

## RESULTS FRAMEWORK FOR 2024-25 BIENNIUM

| DIMENSION                                                                                                                                                                                                                                                 | TECHNICAL PERFORMANCE                                                                                                                                             |                                                                |                                                                                                                                                                |                                                                                                                                                                  |                                                                                                                                                                  |
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| Indicator                                                                                                                                                                                                                                                 | Baseline<br>(2022- 23)                                                                                                                                            | Target 2024-25<br>(Cumulative figure for the 2024-25 biennium) | Results<br>(2024)                                                                                                                                              | Results<br>(2025)                                                                                                                                                | Results<br>(2024-2025 biennium)                                                                                                                                  |
| Outcome 1                                                                                                                                                                                                                                                 | The Centre has further expanded its service <u>outreach</u>                                                                                                       |                                                                |                                                                                                                                                                |                                                                                                                                                                  |                                                                                                                                                                  |
| Outcome indicator 1.A:<br><br>Percentage of growth in training outreach over the previous biennium among <b>direct</b> training beneficiaries<br><br>Source: Management of Activities and Participants (MAP) database, Online learning platform (eCampus) | 26 per cent<br><br>-----<br>Number of enrolments: 167 244                                                                                                         | 25 per cent                                                    | 37.8 per cent<br><br>-----<br>Number of enrolments: 230 537                                                                                                    |                                                                                                                                                                  |                                                                                                                                                                  |
| Outcome indicator 1.B:<br><br>Percentage of growth in training outreach over the previous biennium among <b>indirect</b> training beneficiaries<br><br>Source: External platforms data                                                                    | 306 per cent<br><br>-----<br>Number of enrolments: 24 411                                                                                                         | 50 per cent                                                    | 542.7 per cent<br><br>-----<br>Number of enrolments: 156 887                                                                                                   |                                                                                                                                                                  |                                                                                                                                                                  |
| Outputs linked to Outcome 1                                                                                                                                                                                                                               |                                                                                                                                                                   |                                                                |                                                                                                                                                                |                                                                                                                                                                  |                                                                                                                                                                  |
| Output Indicator 1.1: Number of enrolments in training activities offered by the Centre                                                                                                                                                                   |                                                                                                                                                                   |                                                                |                                                                                                                                                                |                                                                                                                                                                  |                                                                                                                                                                  |
| Output indicator 1.1a:<br><br>Number of enrolments in <b>face-to-face training activities</b> , disaggregated by gender and tripartite constituents.<br><br>-----<br>Source: Management of Activities and Participants (MAP) database                     | 10 278 enrolments with 39 per cent of them women<br><br>Among them:<br>274 employer participants<br>868 worker participants<br>1 167 labour ministry participants | 15 000 enrolments                                              | 4 928 enrolments with 47 per cent of them women<br><br>Among them:<br>233 employer participants<br>248 worker participants<br>841 labour ministry participants | 4 156 enrolments with 40 per cent of them women<br><br>Among them:<br>82 employer participants<br>161 worker participants<br>603 labour ministry participants    | 9 084 enrolments with 44 per cent of them women<br><br>Among them:<br>315 employer participants<br>409 worker participants<br>1 444 labour ministry participants |
| Output indicator 1.1b:<br><br>Number of enrolments in <b>blended training activities</b> , disaggregated by gender and tripartite constituents.<br><br>-----<br>Source: Management of Activities and Participants (MAP) database                          | 3 467 enrolments, with 47 per cent of them women<br><br>Among them:<br>236 employer participants<br>464 worker participants<br>189 labour ministry participants   | 3 500 enrolments                                               | 2 356 enrolments with 48 per cent of them women<br><br>Among them:<br>212 employer participants<br>715 worker participants<br>125 labour ministry participants | 3 463 enrolments with 49 per cent of them women<br><br>Among them:<br>186 employer participants<br>1 219 worker participants<br>279 labour ministry participants | 5 819 enrolments with 49 per cent of them women<br><br>Among them:<br>398 employer participants<br>1 934 worker participants<br>404 labour ministry participants |

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| <p>Output indicator 1.1c:</p> <p>Number of enrolments in <b>distance learning activities</b>, disaggregated by gender and tripartite constituents</p> <p>-----</p> <p>Source: Management of Activities and Participants (MAP) database, Online learning platform (eCampus)</p> | <p>153 499 enrolments with 39 per cent of them women</p> <p>Among them:</p> <p>2 553 employer participants</p> <p>8 212 worker participants</p> <p>7 563 labour ministry participants</p> | <p>320 000 enrolments</p>                                                                                                             | <p>93 917 enrolments with 40 per cent of them women</p> <p>Among them:</p> <p>5 293 employer participants</p> <p>3 151 worker participants</p> <p>4 028 labour ministry participants</p> <p>-----</p> <p>Notes:</p> <ul style="list-style-type: none"> <li>Gender and organizational distribution are not available for 1 991 enrolments in Masterclasses on Udemey.</li> <li>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).</li> </ul> | <p>121 717 enrolments with 36 per cent of them women</p> <p>Among them:</p> <p>7 979 employer participants</p> <p>3 481 worker participants</p> <p>4 295 labour ministry participants</p> <p>-----</p> <p>Notes:</p> <ul style="list-style-type: none"> <li>Gender and organizational distribution are not available for 1 086 enrolments in Masterclasses on Udemey and 687 enrolments in microlearning platforms.</li> <li>Organizational affiliation is self-declared by participants in cases of enrolments in self-guided courses and Communities of Practice (In 2025, 7 372 employers, 2 817 workers, and 3 781 MoL).</li> </ul> | <p>215 634 enrolments with 37 per cent of them women</p> <p>Among them:</p> <p>13 272 employer participants</p> <p>6 632 worker participants</p> <p>8 323 labour ministry participants</p> <p>-----</p> <p>Notes:</p> <ul style="list-style-type: none"> <li>Gender and organizational distribution are not available for 3 077 enrolments in Masterclasses on Udemey and 687 enrolments in microlearning platforms.</li> <li>Organizational affiliation is self-declared by participants in cases of enrolments in self-guided courses and Communities of Practice (In the biennium, 12 181 employers, 5 235 workers, and 7 145 MoL).</li> </ul> |
| <p>Output indicator 1.1d:</p> <p>Number of enrolments of <b>ILO staff</b> in training</p> <p>-----</p> <p>Source: Management of Activities and Participants (MAP) database, Online learning platform (eCampus)</p>                                                             | <p>275 enrolments in face-to-face training</p> <p>362 enrolments in blended training</p> <p>6 709 enrolments in distance learning</p>                                                     | <p>500 enrolments in face-to-face training</p> <p>350 enrolments in blended training</p> <p>3 500 enrolments in distance learning</p> | <p>5 298 enrolments</p> <p>256 enrolments in face-to-face training</p> <p>127 enrolments in blended training</p> <p>4 915 enrolments in distance learning</p> <p>-----</p> <p>Notes:</p> <ul style="list-style-type: none"> <li>Gender and organizational distribution are not available for 1 991 enrolments in Masterclasses on Udemey.</li> <li>Organizational affiliation is self-declared by participants in cases of enrolments in self-guided courses and Communities of Practice (In 2024, 4 094 ILO).</li> </ul>                                                                | <p>5 761 enrolments</p> <p>183 enrolments in face-to-face training</p> <p>110 enrolments in blended training</p> <p>5 468 enrolments in distance learning</p> <p>-----</p> <p>Notes:</p> <ul style="list-style-type: none"> <li>Gender and organizational distribution are not available for 1 086 enrolments in Masterclasses on Udemey and 687 enrolments in microlearning platforms.</li> <li>Organizational affiliation is self-declared by participants in cases of enrolments in self-guided courses and Communities of Practice (In 2025, 5 048 ILO).</li> </ul>                                                                 | <p>11 059 enrolments</p> <p>439 enrolments in face-to-face training</p> <p>237 enrolments in blended training</p> <p>10 383 enrolments in distance learning</p> <p>-----</p> <p>Notes:</p> <ul style="list-style-type: none"> <li>Gender and organizational distribution are not available for 3 077 enrolments in Masterclasses on Udemey and 687 enrolments in microlearning platforms.</li> <li>Organizational affiliation is self-declared by participants in cases of enrolments in self-guided courses and Communities of Practice (In the biennium, 9 142 ILO).</li> </ul>                                                                 |
| <p>Output indicator 1.1e:</p> <p>Overall <b>Gender</b> distribution and affiliation to ILO core <b>constituency</b> in training</p> <p>-----</p> <p>Source: Management of Activities and Participants (MAP) database, Online learning platform (eCampus)</p>                   | <p>39 per cent women</p> <p>24 per cent affiliated with the ILO core constituency (of which 33 per cent are women)</p>                                                                    | <p>45 per cent women</p> <p>30 per cent affiliated with the ILO core constituency (of which 50 per cent are women)</p>                | <p>40 per cent women</p> <p>15 per cent affiliated with the ILO core constituency (of which 42 per cent are women)</p> <p>-----</p> <p>Notes:</p> <ul style="list-style-type: none"> <li>Gender and organizational distribution are not available for 1 991 enrolments in Masterclasses on Udemey.</li> <li>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).</li> </ul>                                                                   | <p>37 per cent women</p> <p>14 per cent affiliated with the ILO core constituency (of which 39 per cent are women)</p> <p>-----</p> <p>Notes:</p> <ul style="list-style-type: none"> <li>Gender and organizational distribution are not available for 1 086 enrolments in Masterclasses on Udemey and 687 enrolments in microlearning platforms.</li> <li>Organizational affiliation is self-declared by participants in cases of enrolments in self-guided courses and Communities of Practice (In 2025, 7 372 employers, 2 817 workers, and 3 781 MoL).</li> </ul>                                                                    | <p>38 per cent women</p> <p>14 per cent affiliated with the ILO core constituency (of which 41 per cent are women)</p> <p>-----</p> <p>Notes:</p> <ul style="list-style-type: none"> <li>Gender and organizational distribution are not available for 3 077 enrolments in Masterclasses on Udemey and 687 enrolments in microlearning platforms.</li> <li>Organizational affiliation is self-declared by participants in cases of enrolments in self-guided courses and Communities of Practice (In the biennium, 12 181 employers, 5 235 workers, and 7 145 MoL).</li> </ul>                                                                     |
| <p>Output indicator 1.2:</p> <p>Number of enrolments in activities run by institutional intermediaries via <b>online</b></p>                                                                                                                                                   | <p>24 008 enrolments</p>                                                                                                                                                                  | <p>23 000 enrolments</p>                                                                                                              | <p>Indirect training enrolments of learners trained by trainers who were certified by the Centre on platforms developed by the Centre:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>Indirect training enrolments of learners trained by trainers who were certified by the Centre on platforms developed by the Centre:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>Indirect training enrolments of learners trained by trainers who were certified by the Centre on platforms developed by the Centre:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

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| <b>platforms curated and hosted by the Centre</b><br><hr/> Source: External platforms data                                                                                                                                                                                    |                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                     | 50 702 enrolments<br><br>Outreach (enrolments) via platform development services that do not entail the involvement of ITCILO in training delivery:<br>8 795 enrolments                                                                                                                             | 106 185 enrolments<br><br>Outreach (enrolments) via platform development services that do not entail the involvement of ITCILO in training delivery:<br>7 193 enrolments                                                                                                                                                 | 156 887 enrolments<br><br>Outreach (enrolments) via platform development services that do not entail the involvement of ITCILO in training delivery:<br>15 988 enrolments                                                                                                                                                |
| Output indicator 1.3:<br>Number of enrolments in TSD <b>Masters</b> Programmes<br><hr/> Source: Management of Activities and Participants (MAP) database                                                                                                                      | 479 students                                                                                                                                                                                                                                         | 400 students                                                                                                                                                                                                                                        | 329 enrolments<br><br><hr/> 2023-2024 and 2024-2025 cohorts                                                                                                                                                                                                                                         | 381 enrolments<br><br><hr/> 2024-2025 and 2025-2026 cohorts                                                                                                                                                                                                                                                              | 527 enrolments<br><br><hr/> 2023-2024, 2024-2025 and 2025-2026 cohorts                                                                                                                                                                                                                                                   |
| Output indicator 1.4a:<br>Percentage of training activities designed/delivered in <b>partnership</b> with the ILO or other organizations with a mandate to facilitate capacity development services<br><hr/> Source: Management of Activities and Participants (MAP) database | 63 per cent in partnership with the ILO<br>22 per cent in partnership with other organizations                                                                                                                                                       | 66 per cent in partnership with the ILO<br>25 per cent in partnership with other organizations                                                                                                                                                      | 60 per cent in partnership with the ILO<br>20 per cent in partnership with other organizations                                                                                                                                                                                                      | 58 per cent in partnership with the ILO<br>16 per cent in partnership with other organizations                                                                                                                                                                                                                           | 59 per cent in partnership with the ILO<br>18 per cent in partnership with other organizations                                                                                                                                                                                                                           |
| Output indicator 1.4b:<br>Percentage of <b>non-training services</b> in the Centre's capacity development portfolio<br><hr/> Source: Management of Activities and Participants (MAP) database                                                                                 | 37 per cent<br><br>of which:<br>38 per cent Product development<br>17 per cent Event management<br>19 per cent Consultancies<br>6 per cent Communication & advocacy<br>5 per cent Knowledge & data management                                        | 33 per cent<br><br>of which 30% are commissioned by organizations that belong to ILO core constituency                                                                                                                                              | 42 per cent<br><br>of which 41% are commissioned by organizations that belong to ILO core constituency<br><br>30 per cent Product development<br>21 per cent Event management<br>24 per cent Consultancies<br>16 per cent Media, Communication & advocacy<br>4 per cent Knowledge & data management | 45 per cent<br><br>of which 42% are commissioned by organizations that belong to ILO core constituency<br><br>28 per cent Product development<br>24 per cent Event management<br>30 per cent Consultancies & project management<br>15 per cent Media, Communication & advocacy<br>3 per cent Knowledge & data management | 44 per cent<br><br>of which 42% are commissioned by organizations that belong to ILO core constituency<br><br>29 per cent Product development<br>22 per cent Event management<br>29 per cent Consultancies & project management<br>15 per cent Media, Communication & advocacy<br>4 per cent Knowledge & data management |
| Output indicator 1.5:<br>Number of <b>organizations</b> reached with <b>non-training</b> capacity development services for institutional intermediaries<br><hr/> Source: Management of Activities and Participants (MAP) database                                             | 56 organizations reached with digitally enhanced support services (Product development & advisory services)<br><br>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)<br><br>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)<br><br>19 organizations reached with system-level capacity development services (Communication & advocacy and event management services)                                                | 51 organizations reached with digitally enhanced support services (Product development & advisory services)<br><br>20 organizations reached with system-level capacity development services (Communication & advocacy and event management services)                                                                     | 76 organizations reached with digitally enhanced support services (Product development & advisory services)<br><br>36 organizations reached with system-level capacity development services (Communication & advocacy and event management services)                                                                     |

| Outcome 2                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | The Centre has further improved its service <u>quality</u>                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| <p>Outcome indicator 2.A:</p> <p><b>Service <u>satisfaction</u> rates</b></p> <p>-----</p> <p>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)</p>                                                                                           | <p>Training (overall): 4.54</p> <ul style="list-style-type: none"> <li>Face-to-face training: 4.57</li> <li>Tutor-based online training: 4.52</li> <li>Self-guided online training: 4.6</li> </ul> <p>Events Management: 4.2<br/>Advisory services: 5<br/>Communication campaigns: 5</p>                                                                                                                                                                                                                                                                                                                                                        | <p>Training (overall):4.5<br/>Event Management:4.5<br/>Advisory Services:4.5<br/>Communication Campaigns:4.5</p>                                                                                | <p>Training (overall): 4.57</p> <ul style="list-style-type: none"> <li>Face-to-face training: 4.57</li> <li>Tutor-based online training: 4.51</li> <li>Self-guided online training: 4.59</li> </ul> <p>Events management: 4.4<br/><i>Advisory services: To be reported by the end of the biennium</i><br/><i>Communication campaigns: To be reported by the end of the biennium</i></p>                                     | <p>Training (overall): 4.57</p> <ul style="list-style-type: none"> <li>Face-to-face training: 4.59</li> <li>Tutor-based online training: 4.53</li> <li>Self-guided online training: 4.58</li> </ul> <p>Events management: 4.3<br/><i>Advisory services: To be reported by the end of the biennium</i><br/><i>Communication campaigns: To be reported by the end of the biennium</i></p>                                     | <p>Training (overall): 4.57</p> <ul style="list-style-type: none"> <li>Face-to-face training: 4.58</li> <li>Tutor-based online training: 4.52</li> <li>Self-guided online training: 4.59</li> </ul> <p>Events management: 4.4<br/>Advisory services: 4.8<br/>Communication campaigns: 5*</p> <p>-----</p> <p>* The 2024 campaign related to the ILO Action Programme on Decent Work in Supply Chains has been used a sample to draw the result</p>                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p>Outcome indicator 2.B:</p> <p><b>Proof of service <u>out-takes</u></b></p> <p>-----</p> <p>Source: Post knowledge-acquisition test results on the online learning platform (eCampus) for training. Survey monkey questionnaires for events (connections established). Documentation of consultancies (performance improvement plans). Final reports/data of communication campaigns (Sustained engagement)</p> | <p>Training (overall): 84 per cent</p> <ul style="list-style-type: none"> <li>Face-to-face and blended training: 81 per cent</li> <li>Tutor-based online training: 84 per cent</li> <li>Self-guided online training: 85 per cent</li> </ul> <p>Events Management: 54 per cent<br/>Advisory services: N/A<br/>Communication campaigns: 13 pledges received from 8 global organizations committing to tangible actions within the context of the <a href="#">coffeepeople campaign</a> (2023). 285 pledges committing to taking actions for ending child labour within the context of the <a href="#">endchildlabour campaign</a> (2021/2022)</p> | <p>Training (overall): 85 per cent<br/>Events: 50 per cent<br/>Advisory services: 90 per cent of assignments conclude with a plan signed off by the client<br/>Communication campaigns: TBD</p> | <p>Training (overall): 85 per cent</p> <ul style="list-style-type: none"> <li>Face-to-face and blended training: 85 per cent</li> <li>Tutor-based online training: 85 per cent</li> <li>Self-guided online training: 85 percent</li> </ul> <p>Events: 65 per cent<br/><i>Advisory services: To be reported by the end of the biennium</i><br/><i>Communication campaigns: To be reported by the end of the biennium</i></p> | <p>Training (overall): 90 per cent</p> <ul style="list-style-type: none"> <li>Face-to-face and blended training: 90 per cent</li> <li>Tutor-based online training: 90 per cent</li> <li>Self-guided online training: 95 percent</li> </ul> <p>Events: 60 per cent<br/><i>Advisory services: To be reported by the end of the biennium</i><br/><i>Communication campaigns: To be reported by the end of the biennium</i></p> | <p>Training (overall): 86 per cent</p> <ul style="list-style-type: none"> <li>Face-to-face and blended training: 88 per cent</li> <li>Tutor-based online training: 88 per cent</li> <li>Self-guided online training: 85 percent</li> </ul> <p>Events: 64 per cent<br/>Advisory services: 90%+<br/>“Effectiveness: Most consultancies met their objectives and produced impactful outputs such as strategic frameworks, digital platforms, diagnostic assessments, and employment-focused tools.” <a href="#">External evaluation of consultancies (2025) p.5</a><br/>Communication campaigns: 1,235 users of the AI-enabled Evidence Hub as a proof of sustained engagement with the communication campaign*</p> <p>-----</p> <p>* The 2024 campaign related to the ILO Action Programme on Decent Work in Supply Chains has been used a sample to draw the result</p> |
| <p>Outcome indicator 2.C:</p> <p><b>Proof of <u>performance improvement</u></b></p> <p>-----</p> <p>Source: External evaluation reports for training (concrete knowledge application examples). Internal follow-up survey</p>                                                                                                                                                                                     | <p>Training knowledge application rate: 62.5 per cent<br/>Events Management: N/A<br/>Advisory services: N/A<br/>Communication campaigns: N/A</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>Training knowledge application rate: 75 per cent<br/>Events Management: 75 per cent<br/>Advisory services: 50 per cent</p>                                                                   | <p>Training knowledge application rate: 53 per cent</p> <p><i>Events Management: To be reported by the end of the biennium</i></p>                                                                                                                                                                                                                                                                                          | <p>Training knowledge application rate: 72.8 per cent</p> <p><i>Events Management: To be reported by the end of the biennium</i></p>                                                                                                                                                                                                                                                                                        | <p>Training knowledge application rate: 62 per cent<br/>Events: 71 per cent<br/>Advisory services: 50%+</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |



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| for events (Examples of improved performance). <a href="#">External evaluation of consultancies</a> . Documentation of communication campaigns                                                                                       |           | Communication campaigns: 50 per cent | <i>Advisory services: To be reported by the end of the biennium</i><br><i>Communication campaigns: To be reported by the end of the biennium</i>                                                                                                                                                                                                       | <i>Advisory services: To be reported by the end of the biennium</i><br><i>Communication campaigns: To be reported by the end of the biennium</i> | <p><b>“Impact and sustainability:</b> Several of the strategy consultancies contributed to broader policy change, institutional strengthening, and improvements in service delivery” <a href="#">External evaluation of consultancies (2025) p.5</a></p> <p>Communication campaigns: The campaign resulted in the successful deployment of an AI-enabled, multilingual Evidence Hub. The initiative strengthened access to ILO knowledge products and supported evidence-informed dialogue and policymaking*</p> <p>-----</p> <p>* The 2024 campaign related to the ILO Action Programme on Decent Work in Supply Chains has been used a sample to draw the result</p> |
| Outputs linked to Outcome 2                                                                                                                                                                                                          |           |                                      |                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p>Output indicator 2.1:</p> <p>Number of capacity development service categories undergoing <b>annual external evaluation</b>.</p> <p>-----</p> <p>Source: External evaluation reports</p>                                          | 2         | 4                                    | 1                                                                                                                                                                                                                                                                                                                                                      | 2                                                                                                                                                | <p>2</p> <p>-----</p> <p>In addition to an internal evaluation of the TSD Masters programmes and a follow-up survey to evaluate event facilitation services</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p>Output indicator 2.2:</p> <p>Rating of the Centre’s <b>LA system</b> on the LA sophistication pathway</p> <p>-----</p> <p>Source: LA Sophistication matrix</p>                                                                    | Level 2.5 | Level 3.5                            | Level 3.5                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p>Output indicator 2.3:</p> <p>The Centre has better understanding of <b>its UN system-wide competitiveness</b> as a capacity development service provider</p> <p>-----</p> <p>Source: Report of the 2025 benchmarking exercise</p> | N/A       | TBD                                  | As part of the UN 80 reform process, the Centre participated in the interagency workgroup related to work package 17 (training and research). The Centre has taken part in a comprehensive benchmarking exercise, and the results have informed the plan of action for a closer collaboration between UN agencies in the training and research cluster |                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p>Output indicator 2.4:</p> <p>Number of former participants in tutor-supported activities joining the <b>alumni network</b></p> <p>-----</p> <p>Source: <a href="#">Alumni network platform</a> data</p>                           | N/A       | 1 000                                | 1 400 members                                                                                                                                                                                                                                                                                                                                          | 3 240 members                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

| DIMENSION                                                                                                                                                                                                                                                                                                                                                                                                                                        | FINANCIAL PERFORMANCE                              |             |                                                             |                                                                 |                |  |
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| Outcome 3                                                                                                                                                                                                                                                                                                                                                                                                                                        | The Centre has further diversified its revenue mix |             |                                                             |                                                                 |                |  |
| Outcome indicator 3.A:<br><br>Share of <b>total net contribution</b> from earned revenue to total net contribution to cover fixed expenditure, contingency and institutional investments.<br>-----<br>Source: ORACLE                                                                                                                                                                                                                             | 59.7 per cent                                      | 57 per cent | 58.51 per cent                                              | 58.18 per cent                                                  | 58.34 per cent |  |
| Outputs linked to Outcome 3                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                    |             |                                                             |                                                                 |                |  |
| Output indicator 3.1:<br><br>Growth in number of <b>funding agreements</b> per annum<br>-----<br>Source: PMSU data                                                                                                                                                                                                                                                                                                                               | 24.5 per cent                                      | 15 per cent | 12%<br><br>Note: calculated over Year 1 of biennium 2022-23 | 37%<br><br>Note: calculated over year 2 of the biennium 2022-23 | 21%            |  |
| Output indicator 3.2:<br><br>Return on <b>promotion expenditure</b> (the ratio of gross revenue from capacity development activities over gross marketing investment to promote them)<br>-----<br>Source: Open courses promoted with targeted instruments via the digital marketing facility of the Office of the Director of Training, Capacity development services promoted to institutional partners through segment-specific outreach plans | 5:1                                                | 5:1         | 5:1                                                         | 5:1                                                             | 5:1            |  |
| Output indicator 3.3:<br><br>Number of <b>projects awarded to the Centre</b> with a budget exceeding 500,000 Euro<br>-----<br>Source: PMSU/ODPS records                                                                                                                                                                                                                                                                                          | 4                                                  | 8           | 2                                                           | 3                                                               | 5              |  |
| Outcome 4                                                                                                                                                                                                                                                                                                                                                                                                                                        | The Centre has improved its operational efficiency |             |                                                             |                                                                 |                |  |
| Outputs linked to Outcome 4                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                    |             |                                                             |                                                                 |                |  |
| Output indicator 4.1:<br><br>Number of business <b>processes</b> reviewed<br>-----<br>Source: FINSERV/ICTS                                                                                                                                                                                                                                                                                                                                       | 9                                                  | 6           | 3                                                           | 3                                                               | 6              |  |
| DIMENSION                                                                                                                                                                                                                                                                                                                                                                                                                                        | GOVERNANCE PERFORMANCE                             |             |                                                             |                                                                 |                |  |
| Outcome 5                                                                                                                                                                                                                                                                                                                                                                                                                                        | The staff of the Centre is motivated and skilled   |             |                                                             |                                                                 |                |  |

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| <p>Outcome indicator 5.A:</p> <p>Percentage of staff describing the Centre as an <b>employer of choice</b> both UN-System wide and in the local labour market.</p> <p>-----</p> <p>Source: HRS Staff perception survey</p> | N/A                                  | 80 per cent                                                        | Staff survey on awareness on harassment and sexual harassment was conducted. | Consultations with focus groups undertaken. Design of staff survey in progress.                   | Pulse survey redesigned to address organizational culture.                                 |
| Outputs linked to Outcome 5                                                                                                                                                                                                |                                      |                                                                    |                                                                              |                                                                                                   |                                                                                            |
| <p>Output indicator 5.1:</p> <p>New <b>performance management system</b> in place</p> <p>-----</p> <p>Source: HRS</p>                                                                                                      | N/A                                  | Second semester/25                                                 | Completed                                                                    | Completed                                                                                         | Completed                                                                                  |
| <p>Output indicator 5.2:</p> <p>Increased number of staff in the Professional category from <b>under- or non-represented</b> countries</p> <p>-----</p> <p>Source: HRS</p>                                                 | N/A                                  | At least three recruitments                                        | Nine recruitments                                                            | Eight recruitments                                                                                | 17 recruitments                                                                            |
| <p>Output indicator 5.3:</p> <p>Performance <b>appraisal</b> compliance rate</p> <p>-----</p> <p>Source: HRS</p>                                                                                                           | N/A                                  | 70 per cent second semester/25                                     | 80 per cent                                                                  | 90 per cent                                                                                       | 90 per cent                                                                                |
| <p>Output indicator 5.4:</p> <p>All <b>HRS policy</b> (minutes, info notes, circulars) reviewed or consolidated to be either maintained, amended or suppressed</p> <p>-----</p> <p>Source: HRS</p>                         | N/A                                  | 80 per cent second semester/25                                     | 70 per cent                                                                  | 80 per cent                                                                                       | 80 per cent                                                                                |
| Outcome 6                                                                                                                                                                                                                  | The Campus has been further upgraded |                                                                    |                                                                              |                                                                                                   |                                                                                            |
| <p>Outcome indicator 6.A:</p> <p>Alignment with the applicable international standards in terms of <b>quality of accommodation and training facilities</b> and services</p> <p>-----</p> <p>Source: External audit</p>     | N/A                                  | Assessed quality standards, equivalent to a 3* commercial premises | Quality Standards Assessment to take place in 2025                           | Quality of accommodation services assessed by Federalberghi as equivalent to a 4* standard (2025) | Quality of accommodation services assessed by Federalberghi as equivalent to a 4* standard |
| Outputs linked to Outcome 6                                                                                                                                                                                                |                                      |                                                                    |                                                                              |                                                                                                   |                                                                                            |
| <p>Output indicator 6.1:</p> <p>The <b>refurbishment</b> of the Americas<sup>2</sup> Pavilion has advanced</p> <p>-----</p> <p>Source: Steering Committee meeting minutes</p>                                              | Funding agreement with host country  | Design complete                                                    | Preliminary design completed                                                 | Preliminary design completed and building permits released                                        | Preliminary design completed, building permits released and first tender completed         |

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| Output indicator 6.2:<br>In-house <b>event management</b> capabilities have been strengthened<br>-----<br>Source: HRS personal files                                                                                  | Number of staff with event management expertise                              | 2 staff with event management expertise                             | Selection of the staff to be involved completed                                                                                                           | Two staff members attended events and trainings to develop sound expertise in event management                                     | Two staff members attended events and trainings to develop sound expertise in event management                                     |
| Output indicator 6.3:<br>Campus <b>services and facilities</b> are improved and standardized<br>-----<br>Source: ReviewPro                                                                                            | 4.1 out of 5 average score based on guests' feedback                         | 4.3 out of 5 average score based on guests' feedback                | 4.2 out of 5 average score based on guests' feedback                                                                                                      | 4.4 out of 5 average score based on guests' feedback                                                                               | 4.4 out of 5 average score based on guests' feedback                                                                               |
| <b>Outcome 7</b>                                                                                                                                                                                                      | <b>The Digital Technology deployed by the Centre is inclusive and secure</b> |                                                                     |                                                                                                                                                           |                                                                                                                                    |                                                                                                                                    |
| Outcome indicator 7.A:<br>The Centre is <b>certified</b> in accordance with ISO/IEC 27001:2022<br>-----<br>Source: External audit                                                                                     | Certified compliant with ISO 27001 2013 version                              | Certified compliant with ISO 27001 2022 version                     | External auditor for 2022 version will take place in June 2025.<br>Compliance with ISO27001 2013 has been confirmed following external audit in June 2024 | Compliance with ISO27001 2022 confirmed following external audit in June 2025                                                      | Compliance with ISO27001 2022 confirmed following external audit in June 2025                                                      |
| Outputs linked to Outcome 7                                                                                                                                                                                           |                                                                              |                                                                     |                                                                                                                                                           |                                                                                                                                    |                                                                                                                                    |
| Output Indicator 7.1: Digitally accessible information and communication technologies                                                                                                                                 |                                                                              |                                                                     |                                                                                                                                                           |                                                                                                                                    |                                                                                                                                    |
| Output indicator 7.1.1:<br>Percentage of staff going through a <b>digital accessibility</b> training course<br>-----<br>Source: Staff development portal                                                              | 20 per cent                                                                  | 60 per cent                                                         | 23 per cent                                                                                                                                               | 64 per cent                                                                                                                        | 64 per cent                                                                                                                        |
| Output indicator 7.1.2:<br>Core ICT websites and platforms used by the Centre going through external <b>accessibility assessment</b> and critical accessibility issues remediation<br>-----<br>Source: External audit | 2 core platforms (the Centre's public website and eCampus)                   | 3 core platforms (Online recruitment, online application, Intranet) | External accessibility assessment performed on the three platforms<br>All the critical accessibility issues fixed on the recruitment platform             | External accessibility assessment and improvements performed on the three platforms<br>89% the critical accessibility issues fixed | External accessibility assessment and improvements performed on the three platforms<br>89% the critical accessibility issues fixed |
| Output indicator 7.1.3:<br>Digitally <b>inclusive</b> and mobile friendly self-guided e-learning content<br>-----<br>Source: External audit                                                                           | N/A                                                                          | Content of 3 self-guided courses reviewed                           | External audit performed on three self-guided<br>Fixes and Improvement under implementation                                                               | External audit performed on three self-guided<br>Fixes and Improvements implemented                                                | External audit performed on three self-guided<br>Fixes and Improvements implemented                                                |
| Output Indicator 7.2: Enhanced cybersecurity, data protection, governance and privacy                                                                                                                                 |                                                                              |                                                                     |                                                                                                                                                           |                                                                                                                                    |                                                                                                                                    |
| Output indicator 7.2.1:<br>Percentage of staff going through the new <b>IT security</b> awareness training                                                                                                            | N/A                                                                          | 90 per cent                                                         | New IT Security Awareness Training launched in May 2024                                                                                                   | New IT Security Awareness Training launched in May 2024<br>83% completion rate                                                     | New IT Security Awareness Training launched in May 2024<br>83% completion rate                                                     |



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| -----<br>Source: Staff development portal                                                                                                                                    |                                                                          |                                                                          | 9% completion rate                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                             |
| Output indicator 7.2.2:<br>The Centre has reviewed and upgraded its <b>data retention</b> policy<br>-----<br>Source: Information Security Management System (ISMS)           | N/A                                                                      | 70 per cent of IT core services have a data disposal mechanism in place  | Personal data discovery and business process analysis completed<br>Data retention requirements under definition<br>Data retention policy under draft                                                                                                           | Data retention policy drafted<br>Implementation coverage of 33% of the identified core systems                                                                                                                                                                 | Data retention policy drafted<br>Implementation coverage of 33% of the identified core systems                                                                                                                                                                                              |
| <b>Outcome 8</b>                                                                                                                                                             | <b>The Centre operates at the highest level of good governance</b>       |                                                                          |                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                             |
| Outcome indicator 8.A:<br>Compliance with UN System-wide financial, digital and communication <b>governance</b> standards<br>-----<br>Source: Implementation reports         | All priority audit recommendations addressed within the reporting period | All priority audit recommendations addressed within the reporting period | <b>67%</b><br><br>6 of 9 External Audit recommendations relating to 2023 received as of 2024 have been addressed.                                                                                                                                              | <b>54%</b><br><br>7 of 9 External Audit recommendations relating to 2023, and 0 of 4 external audit recommendations relating to 2024 have been addressed.                                                                                                      | <b>54%</b><br><br>7 of 13 External Audit recommendations relating to 2023-2024 received as of 2025 have been addressed.                                                                                                                                                                     |
| <b>Outputs linked to Outcome 8</b>                                                                                                                                           |                                                                          |                                                                          |                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                             |
| Output indicator 8.1:<br>Annual <b>unqualified financial audits</b><br>-----<br>Source: External audit report                                                                | Unqualified audit in 2022                                                | Unqualified audits in 2024 and 2025                                      | Unqualified audit opinion received in 2024                                                                                                                                                                                                                     | Unqualified audit opinion received in 2025                                                                                                                                                                                                                     | Unqualified audit opinion received in 2024-25 biennium                                                                                                                                                                                                                                      |
| Output indicator 8.2:<br>Recommendations of the 2023 <b>internal digital audit</b> implemented<br>-----<br>Source: Internal audit report                                     | N/A                                                                      | 100 per cent                                                             | ➤ 58%: 7 out of 12 Medium to Low priority Internal Audit recommendations on <b>digital governance</b> have been closed as of close of 2024.<br><br>➤ No open, high priority, 2023 internal audit recommendations on digital governance as of the close of 2024 | ➤ 67%: 8 out of 12 Medium to Low priority Internal Audit recommendations on <b>digital governance</b> have been closed as of close of 2025.<br><br>➤ No open, high priority, 2023 internal audit recommendations on digital governance as of the close of 2025 | ➤ 67%: 8 out of 12 Medium to Low priority Internal Audit recommendations on <b>digital governance</b> have been closed as of close of 2024-25 biennium.<br><br>➤ No open, high priority, 2023 internal audit recommendations on digital governance as of the close of the 2024-25 biennium. |
| Output indicator 8.3:<br><b>2024-25 Action plans</b> for the promotion, public relations and internal communication dimensions of the Centre's communication system<br>----- | N/A                                                                      | One action plan per dimension                                            | One action plan developed focusing on the 60 <sup>th</sup> Anniversary                                                                                                                                                                                         | One action implemented focusing on the 60 <sup>th</sup> Anniversary                                                                                                                                                                                            | Promotion: 1 action plan implemented<br>Public relations: 1 action plan implemented for 60 <sup>th</sup> Anniversary                                                                                                                                                                        |

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| Source: DIR for PR and Internal communication. TDIR/LIP for promotion dimension                                                                                                                                                                                                                                                     |                                                                                                                                                                                                       |                                      |                                      |                                      |                                      |
| <b>DIMENSION</b>                                                                                                                                                                                                                                                                                                                    | <b>CROSS-CUTTING STRATEGY DRIVERS</b>                                                                                                                                                                 |                                      |                                      |                                      |                                      |
| <b>Outcome</b>                                                                                                                                                                                                                                                                                                                      | <b>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</b> |                                      |                                      |                                      |                                      |
| Outcome indicator:<br><br>ILO Governing Body acknowledges the <b>alignment of the Centre with the ILO strategy</b><br><br>Source: GB notes covering the institutional segment                                                                                                                                                       | Acknowledged                                                                                                                                                                                          | Acknowledged annually                | Acknowledged                         |                                      |                                      |
| Outputs linked to CCSDs                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                       |                                      |                                      |                                      |                                      |
| Driver 1: The Centre is acknowledged as a pillar of the ILO Knowledge and Innovation facility                                                                                                                                                                                                                                       |                                                                                                                                                                                                       |                                      |                                      |                                      |                                      |
| Output indicator A:<br><br>Share of projects financed through the <b>innovation fund</b> resulting in new capacity development products.<br><br>Source: Innovation fund records                                                                                                                                                     | N/A                                                                                                                                                                                                   | 50 per cent                          | 75+ per cent                         |                                      |                                      |
| Driver 2: ILO messages on ILS, Social Dialogue and Tripartism promoted in all activities                                                                                                                                                                                                                                            |                                                                                                                                                                                                       |                                      |                                      |                                      |                                      |
| Output indicator B.1:<br><br>Percentage of the Centre's open courses explicitly referencing ILO messages on <b>ILS, tripartism and SD</b><br><br>Source: Management of Activities and Participants (MAP) database – updated data after indicators refresher training and internal circulation of indicators' assignment methodology | ILS: 28 per cent<br>SDT: 19 per cent                                                                                                                                                                  | ILS: 40 per cent<br>SDT: 30 per cent | ILS: 40 per cent<br>SDT: 30 per cent | ILS: 44 per cent<br>SDT: 33 per cent | ILS: 43 per cent<br>SDT: 31 per cent |
| Output indicator B.2:<br><br>Percentage of training participants stating that <b>ILS, Tripartism and SD</b> have been explicitly referenced during training<br><br>Source: Participants satisfaction questionnaires on the online learning platform (eCampus)                                                                       | ILS: 91 per cent<br>SDT: 87 per cent                                                                                                                                                                  | ILS: 90 per cent<br>SDT: 75 per cent | ILS: 85 per cent<br>SDT: 81 per cent | ILS: 88 per cent<br>SDT: 86 per cent | ILS: 86 per cent<br>SDT: 83 per cent |
| Driver 3: Equitable and inclusive learning environment for all                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                       |                                      |                                      |                                      |                                      |
| Output indicator C.1:<br><br>Percentage of the Centre's open courses explicitly referencing ILO messages on <b>Gender Equality and Diversity</b><br><br>Source: Management of Activities and Participants (MAP) database – updated data after indicators refresher training                                                         | 20 per cent                                                                                                                                                                                           | 40 per cent                          | 51 percent                           | 52 percent                           | 51 percent                           |

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| and internal circulation of indicators' assignment methodology                                                                                                                                                                       |                                                                                                                                                                                                                  |                                |                                |                                |                                |
| Output indicator C.2:<br>Compliance with the outreach target for female/male participants set out in the <b>ILO Gender Equality Action Plan 2022-25</b><br>-----<br>Source: Management of Activities and Participants (MAP) database | Percentage of females among ILO staff participants in ITCILO training activities: 53 per cent<br><br>Percentage of males among ILO staff participants in ITCILO gender-specific training activities: 16 per cent | 54 per cent<br><br>25 per cent | 54 per cent<br><br>28 per cent | 47 per cent<br><br>31 per cent | 50 per cent<br><br>28 per cent |