evaluate the effectiveness and maturity of its Information Security Management System (ISMS) in the context of the ISO 27001 certification. The ISO External Auditors examined how documented policies, controls, and processes aligned with real-world execution, risk management, and continuous improvement of practices, based on demonstrated evidence, e.g. versioned documents, risk logs, and corrective actions, that the ISMS is not only designed correctly but also actively lived and maintained.

RISK MANAGEMENT

The **Risk Management Committee**, which assists the Director in risk identification and management, regularly reviewed emerging risks and assessed their impact, reporting on recommended actions to mitigate such risks. Risk registers of the programmes and units, as well as the corporate risk register, were shared with the External and Internal Auditors. Any significant risk would be escalated by the Director to the Board for discussion and subsequent action.

OPERATIONAL EFFICIENCIES

During the COVID pandemic, the Centre was able to successfully transition to online learning, spurring a substantive growth in participant reach. This shift was enabled by the reallocation of a number of staff positions from Internal Services to the Training Departments and by the effective contribution of ICTS in developing and maintaining e-Campus platforms and online learning tools. As a result, the Centre was able to prioritize important investments in 2024-25 towards the development of a *future-fit* organizational model, focusing on the streamlining, digitalization, and automation of business processes.

A major priority in 2024 was the review of the enrolment and payment processes. The enrolment process review defined a number of quick wins for implementation in 2025, and set the stage for a full overhaul of the current process to be initiated in 2025 with the launching of a digital transformation project that will involve Corporate Services and the Training Programmes.

Enrolment Process Review

While the ITCILO business model underwent a major shift following the pandemic years in 2020-2022, the process for enrolment had not been adapted to reflect the growth in outreach and increasingly diversified learning modalities and products.

The **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 hotspots 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 digitalisation 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 ☐ High # of transactions - HR intensive, repetitive tasks, low value creation ☐ Data available, but limited use for decision making ☐ Processes not well documented	☐ Mass customization (by course/client typology) ☐ Automation of repetitive tasks with efforts focused on value creation ☐ Data driven systems and decision making ☐ 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.

The Centre completed the process review for automation of payments and invoicing self-paying participants. In addition to the efficiency gain in automating this process which had previously been manual, the related automated communications were carefully reviewed to ensure inclusion of all necessary billing information depending on the type of courses, further reducing the number of follow-up messages by participants asking for clarifications.

The Centre's Electronic Payment System was strengthened through integrated system tools to automate the fees collection process for self-paying participants through a secure payment link without the intervention of assistants. This will pave the way for rolling out a full-fledged eCommerce system that will seamlessly integrate eCampus, MAP, and Oracle for eCommerce-ready ITCILO's courses, with the aim of making prospective participants fully autonomous in their purchase.

Another digitalization project completed in 2024 was the adoption of e-signatures for funding agreements, framework agreements, and memoranda of understanding. A circular establishing the policy on e-signatures was released, and the e-signatures may be extended to other categories of documents in future.

A second set of projects is currently underway, including the review and digitalization of travel-related workflows and HR contracts administration processes, among others. The Centre also progressed in finalizing the procurement manual. Various units are collaborating with ICTS to complete these projects with a view to simplifying workflows and achieving additional efficiencies. Further information is provided in the ICTS section below.

Finally, a review of the Medical Service was conducted by the ILO Medical Advisor to strengthen compliance with UN and ILO standards and improve delivery of services for both staff and Campus participants. The review was accompanied by a health and safety risk assessment and action plan, with the participation of the ILO Medical Advisor, HRS, FIS, and the Staff Union. The report recommendations and action plan priorities will be developed and rolled out in 2025.

MOTIVATED AND SKILLED STAFF

During the period under review, the Centre continued to focus on key strategic HR management areas in line with the Human Resources Strategy 2022-25 to meet the evolving needs of the Centre while aiming to align its priorities and practices with ILO standards to enhance the overall HR framework.

A significant achievement in this period was the full implementation of the new Performance Management System (PMS) which began in January 2024. The rollout of the new system is progressing successfully, with a steadily high compliance rate at all stages of the process, Beginning of Cycle (BOC), Mid-Term Review (MTR), and End of Cycle (EOC). Efforts were focused on providing guidance and support to staff and managers to familiarize themselves with the new system and learn about its features and tools. To this end, information sessions were organized as well as training courses on how to manage performance conversations. Calibration meetings were held between managers and HRS to clarify how performance criteria are interpreted and applied, help align performance ratings across different teams and ensure fair and consistent evaluation standards across the Centre.

Based on a series of consultations and feedback received from users, adjustments and improvements were made to the system, and more work will be done on upward feedback and multiple-raters forms. HRS is exploring ways to further simplify the PMS platform and make it more user-friendly while upholding the objectives and principles set forth in the Staff Regulations.

One of the Centre's key strengths is its agility, adaptability, and resilience. The Centre has made further progress in streamlining the recruitment and selection process, which is now consistently efficient, agile and rapid, enabling the Centre to hire, mobilize and deploy the right talent at the right time. The use of a standing roster of a pre-tested and evaluated pool of qualified candidates for short-term appointments and a standardized and structured interview report format have contributed to reducing the labor and time taken for recruitments while not compromising on, and often enhancing, the quality and standards of recruitment. Geographical diversity and gender balance in the Professional staff category have improved during the period under review, in alignment with the Centre's ongoing efforts toward fostering a more inclusive and dynamic workplace that is representative of its global reach and operations.

A well-crafted job description is the first step in an effective recruitment process and the basis for focused delivery. Periodical review and update of job descriptions is essential to ensure their relevance and accuracy in line with emerging and evolving business needs and process changes. A comprehensive review to update, streamline, and reprofile job descriptions for

both Professional and General Service category positions is in process in close consultation with the Staff Union and managers with a view to accurately reflecting the roles' current responsibilities, future expectations, and required skills and qualifications. Responsible chiefs have been consulted for comments, inputs, and feedback, which will be valuable in finalizing the revisions ensuring alignment with the Centre's goals, vision, and performance expectations.

Efforts to advance the Centre's talent development programme continued, with redoubled focus on digital and online learning and collaboration solutions. True to its mandate as the training arm of the ILO, the Centre remains committed to prioritizing investments in its human resources, nurturing continuous learning and innovation, with a view to fostering a forward-looking organizational culture underpinned by a *fit-for-purpose* workforce with cutting-edge skills and knowledge, equipped to drive change and thrive in an evolving digital landscape. An Internal Circular was issued in 2024 to ensure effective, fair, and equitable use of staff development funds. Individual and team training requests are submitted and approved through an automated platform which has improved efficiency and accountability, strengthened monitoring and tracking, and enabled integrated data management and statistics on training. LinkedIn learning licenses proved effective in addressing emerging learning needs in tune with the market trends and providing targeted development on specialized topics. In collaboration with the Learning Innovation Programme (LIP), HRS organized new courses on information technology and new learning methodologies.

The Centre will launch several initiatives to reinforce a work environment that continues to empower everyone working for and with the Centre to flourish, while delivering more and better results for those we service. A dedicated Ethics Day and ITCILO Respect Campaign are in the planning to further promote a culture of shared accountability rooted in respect and ethical conduct, that recognizes and rewards commitment and excellence, driving effective and efficient performance across the Centre.

The Centre's performance depends largely on the quality, skills, and competencies of its staff, but also on the effective and creative use of tools and approaches that include up-to-date digitalized and automated processes and systems to support the delivery of optimum results. The Centre has embarked on a process of digital transformation to improve its level of service while controlling costs and reducing environmental footprint. With a rapidly changing external environment, combined with a growing need for efficiency and effectiveness, it is crucial to modernize and optimize HR processes, linking people, process and performance.

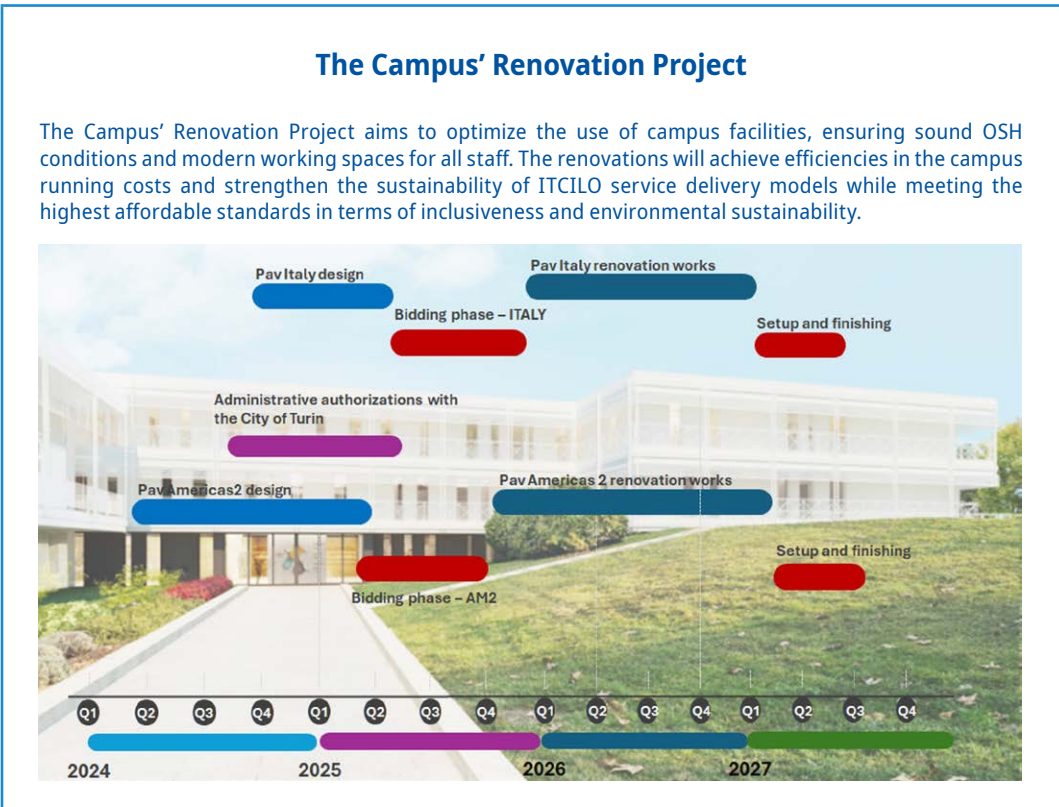
A dashboard has been created to monitor compliance of PMS and digital organigrams for each programme and unit are updated to reflect on real-time basis staffing and resource capacity. Improved reporting functionality supports data-driven and evidence-based decision making and increases efficiency and oversight of HR administration. Existing HR analytical tools and dashboards will be further enhanced, including digitalization of NPAs, to support strategic workforce planning, talent management, reporting, and absence management.

UPGRADING OF THE CAMPUS

In 2024, the Centre reorganized key services and feedback mechanisms to deliver a world-class campus experience to learners, guests, staff, and partners. New contracts for accommodation and hotel management services were awarded. Thanks to the new partnerships and contractual arrangements, as well as the implementation of a comprehensive 360-degree performance monitoring system—enhanced by AI tools—guest satisfaction levels consistently improved throughout the year, reaching the quality target in terms of user feedback. Simultaneously, full compliance with all applicable standards and regulations was maintained to ensure hotel accommodation standards equivalent to three-star commercial level.

The Centre launched the implementation of the renovation projects for the Pavilions Americas 2 and Italy, according to the timing and the budget provided for in the respective *Memorandum of Understanding signed between the Government of the Italian Republic and the International Labour Organization in 2023*. The key milestones achieved in 2024 were the successful bids for the design of Pavilions Americas 2 and Italy. These outcomes enabled the Centre to engage highly qualified partners while also generating cost savings compared to the initial budget estimates. This also enabled the timely initiation of the formal administrative authorization process with the City of Turin.

In parallel, two dedicated consultative renovation teams were established—comprising staff from ITCILO and UNSSC, respectively—with the objective of ensuring the closest possible alignment between the technical specifications of the projects and their effectiveness in supporting the service delivery models of both Organizations.



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, bringing together teams currently located in the Italy, Asia 15, Oceania 17 and 18 Pavilions (€ 8 million)
- Renovation of Pavilion Italy, which will host the Headquarters of UNSSC currently located in Pavilion Oceania 19 (€ 3.4 million)

Routine OSH activities were discussed by the OSH Committee on regular basis and implemented in full compliance with the applicable standards. The most relevant interventions were funded through the Campus Improvement Fund.

In 2024, no significant internal security issues have been reported. The Centre maintained close and constant contact with the UN Security Management Team and implemented the recommendations made, coordinating with the other two agencies present on campus. Priority actions were undertaken to ensure the campus remains fully compliant with all security and safety standards. These included establishing an armed response capability, ensuring all security personnel are trained in Basic First Aid, developing and maintaining a Mass Casualty Response Plan, and guaranteeing the availability of first aid kits—along with an Automated External Defibrillator (AED) located in a central and accessible area.

The Centre carried on its annual action plan concerning eco-sustainability initiatives. Greenhouse gas (GHG) inventory reports and a waste inventory were produced and submitted to the UNEP/Greening the Blue Initiative. Unavoidable emissions were neutralized by procuring carbon offsets. The annual process for maintaining the Centre's Green Flag status awarded by the Foundation for Environmental Education was successfully completed.

FIS contributed to the design and implementation of various events and initiatives related to the 60th anniversary of the Centre. This represented an opportunity to develop closer collaborations with different public and private partners in the community. Approximately 1,000 students—from elementary school to university level—had the opportunity to visit the campus and deepen their understanding of the Centre's mandate and the United Nations 2030 Agenda. Additionally, over 5,000 citizens accessed and visited the campus during one of the flagship events of Turin Art Week held in October 2024.

INCLUSIVE AND SECURE DIGITAL INFRASTRUCTURE

Key priorities for 2024 included digitally accessible information and communication technologies, enhanced cybersecurity, data protection, governance, and privacy.

The Centre continued to make progress and extend digital accessibility assessment and improvement of its main platforms. The results of a survey organized for eCampus participants in 2024 demonstrated that the number of accessibility issues was half of that reported in 2022. As a member of the UN Digital and Technology Network Working Group dedicated to digital accessibility, the Centre contributed to the development of UN-wide digital accessibility maturity matrix and core reporting framework, which is now being used to further improve our digital accessibility maturity.

On cyber security, ISO 27001 certification was confirmed following an external audit and a new IT Security Awareness Training was produced and released. Several initiatives took place resulting in advanced threat protection and stronger security capabilities. A new Data Centre has been implemented and activated in Africa 10 Pavillion, which will allow for the existing Data Centre to be decommissioned in 2025 before the renovation starts.

ICTS contributed significantly to the streamlining of several business processes, such as the auto-enrolment of participants to tailor-made courses, implementation of an application to manage logistics of participants coming on Campus, automatic dispatch of invoices to self-paying participants, and automation of learning analytics report.

ICTS has also contributed to the delivery capacity of the Centre in the areas of individual and institutional capacity development services. This includes improvements to the system used for the evaluation of training activities and the development of AI-powered new functionalities (*see below section on “Harnessing Artificial Intelligence for Social Impact” in the Innovation and Learning cross-cutting strategy driver*). In addition to the eLearning platforms for institutional clients, for the first time, a chatbot for constituents has been developed in the context of an innovation fund project, and a micro-learning platform was integrated with the Centre’s digital certificate system to release digital badges based on the completion of learning pills made available on WhatsApp.

11. CROSS-CUTTING STRATEGY DRIVERS

For the 2024-25 biennium, the Centre has defined a few so-called cross-cutting policy drivers to give the purpose of its work – the promotion of Social Justice through Decent Work – better effect.

Three policy drivers are distinguished:

- **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 has put in place **action plans**, earmarked **seed finance** to fund supportive action and set up **committees or advisory councils** to monitor results. **Performance is 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

To promote innovation and learning, an important focus of the Centre's supportive activities in 2024 was on the **Innovation Fund**. At the beginning of 2024, the Centre identified in a competitive selection process 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 through the use of 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. See overleaf for more information on the fast-expanding AI offering of the Centre. 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 rollout of micro-learning software for use on mobile phones.

Harnessing Artificial Intelligence for Social Impact – a cross-cutting concern

The Centre is at the forefront of integrating Artificial Intelligence (AI) into training, knowledge management, and development initiatives. See below an overview of selected AI related individual and institutional capacity development services.

Individual capacity development

The Centre offers a range of training programs, masterclasses, and specialized courses to enhance the capacity of professionals to navigate the evolving AI landscape:

- Mitigating AI Bias in the Workplace and Human Resources Practices: <https://www.itcilo.org/courses/artificial-intelligences-workplace-revolution-combatting-discrimination-promoting-diversity>
- AI Forum: Unleash the Future of Learning: <https://www.itcilo.org/events/ai-forum-unleash-future-learning>
- Free Self-Guided Online Masterclasses on AI: <https://www.itcilo.org/training/masterclass/artificial-intelligence>
- AI Lab – Knowledge Sharing and Management: <https://www.itcilo.org/courses/artificial-intelligence-lab>
- AI and Development Cooperation: A <https://www.itcilo.org/courses/artificial-intelligence-development>
- Employment in Times of Digitalization and AI: <https://www.itcilo.org/courses/employment-times-digitalization-and-artificial-intelligence>
- Data Analysis and Knowledge Management for Development: <https://www.itcilo.org/courses/data-analytics-and-knowledge-management-development>
- Master in Technology and Public Policy: Achieving Social Impact: <https://www.itcilo.org/courses/master-technology-and-public-policy>
- AI for Social Impact and Public Policy (Standalone Module): <https://www.itcilo.org/courses/ai-social-impact-and-public-policy>

In addition, the Centre has developed AI-enhanced features to augment the learners' experience on its eCampus, among them: an AI Folder Plugin that allows learners to ask questions and receive answers, based on a set of course documentation. By end 2024, the Centre had also embarked on the development of an AI Evaluation Chatbot that allows publishing a course report and assess its impact based on list of learning objectives, and an AI Chatbox HelpDesk that supports the learning experience by answering entry-level users' questions.

Institutional Capacity Development Services

The Centre supports its partner organizations to harness AI for their own learning services:

- AI Chatbots for Knowledge Management
 - AnswerMate is a chatbot for internal governance, built and trained to provide staff members with information on internal governance documents. Project link: <https://www.itcilo.org/stories/itcilos-answermate-transforms-internal-governance-ai>
 - NAVIGATE is an AI-powered chatbot designed to enhance the helpdesk services of the Employers Confederation of the Philippines, enabling its members to quickly retrieve information on labor standards, occupational safety and health and industrial relations.
- AI for live interpretation:
 - The Centre has piloted the use of an AI-powered interpretation tool that can be particularly useful for online settings or languages not available through human interpretation. <https://www.wordly.ai/>
- AI plugins: The AI e-campus features used by the Centre to augment the learners experience on its e-campus are also available for use by partner organizations.

For more information on the guiding principles for harnessing AI for Good refer to the Centre's AI manifesto: <https://www.itcilo.org/resources/our-manifesto-embrace-ai-learning-and-development>.

GENDER EQUALITY, INCLUSION AND DIVERSITY

To promote gender equality, diversity and inclusion, the Centre has set up a dedicated Gender Equality, Diversity and Inclusion Advisory Council chaired by the Director. In 2024, the Gender and Diversity Advisory Council (GDAC), supported by a growing network of over 34 Gender and Diversity Focal Points (GDFPs), continued to play a key role in advancing a more inclusive, equitable and respectful workplace at the Centre.

A major GDAC focus has been on capacity building and awareness-raising. A Centre-wide refresher session was held in May on how to apply Gender Markers in training and technical activities, with updated guidance materials shared. Guidelines on inclusive language were also developed. The Centre 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.

Gender-responsive procurement analysis was initiated and plans to launch a mentoring programme for women working at the Centre were launched. Family-friendly services such as the summer camp were resumed, and a survey was developed to further assess staff needs.

Efforts to address workplace harassment and unacceptable behaviour were initiated. By end 2024, the Centre was revising its policy frameworks to align with a zero-tolerance approach, while a staff-wide survey has been launched to collect experiences, perceptions, and suggestions to inform preventive and responsive measures. These actions were complemented by targeted training initiatives, including sessions on disability equality and a forum theatre experience focused on preventing harassment and abuse of authority.

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 master class introduced in 2024 go to <https://www.itsilo.org/training/masterclass/labour-statistics-standards-data>. These modules are embedded as enhancing learning offering to the online learning platforms of the Centre's calendar 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 Centre furthermore launched the CATALYST initiative, hosted by the Office of the Director of Training to amalgamate in-house expertise around inter-departmental flagship activities linked to the promotion of social justice and emphasizing cross-cutting ILO policy concerns like International Labor Standards, Social Dialogue and Tripartism. In the course of 2024, the CATALYST initiative rallied experts across the house around a few flagship activities, including a Global Skills Fair, a Colours of the Economy Forum and a global Social Dialogue Academy.

CATALYST was also put in charge of managing activities for the ILO Secretariat of the Global Coalition for Social Justice, to act as interface with the ILO Action Programmes on Just Transitions Informality, Crisis and Post-Crisis response and Global Supply Chains and to facilitate the participation of workers and employers representatives in courses organized by Technical Programmes other than the Employers Activities Programme and the Workers Activities Programme.

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.

Through its Fellowship Fund, the Centre provided in 2024 financial assistance to 1,996 representatives of the core constituency to enable them to attend learning activities on campus and in the field, with the focus on activities covering core ILO policy messages on standards, social dialogue and tripartism, and gender equality, diversity and inclusion. The vast majority of these participants came from lower-middle-income and least-developed countries. The Centre also made an additional allocation of € 100,000 to the Fellowship Fund in order to finance the holding of the Global Social Partners Academy in the fourth quarter of 2024.

Global Social Partners Academy

The ILO Centenary Declaration for the Future of Work identified four major forces reshaping the world of work: globalization, demographic changes, environmental transformations, and technological advancements. These forces continue to shape labour markets and industrial relations globally. In response, the ILO's 2022 Social Dialogue Report emphasized the importance of upholding democratic principles such as freedom of association and collective bargaining. Against this backdrop, the Global Social Partners' Academy was established to strengthen the capacity of Employers and Business Membership Organizations and workers' organisations and promote collaborative solutions to emerging labour challenges. The Academy supports participants through a comprehensive training approach that integrates both theory and practice.

The first edition of the Academy, launched in 2024, served as a platform to explore the structure, processes, and legal frameworks surrounding collective agreements. It also addressed contemporary themes such as green bargaining, algorithmic management, telework, and reskilling. The programme featured a blended format, beginning with distance learning tailored to individual learning pathways, followed by an immersive residential phase in Turin. This methodology fostered international peer learning, practical simulations, and deep engagement with expert faculty from ITCILO, the ILO, and partner organisations—ensuring a holistic and impactful educational experience.

Over 100 representatives of social partners participated in the online phase, with 40 invited to Turin to complement their learning during the residential segment. The Academy's innovative methodology and its focus on pressing workplace challenges have set a new standard for capacity-building initiatives in the field.

The Global Social Partners' Academy has now firmly established itself as a flagship initiative, putting ILO core values into practice and stimulating strategic dialogue among social partner leaders on key transformations in the world of work and industrial relations. Looking ahead, the 2025 edition will build on this foundation by exploring the themes of the forthcoming ILO Social Dialogue Report, "Peak-level Social Dialogue for Economic Development and Social Progress." A special focus will be given to the frontier topic of artificial intelligence (AI) and its transformative impact on industrial relations systems. The Academy will address how social partners can anticipate and manage these changes, ensuring that a human-centred approach remains at the heart of the transition.



ANNEX: INDICATORS OF THE CENTRE'S RESULT-BASED MANAGEMENT FRAMEWORK

DIMENSION	TECHNICAL PERFORMANCE		
Indicator	Baseline (2022-23)	Target 2024-25 (Cumulative figure for the 2024-25 biennium)	Results (2024)
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 <i>Source:</i> Management of Activities and Participants (MAP) database, Online learning platform (eCampus)	26 per cent	25 per cent	<i>To be reported by the end of the biennium</i>
Outcome indicator 1.B: Percentage of growth in training outreach over the previous biennium among indirect training beneficiaries <i>Source:</i> External platforms data	306 per cent Number of enrolments: 24 411	50 per cent	108 per cent Number of enrolments: 50, 702
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. <i>Source:</i> Management of Activities and Participants (MAP) database	10 278 enrolments with 39 per cent of them women Among them: 274 employer participants 868 worker participants 1 167 labour ministry participants	15 000 enrolments	4 928 enrolments with 47 per cent of them women Among them: 233 employer participants 248 worker participants 841 labour ministry participants
Output indicator 1.1b: Number of enrolments in blended training activities , disaggregated by gender and tripartite constituents. <i>Source:</i> Management of Activities and Participants (MAP) database	3 467 enrolments, with 47 per cent of them women Among them: 236 employer participants 464 worker participants 189 labour ministry participants	3 500 enrolments	2 356 enrolments with 48 per cent of them women Among them: 212 employer participants 715 worker participants 125 labour ministry participants

DIMENSION	TECHNICAL PERFORMANCE		
Output indicator 1.1c: Number of enrolments in distance learning activities, disaggregated by gender and tripartite constituents ----- Source: Management of Activities and Participants (MAP) database, Online learning platform (eCampus)	153 499 enrolments with 39 per cent of them women Among them: 2 553 employer participants 8 212 worker participants 7 563 labour ministry participants	320 000 enrolments	93 917 enrolments with 40 per cent of them women Among them: 5 293 employer participants 3 151 worker participants 4 028 labour ministry participants ----- Notes: - Gender and organizational distribution are not available for 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).
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).
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).

DIMENSION	TECHNICAL PERFORMANCE		
Output indicator 1.2: Number of enrolments in activities run by institutional intermediaries via online platforms curated and hosted by the Centre <i>Source:</i> 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
Output indicator 1.3: Number of enrolments in TSD Masters Programmes <i>Source:</i> Management of Activities and Participants (MAP) database	479 students	400 students	350 enrolments
Output indicator 1.4a: Percentage of training activities designed/ delivered in partnership with the ILO or other organizations with a mandate to facilitate capacity development services <i>Source:</i> 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
Output indicator 1.4b: Percentage of non-training services in the Centre's capacity development portfolio <i>Source:</i> Management of Activities and Participants (MAP) database	37 per cent of which: 38 per cent Product development 17 per cent Event management 19 per cent Consultancies 6 per cent Communication & advocacy 5 per cent Knowledge & data management	33 per cent of which 30% are commissioned by organizations that belong to ILO core constituency	42 per cent of which 41% are commissioned by organizations that belong to ILO core constituency 30 per cent Product development 21 per cent Event management 24 per cent Consultancies 16 per cent Media, Communication & advocacy 4 per cent Knowledge & data management
Output indicator 1.5: Number of organizations reached with non-training capacity development services for institutional intermediaries <i>Source:</i> 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)

DIMENSION	TECHNICAL PERFORMANCE		
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 Advisory services: To be reported by the end of the biennium Communication campaigns: To be reported by the end of the biennium
Outcome indicator 2.B: Proof of service out-takes ----- Source: Post knowledge-acquisition test results on the online learning platform (eCampus) for training. Survey monkey questionnaires for events. Documentation of consultancies. Final reports of communication campaigns	Training (overall): 84 per cent Face-to-face and blended training: 81 per cent Tutor-based online training: 84 per cent Self-guided online training: 85 per cent Events Management: 54 per cent Advisory services: N/A Communication campaigns: 13 pledges received from 8 global organizations committing to tangible actions within the context of the coffeepeople campaign (2023). 285 pledges committing to taking actions for ending child labour within the context of the endchildlabour campaign (2021/2022)	Training (overall): 85 per cent Events: 50 per cent Advisory services: 90 per cent of assignments conclude with a plan signed off by the client Communication campaigns: TBD	Training (overall): 85 per cent Face-to-face and blended training: 85 per cent Tutor-based online training: 85 per cent Self-guided online training: 85 per cent Events: 65 per cent Advisory services: To be reported by the end of the biennium Communication campaigns: To be reported by the end of the biennium
Outcome indicator 2.C: Proof of performance improvement ----- Source: External evaluation reports	Training knowledge application rate: 62.5 per cent Events Management: N/A Advisory services: N/A Communication campaigns: N/A	Training knowledge application rate: 75 per cent Events Management: 75 per cent Advisory services: 50 per cent Communication campaigns: 50 per cent	Training knowledge application rate: 53 per cent Events Management: To be reported by the end of the biennium Advisory services: To be reported by the end of the biennium Communication campaigns: To be reported by the end of the biennium

DIMENSION	TECHNICAL PERFORMANCE		
Outputs linked to Outcome 2			
Output indicator 2.1: Number of capacity development service categories undergoing annual external evaluation ----- <i>Source:</i> External evaluation reports	2	4	1
Output indicator 2.2: Rating of the Centre's LA system on the LA sophistication pathway ----- <i>Source:</i> LA Sophistication matrix	Level 2.5	Level 3.5	To be reported by the end of the biennium
Output indicator 2.3: The Centre has better understanding of its UN system-wide competitiveness as a capacity development service provider ----- <i>Source:</i> Report of the 2025 benchmarking exercise	N/A	TBD	To be reported by the end of the biennium
Output indicator 2.4: Number of former participants in tutor-supported activities joining the alumni network ----- <i>Source:</i> Alumni network platform data	N/A	1 000	1 400 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 ----- <i>Source:</i> ORACLE	59.7 per cent	57 per cent	58.51 per cent
Outputs linked to Outcome 3			
Output indicator 3.1: Growth in number of funding agreements per annum ----- <i>Source:</i> PMSU data	24.5 per cent	15 per cent	27%
Output indicator 3.2: Return on promotion expenditure (the ratio of gross revenue from capacity development activities over gross marketing investment to promote them) ----- <i>Source:</i> 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

DIMENSION	FINANCIAL PERFORMANCE		
Output indicator 3.3: Number of projects awarded to the Centre with a budget exceeding 500,000 Euro ----- <i>Source:</i> PMSU/ODPS records	4	8	2
Outcome 4	The Centre has improved its operational efficiency		
Outputs linked to Outcome 4			
Output indicator 4.1: Number of business processes reviewed ----- <i>Source:</i> FINSERV/ICTS	9	6	6
DIMENSION	GOVERNANCE PERFORMANCE		
Outcome 5	The staff of the Centre is motivated and skilled		
Outcome indicator 5.A: Percentage of staff describing the Centre as an employer of choice both UN-System wide and in the local labour market ----- <i>Source:</i> HRS Staff perception survey	N/A	80 per cent	Staff survey on awareness on harassment and sexual harassment was conducted.
Outputs linked to Outcome 5			
Output indicator 5.1: New performance management system in place ----- <i>Source:</i> HRS	N/A	Second semester/25	Completed
Output indicator 5.2: Increased number of staff in the Professional category from under- or non-represented countries ----- <i>Source:</i> HRS	N/A	At least three recruitments	Seven recruitments
Output indicator 5.3: Performance appraisal compliance rate ----- <i>Source:</i> HRS	N/A	70 per cent second semester/25	80 per cent
Output indicator 5.4: All HRS policy (minutes, info notes, circulars) reviewed or consolidated to be either maintained, amended or suppressed ----- <i>Source:</i> HRS	N/A	80 per cent second semester/25	70 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 ----- <i>Source:</i> External audit	N/A	Assessed quality standards, equivalent to a 3* commercial premises	Quality Standards Assessment to take place in 2025

DIMENSION	GOVERNANCE PERFORMANCE		
Outputs linked to Outcome 6			
Output indicator 6.1: The refurbishment of the Americas2 Pavilion has advanced ----- <i>Source:</i> Steering Committee meeting minutes	Funding agreement with host country	Design complete	Preliminary design complete
Output indicator 6.2: In-house event management capabilities have been strengthened ----- <i>Source:</i> HRS personal files	Number of staff with event management expertise	2 staff with event management expertise	Selection of the staff to be involved complete
Output indicator 6.3: Campus services and facilities are improved and standardized ----- <i>Source:</i> 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
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 ----- <i>Source:</i> 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
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 ----- <i>Source:</i> Staff development portal	20 per cent	60 per cent	23%
Output indicator 7.1.2: Core ICT websites and platforms used by the Centre going through external accessibility assessment and critical accessibility issues remediation ----- <i>Source:</i> 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
Output indicator 7.1.3: Digitally inclusive and mobile friendly self-guided e-learning content ----- <i>Source:</i> External audit	N/A	Content of 3 self-guided courses reviewed	External audit performed on three self-guided Fixes and Improvement under implementation
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 ----- <i>Source:</i> Staff development portal	N/A	90 per cent	New IT Security Awareness Training launched in May 2024 9% completion rate

DIMENSION	GOVERNANCE PERFORMANCE		
Output indicator 7.2.2: The Centre has reviewed and upgraded its data retention policy <i>Source:</i> 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
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 <i>Source:</i> Implementation reports	All priority audit recommendations addressed within the reporting period	All priority audit recommendations addressed within the reporting period	88.5%
Outputs linked to Outcome 8			
Output indicator 8.1: Annual unqualified financial audits <i>Source:</i> External audit report	Unqualified audit in 2022	Unqualified audits in 2024 and 2025	Unqualified audit in 2024
Output indicator 8.2: Recommendations of the 2023 internal digital audit implemented <i>Source:</i> Internal audit report	N/A	100 per cent	58%
Output indicator 8.3: 2024-25 Action plans for the promotion, public relations and internal communication dimensions of the Centre's communication system <i>Source:</i> DIR for PR and Internal communication. TDIR/LIP for promotion dimension	N/A	One action plan per dimension	2024/25 Action Plan for 60th Anniversary Celebrations developed involving the three dimensions
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 <i>Source:</i> GB notes covering the institutional segment	Acknowledged	Acknowledged annually	Acknowledged by the Governing Body in November 2024 during the institutional segment session on ITCILO
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. <i>Source:</i> Innovation fund records	N/A	50 per cent	70%

DIMENSION	CROSS-CUTTING STRATEGY DRIVERS		
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 ----- <i>Source:</i> Management of Activities and Participants (MAP) database	ILS: 28 per cent SDT: 19 per cent	ILS: 40 per cent SDT: 30 per cent	ILS: 25 per cent SDT: 18 per cent
Output indicator B.2: Percentage of training participants stating that ILS, Tripartism and SD have been explicitly referenced during training ----- <i>Source:</i> 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
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 ----- <i>Source:</i> Management of Activities and Participants (MAP) database	20 per cent	40 per cent	18 per cent
Output indicator C.2: Compliance with the outreach target for female/male participants set out in the ILO Gender Equality Action Plan 2022-25 ----- <i>Source:</i> 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

INFO

FOR FURTHER INFORMATION
PLEASE CONTACT

International Training Centre of the ILO

Viale Maestri del Lavoro, 10
10127 Turin - Italy

communications@itcilo.org
www.itcilo.org

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