



BLENDED

EMPLOYMENT POLICY

PROJECT MANAGEMENT

CREATING JOBS THROUGH DEVELOPMENT PROJECTS

HOW TO DELIVER AND MEASURE DECENT WORK RESULTS

23 NOVEMBER – 11 DECEMBER 2026

ONLINE PHASE: 23 NOVEMBER – 4 DECEMBER 2026

RESIDENTIAL PHASE, TURIN ITCILO CAMPUS: 7 – 11 DECEMBER 2026

Information Note



International
Labour
Organization

ITC 
International Training Centre

BACKGROUND

For most people in the world, their labour is the only asset they have. Whether it earns a decent living or a bare subsistence determines whether a household can absorb a shock, whether children stay in school, whether a woman has an income of her own, and whether a young person sees a future at home. This is echoed by global statistics. Youth unemployment climbed to 12.4 per cent in 2025, and one in five young people worldwide is neither working nor in education or training. A job is in any case no guarantee of escaping poverty: almost 68 per cent of workers in low-income countries were living in extreme or moderate poverty in 2025, and that share has risen since 2015. Informality has not improved at all over the decade — around 58 per cent of the world's workers are informally employed, marginally more than in 2015. This is why the objective has to be decent jobs, not simply any jobs.

Employment is therefore not one development objective among many: it is the main channel through which economic growth either reaches people or passes them by. Which is why job creation and decent work feature so prominently in the objectives of development projects — and why delivering on them is so hard. Yet employment is often also among the least precisely specified of those objectives. Many projects promise jobs (or employable skills that ostensibly will lead to jobs); far fewer can say which jobs, for whom, of what quality and sustainability, and how they would know.

Some development interventions can be represented through relatively direct cause-and-effect relationships, particularly when they produce clearly identifiable outputs. Employment outcomes are different. Jobs are rarely produced by a single intervention alone; they emerge from the interaction of firms, workers, public institutions, education and training providers, social partners, policies and wider economic conditions. Projects seeking to generate employment therefore operate within a broader economic system, influencing constraints, enabling conditions and the capacities or behaviour of key actors that shape whether, where and for whom jobs are created, accessed, sustained and improved.

This makes problem analysis and project identification particularly important. Practitioners need to understand how the economy and labour market function in a specific context, identify the constraints that most strongly limit the creation of decent jobs, and examine how these constraints are connected. These may include limited structural transformation, low firm productivity, skills mismatches, limited access to finance or markets, ineffective labour-market intermediation, informality, institutional weaknesses, or barriers affecting women and young people. Without such an analysis and problem identification, well-intentioned projects can easily do more harm than good. For example, training delivered where labour demand is absent produces qualified (and often disillusioned) jobseekers rather than actual jobs.

The next challenge is to translate this diagnosis into a coherent project strategy and implementation. Rather than applying standard solutions, project designers need to determine which actors, functions and enabling conditions should be strengthened or influenced, and how interventions addressing labour demand, labour supply, institutions and labour-market intermediation can reinforce one another. Every context is different, but evidence, research and lessons from previous interventions can help identify promising approaches that can then be adapted to local realities.

Getting diagnosis, strategy and implementation right is only part of the story. Projects also need to monitor, measure and communicate the employment results to which they contribute. What counts as a job created or sustained? How can job quality be captured alongside job numbers? And how can projects assess their contribution without overstating attribution?

The course *Creating Jobs through Development Projects: How to Deliver and Measure Decent Work Results*, developed by the ITCILO, equips development professionals with the concepts, tools and practical skills needed to integrate employment and decent work considerations throughout the project cycle, from diagnosis and strategy design to implementation, monitoring and evaluation.

COURSE OBJECTIVES

The main objective of the course is to strengthen the capacity of development practitioners to design, implement and measure projects that aim at generating real, sustained and decent employment outcomes.

By combining conceptual grounding with hands-on, project-cycle-based practice, the course will allow participants to:

- **Mainstream employment and decent work considerations throughout the project cycle**, from identification and design to implementation, monitoring and evaluation;
- **Understand what is meant by “a job” and “a decent job”**, and translate these concepts into operational and measurable terms within a development project;
- **Conduct an employment-focused problem analysis during project identification**, using a systemic lens to identify the key constraints, actors and enabling conditions that shape the creation of decent jobs in a given context, including issues related to structural transformation, productivity, skills, access to finance and markets, labour-market intermediation, informality, and barriers affecting women and young people;
- **Develop context-specific employment strategies based on the diagnosis**, assess alternative intervention options, and determine how measures addressing labour demand, labour supply, institutions and labour-market intermediation can be combined and sequenced to reinforce one another;
- **Draw on evidence, research and lessons from previous interventions** to assess promising approaches and adapt them to the economic, institutional and social realities of the project context;
- **Plan for credible monitoring and evaluation of employment and job quality**, including indicators for jobs created and sustained, full-time equivalent estimates, net additionality, indirect effects, and the challenges of contribution and attribution;
- **Apply these concepts and tools to participants’ own live or pipeline projects.**

COURSE FORMAT, METHODOLOGY AND CONTENT

The course adopts a blended learning approach structured around three complementary phases: an online learning phase, an intensive face-to-face workshop in Turin, and a remote post-workshop application phase.

The methodology reflects ITCILO’s participatory and practice-oriented approach to learning. Expert input is combined with hands-on exercises, facilitated discussions, peer exchange, group work and practical application to participants’ own live or pipeline projects. Rather than focusing on theoretical instruction alone, the course enables participants to progressively apply the concepts and tools covered to their own professional contexts and development projects.

ONLINE PHASE – NOVEMBER 23 TO DECEMBER 4

Module 1: Introduction to project cycle and key employment concepts

This module revisits the project cycle and introduces key concepts related to employment, jobs and decent work.

Module 2: Understanding structural constraints behind employment creation and diagnosing constraints

This module focuses on problem analysis and project identification. It examines employment as a structural problem that requires structural solutions, and how temporary projects can meaningfully contribute to them. It will describe how employment outcomes are shaped across the spheres of labour demand, supply and the intermediation between the two, as well as the role of different actors across labour market systems. It will help participants identify the main constraints, actors and enabling conditions that a project can realistically influence.

Module 3: From diagnosis to employment strategy

This module explores how to translate an employment diagnosis into a coherent project strategy. It considers interventions addressing labour demand, labour supply, institutions and intermediation, and how evidence and lessons from previous interventions can inform context-specific choices.

By the end of the three online modules, participants will have identified a live or pipeline project from their own professional context to use as a practical case throughout the five-day workshop. During the workshop, they will progressively apply the concepts and tools introduced online, deepen their analysis of the project, refine its employment strategy, and explore additional topics related to implementation, monitoring and evaluation. The project will therefore serve as a common thread linking the online learning phase with the practical work undertaken during the workshop.

IN-PERSON PHASE – DECEMBER 7 TO 11

The in-person phase is designed as an intensive and highly interactive learning experience. Participants will work face-to-face with ITCILO experts in project management and decent jobs creation, combining expert input with facilitated discussion, peer exchange and practical application to their own projects. The week will provide space to test ideas, compare approaches across different country and institutional contexts, receive feedback from specialists and peers, and refine project strategies through collaborative problem-solving.

The workshop is structured around the following five modules.

Module 4: Deepening the diagnosis: constraints, actors and needs

This module deepens the employment diagnosis developed during the online phase. Participants analyse the main constraints to the creation of more and better jobs, examine stakeholder needs, and identify the actors, functions and enabling conditions that shape employment outcomes in their project context.

Module 5: Designing the employment creation strategy

This module focuses on translating the diagnosis into a coherent project strategy. Participants assess alternative intervention options, consider how measures addressing labour demand, labour supply, institutions and labour-market intermediation can be combined, and explore sequencing and scenario choices suited to the specific context.

Module 6: Implementation, adaptation and sustainability

This module examines how to translate the project strategy into a theory of change and use it to guide implementation. Particular attention is given to assumptions, risks, stakeholder engagement, adaptive management and the conditions needed to sustain employment effects beyond the life of the project.

Module 7: Monitoring, evaluation and learning

This module focuses on how to measure employment and decent work results credibly. It covers indicators for jobs created and sustained, job quality, full-time equivalent estimates, net additionality, indirect effects, and the challenges of contribution and attribution, while emphasizing the use of evidence for learning and project improvement.

Module 8: Consolidation and project presentations

Participants bring together the work developed throughout the course and present the employment strategy for their own live or pipeline project. Through feedback and discussion with ITCILO experts and fellow participants, they will test their assumptions, compare approaches, refine strategic choices and consolidate the main lessons from the week.

POST-WORKSHOP APPLICATION NOTE –JANUARY 2027

Following the face-to-face workshop, participants will consolidate their learning in a short application note tailored to their own professional context. The note will outline how they intend to mainstream job creation and decent work considerations into their work as development practitioners and into the projects they design, implement or support.

Drawing on the concepts and tools covered throughout the course, participants will identify practical changes they can introduce in areas such as project identification, employment diagnosis, strategy design, implementation, monitoring and evaluation. The note will serve as a concise action plan for applying the learning beyond the course and strengthening the integration of employment objectives into their future work.

CERTIFICATION

Participants who successfully complete all three phases of the programme and meet the required assessment criteria will receive an ITCILO Certificate of Achievement. The certificate confirms successful completion of the required assignments, knowledge checks and other assessment activities across the online, face-to-face and post-workshop phases. The programme represents a total learning effort of at least 60 hours. The certificate is issued electronically, secured through blockchain technology, and can be easily shared on professional and social media platforms.

WHO ATTENDS THIS COURSE?

The course is designed for development professionals who design, manage, finance, implement, monitor or evaluate projects with actual or potential employment and decent work outcomes. Typical participants include staff from donor agencies, international financial institutions, United Nations organizations, government institutions, non-governmental organizations, social partners and consulting firms.

It is particularly relevant for practitioners working on employment and youth employment, enterprise and private-sector development, market systems and value chains, skills development, employment services, local economic development, transitions to formality, infrastructure and other programmes where job creation is an important development objective, whether explicitly or implicitly.

No advanced economics is required. Familiarity with project cycles and results frameworks is helpful. Participants are strongly encouraged to bring examples of their own live or pipeline projects to apply the tools throughout the course.

HOW TO APPLY

Please apply as soon as possible through the form available here: <https://oarf2.etcilo.org/STF/A9719118/en>

TUITION FEES

€2820

ETCILO will offer a limited number of fellowships which may cover part of the fee. If eligible, early applicants will be given priority. Please inquire quickly!

CAMPUS LIFE

A THRIVING UNITED NATIONS CAMPUS AND COMMUNITY OF PROFESSIONAL PEOPLE FROM AROUND THE WORLD

- **Three organizations** from the United Nations system on campus
- **More than 300 training courses** and activities in a stimulating international environment
- **Thousands of participants** from all over the world

ENVIRONMENT AND SURROUNDINGS

Grab a campus bicycle and explore the Turin Centre.

Located in a leafy park on the banks of the Po River, it's a great place for study and collaboration. Experience innovative learning and training methods in modern classrooms equipped with simultaneous translation services.

HOUSING, DINING, AND MORE

Comprising more than 280 private dormitories, the **Turin Campus provides a broad range of services for course participants and partners** including a free-flow restaurant, travel agency, laundromat, post office, gym, medical services and a reception desk open 24/7.

COMMUNITY ENGAGEMENT AND DIVERSITY

Participants can enjoy social events organized by the Turin Centre as well as by their course facilitators. Whether on or off campus, people from different cultural backgrounds have the opportunity to listen to live music together, cook and share traditional foods, or team up to play games and network.

WITHDRAWAL, CANCELLATION POLICY, AND REFUNDS FOR OPEN COURSES

If an enrolled participant wishes or must withdraw from a course, they may choose to apply to a different course or be substituted by another candidate. The participant must notify the Centre, in writing, of their decision at least 14 days prior to the start date of the course. Cancellation of participation in regular courses will result in the following penalties:

- 14 days or more prior to the start date of the course: No penalty, 100% refund of amount paid less applicable bank charges
- 8 to 13 days prior to the start date of the course: Penalty of 50% of course price, refund of residual amount paid (if any) less applicable bank charges
- 7 days or less prior to the start date of the course: Penalty of 100% of course price.

INFO

FOR FURTHER INFORMATION PLEASE CONTACT

International Training Centre of the ILO
Employment Policy and Analysis Programme (EPAP)
Viale Maestri del Lavoro, 10
10127 Turin – Italy

epap@itcilo.org
www.itcilo.org

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