

RESULTS FRAMEWORK 2024

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

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<p>Output indicator 1.1c: Number of enrolments in distance learning activities, 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 Among them: 2 553 employer participants 8 212 worker participants 7 563 labour ministry participants</p>	<p>320 000 enrolments</p>	<p>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</p> <p>-----</p> <p>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).</p>
<p>Output indicator 1.1d: Number of enrolments of ILO staff 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 362 enrolments in blended training 6 709 enrolments in distance learning</p>	<p>500 enrolments in face-to-face training 350 enrolments in blended training 3 500 enrolments in distance learning</p>	<p>5 298 enrolments 256 enrolments in face-to-face training 127 enrolments in blended training 4 915 enrolments in distance learning</p> <p>-----</p> <p>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).</p>
<p>Output indicator 1.1e: Overall Gender distribution and affiliation to ILO core constituency in training</p> <p>-----</p> <p>Source: Management of Activities and Participants (MAP) database, Online learning platform (eCampus)</p>	<p>39 per cent women 24 per cent affiliated with the ILO core constituency (of which 33 per cent are women)</p>	<p>45 per cent women 30 per cent affiliated with the ILO core constituency (of which 50 per cent are women)</p>	<p>40 per cent women 15 per cent affiliated with the ILO core constituency (of which 42 per cent are women)</p> <p>-----</p> <p>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).</p>

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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		
<p>Outcome indicator 2.A: Service satisfaction rates</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 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</p>	<p>Training (overall):4.5 Event Management:4.5 Advisory Services:4.5 Communication Campaigns:4.5</p>	<p>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</p>
<p>Outcome indicator 2.B: Proof of service out-takes</p> <p>-----</p> <p>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</p>	<p>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)</p>	<p>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</p>	<p>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 percent 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</p>
<p>Outcome indicator 2.C: Proof of performance improvement</p> <p>-----</p> <p>Source: External evaluation reports</p>	<p>Training knowledge application rate: 62.5 per cent Events Management: N/A Advisory services: N/A Communication campaigns: N/A</p>	<p>Training knowledge application rate: 75 per cent Events Management: 75 per cent Advisory services: 50 per cent Communication campaigns: 50 per cent</p>	<p>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</p>

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	90 per cent
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