

# Board of the Centre

88th Session, October 2024

CC 88/1/2

FOR INFORMATION

## FIRST ITEM ON THE AGENDA

### Summary of the implementation progress in 2024

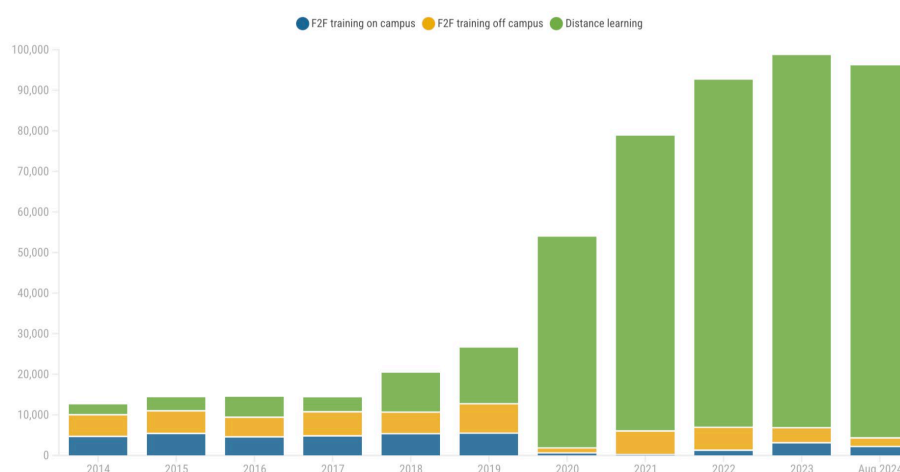
#### Introduction

1. In the eight months from January to August 2024, the Centre continued to grow its service outreach, fine-tuned its quality management processes and continued to diversify its finance mix as a result of the new operational model described in the 2022-25 Strategy Framework and the 2024-25 Programme & Budget (P&B). The Centre also has collected additional evidence on outcomes of its capacity development services on individuals, institutions and at the system level. In the following sections, implementation progress in 2024 is briefly described along the three dimensions for sustainable performance described in the Centre's 2022-25 strategy framework, and with focus on the Key Performance Indicators of the Centre's Results Based Management (RBM) Framework for the 2024-25 reporting period (see Annex A).

#### II. Technical performance: Outreach and Outcomes


2. As of 31 August 2024, the Centre was on track to achieve the biennial outreach targets for both individual and institutional beneficiaries (outcome indicators 1.A and 1.B). The Centre projects to reach in 2024 more than 6,000 people with face-to-face training and more than 110,000 people with distance learning activities, including participants enrolled in external learning platforms created and maintained together with ILO constituents and ILO offices (output indicators 1.1.a-c). The Centre is thus making good progress in rebuilding its face-to-face participant base back to pre-pandemic levels while at the same time continuing to rapidly expand the universe of online learners via the e-campus.

**Training outreach of the Centre**  
No of enrolments, 2014-2024



Source: MAP, eCampus,, external e-learning platforms curated by the Centre

3. The Centre's continued growth was made possible by harnessing digital technology for better scaling. The growth curve has somewhat levelled since 2022 though, partly explained by the opportunity costs of the Centre's renewed focus on face-to-face training (where scale effects are more difficult to unlock). Beyond 2025, if further growth in outreach is envisaged, the Centre could explore new pathways to leverage its delivery capacity through variable-cost type employment contracts, resource pooling or inter-agency collaboration. These growth scenarios could be explored during the consultations for the Centre's 2026-29 strategic plan and 2026-27 P&B.
4. On aggregate, 39% of all participants reached between January and August 2024 with learning activities were women (output indicator 1.1.e; for face-to-face training only, the ratio was 49%). With some success, the Centre has sought to further expand uptake of distance learning services among women through targeted initiatives like the women in digital business project funded by *Microsoft Philanthropies*.



The Women in Digital Business (WIDB) initiative is a global programme designed to equip women entrepreneurs with the digital skills required to thrive in the evolving AI-driven economy. Developed by the Centre in partnership with Microsoft Philanthropies, the project focuses on building digital literacy and skills for women entrepreneurs to grow their businesses online. WIDB aims to bridge the gender gap in digital entrepreneurship by providing accessible training to women, regardless of where they are on their entrepreneurial journey. With tailored learning tracks, WIDB ensures that women entrepreneurs, including those in remote communities, can build the digital proficiency necessary to succeed. The programme empowers women to develop essential skills, including in areas such as digital literacy, marketing, accounting, AI and cybersecurity. WIDB leverages a global network of trainers to deliver its three training packages:

- WIDB.Basics helps women entrepreneurs unlock basic digital literacy
- WIDB.Start provides women with the skills to be more visible and sell online
- WIDB.Learn offers advanced training on marketing, cybersecurity, bookkeeping, graphic design for business, and artificial intelligence.

WIDB aims to support 30,000 women entrepreneurs and train 2,500 trainers and lead trainers by October 2026. As of end August 2024, the programme had certified 630 Lead Trainers and 2300 Trainers who have provided digital skilling to over 27,000 women entrepreneurs. The WIDB capacity development service mix comprises self-guided modules, webinars, and mentorship, hosted on a modern [learning platform](#). These technologies allow participants to access quality training at their own pace, with the flexibility to apply their new skills directly to their business operations. For more information on WIDB go to <https://www.widb.network>

5. Next to its training activities aimed at individual capacity development, the Centre continued building its portfolio of institutional capacity development services including advisory services and product development support (output indicators 1.4.b and 1.5). Particularly the demand for *data-driven* services has been strong. For example, the Centre was contracted to advise the ILO Decent Work Support Team for Eastern Europe and Central Asia on digital capacity improvement interventions. The Centre's Employers' Activities Programme of the Centre developed a chatbot for the Employers Federation of the Philippines, and supported Employers and Business Membership Organizations across the globe to install and operate Customer Relationship Management software packages and to offer Occupational Safety and Health (OSH) training via customized online platforms. Taken together, the online learning platforms developed and curated by the Centre on behalf of core constituents and other ILO development partners had reached by the end of August 2024 40,000 people (indicator 1.2).
6. The Centre has also continued to expand its offering of system-level capacity development services, here with focus on knowledge sharing activities like conferences, retreats and dialogue events. In the first eight months of 2024, more than 2,400 people participated in related activities, as the Centre's strategy to market the campus as a global meeting venue of

choice for ILO constituents and other ILO development partners was bearing fruit. The Centre has also been commissioned to design a comprehensive communication strategy for the ILO MozTrabalha project in Mozambique. The strategy revolves around a strong visual identity and design system to unify branding, along with a user-friendly website that serves as a digital hub. The content strategy emphasizes storytelling through videos and articles, highlighting individual success stories and key themes like youth employment in sustainable forestry and construction. Additionally, the communication team will conduct workshops to empower stakeholders and leverage media relations and social media for broader outreach.

#### A tripartite flagship event: The 2024 Skills Fair on Quality Apprenticeships

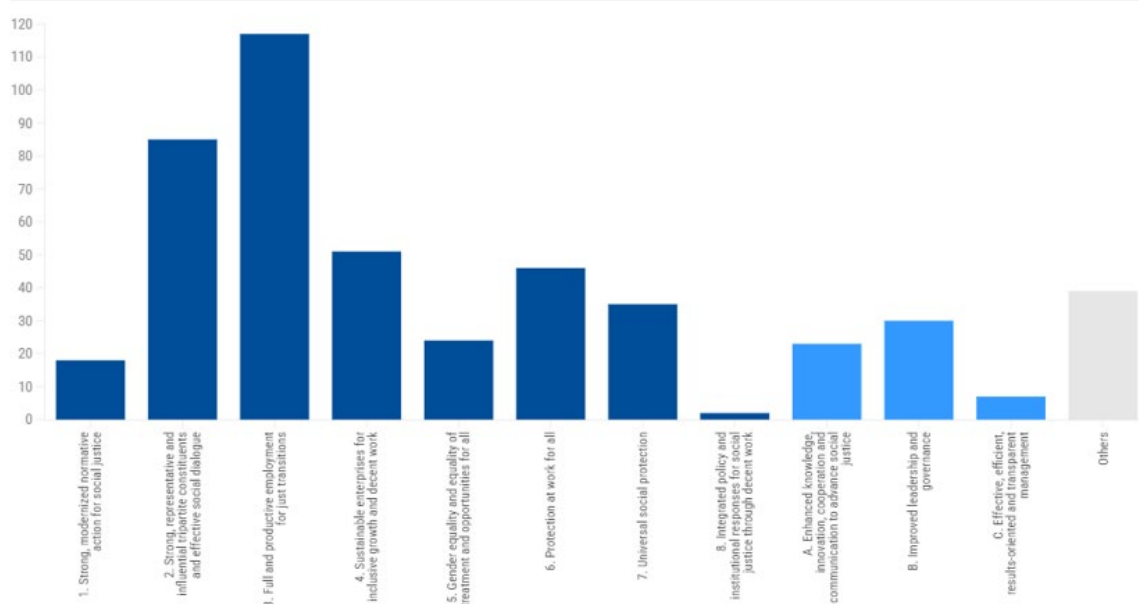
On 27-29 February 2024, ITCILO EPAP, Employers' and Workers' Activities Programmes, in close partnership with the ILO SKILLS Branch, ILO ACTRAV and ILO ACTEMP and 10 other co-organizers (international Social Partner organizations, UN and EU agencies, Development Partners), have organized the 2024 Skills Fair, a blended event with around 1,000 participants (300 on Campus and more than 650 online). The Fair has been a pivotal platform for the promotion and exchange of knowledge surrounding the ILO Quality Apprenticeships Recommendation (R208), adopted by the tripartite constituents in 2023.

The agenda of the three-day event, designed through a participatory, Innovation Fund-supported, design sprint in September 2023, has engaged 102 speakers in 17 sessions and 29 exhibition booths showcasing best practices and initiatives. With a strong emphasis on the key role of employers' and workers' organizations, the Fair facilitated multi-stakeholder dialogues on regulatory frameworks, innovative practices, and forward-looking approaches to identify actionable strategies to enhance the quality, relevance, and sustainability of apprenticeship programs in the evolving landscape of work. The [2024 Skills Fair](#), heavily supported by the CATALYST initiative, has meaningfully contributed to the ITCILO's objectives on the promotion of international labour standards, social dialogue and tripartism.



7. The capacity development services of the Centre are fully aligned with the ILO strategy framework. More than nine out of ten activities of the Centre delivered so far in 2024 have been directly linked to one of the outcomes in the ILO 2024-25 P&B. Also, the large majority of these activities was designed and delivered in partnership with ILO policy departments and field offices (indicator 1.4.a). Between January and August 2024, the Centre also recorded more than 3,000 enrolments of ILO staff into its learning activities (indicator 1.1.d).

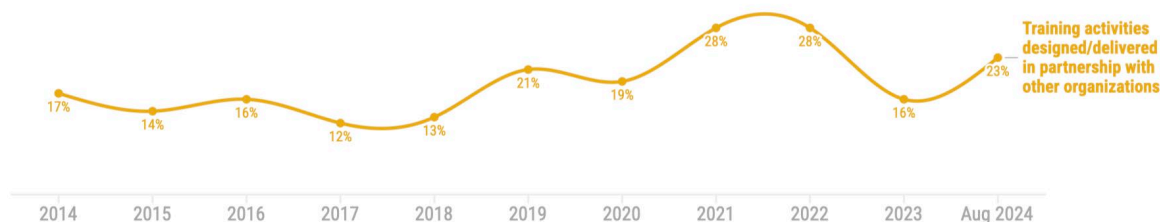
### Distribution of the Centres capacity development services across ILO P&B outcomes (as of 31<sup>st</sup> August 2024)



Source: MAP

8. The share of training activities designed and delivered in partnership with other capacity development service providers, including from the ILO core constituency, increased from 16% (2023) to 23%, meaning that the measures taken by the Centre at the end of 2023 to promote joint delivery have taken hold (indicator 1.4.a).

### Share of the Centre's capacity development services delivered in partnership with other organizations

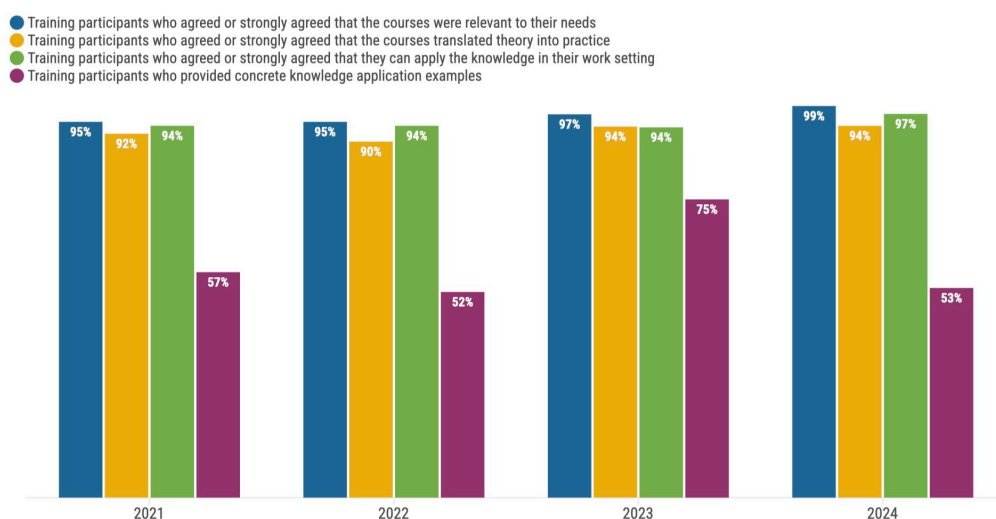


Source: MAP

9. In the eight months of the calendar year covered by this report, the Centre commissioned three evaluations to validate the outcomes of its capacity development services (outcome indicators 2.A.-C, output indicator 2.1) and to identify areas for further improvement. The three evaluations covered the following themes:

- (1) The 2024 external evaluation of the Centre's *learning* activities focused on capacity development services for workers' representatives and showed high relevance of the training to participants' needs, with 98% reporting applicability of learned skills and 93% foreseeing institutional benefits. More than 80% of all participants demonstrated increased knowledge as a direct result of training and more than half of all participants shared a concrete example of how their performance improved after applying the newly acquired knowledge in their workplace. The evaluation also pointed towards areas for further development of the service portfolio of the Workers' Activities Programme, including stronger emphasis on institutional capacity development support to complement training. The evaluation also called for closer collaboration between the Workers' Activities Programme and other Technical Programmes of the Centre in order to unlock synergies. For more information on the evaluation findings go to: <https://www.itsilo.org/external-evaluation-2024-report-brief>.

### New knowledge application rates after training



Source: 2024 external evaluation

- (2) The 2024 evaluation of the Centre's flagship advocacy campaign on workers' rights in the global coffee supply chain run under commission from the ILO Zero Vision Fund (October-December 2023) showed that the campaign had reached an estimated 25 million people across 50 countries, with 135,000 engagements. Ten global organizations committed to tangible actions for improving OSH conditions for coffee workers, using a Collective Action Kit developed during the campaign. For more information go to <https://www.itsilo.org/coffee-people-campaign>.
- (3) The 2024 evaluation of the Master's Programmes offered by the Turin School of Development in collaboration with the University of Torino and the Polytechnic University was meant to better understand the outcomes on graduates' careers, and to gather feedback for continuous improvement. The study utilized a mixed-method approach, including quantitative surveys and qualitative interviews.



### Findings and recommendations of the 2024 TSD tracer study

#### Findings:

- **Alumni Employment and Career Advancement:** The majority of TSD alumni have successfully secured employment in their respective fields, with many reporting significant career advancements. The Master's programmes have been instrumental in enhancing their professional skills and competencies.
- **Satisfaction Levels:** Alumni expressed high levels of satisfaction with the Master's programmes. They valued the comprehensive curriculum, the quality of instruction, and the practical applications of their studies. However, there were suggestions for improvement in areas such as workload management and the inclusion of more diverse case studies.
- **Skills and Competencies:** Alumni highlighted the acquisition of critical skills, including analytical thinking, policy analysis, and project management. These skills have been directly applicable to their current roles, contributing to their professional growth and effectiveness.
- **Curriculum and Delivery:** Feedback indicates a need for better preliminary information regarding workload and expectations, more control on attendance to ensure group cohesion, and a call for diversifying the contexts of lectures and case studies to include regions outside the EU and the USA. There is also a suggestion to make the face-to-face phase of the programmes longer.
- **Communication and Networking:** Opportunities for both formal and informal communication among participants of the Master's programmes have been identified as beneficial. Alumni appreciated the networking opportunities provided during their studies and recommended expanding these interactions.
- **Innovative Teaching Methods:** There is a recommendation to explore teaching and knowledge assessment methods beyond the traditional approach, including the introduction of artificial intelligence where relevant. This would enhance the learning experience and better prepare students for the evolving demands of their professions.

#### Recommendations:

- **Diversify Resource Persons:** Increase the diversity of resource persons to provide a wider range of perspectives and expertise.
- **Diversify Case Studies Contexts:** Include case studies and examples from regions outside the EU and the USA.
- **Measure Satisfaction after Every Module:** Implement regular satisfaction surveys after each module to gather ongoing feedback and make timely adjustments.
- **Provide Opportunities for Formal and Informal Communication between Various Master Students:** Foster more opportunities for formal and informal communication between participants of different Master's programmes to enhance cross-disciplinary learning and networking.
- **Better Preliminary Information:** Provide clearer information regarding workload expectations and living arrangements in Italy to help students better prepare for their stay.
- **Readings and Materials on eCampus and on Campus:** Ensure that all readings and materials are readily accessible through the eCampus platform and physically on campus.
- **Better Control on Attendance:** Implement stricter attendance control measures to ensure group cohesion and active participation.
- **Coherence and Continuity of Sessions:** Plan sessions to ensure coherence and continuity of content across different lecturers and modules.
- **Look in to extending the Face-to-Face Phase:** Consider extending the face-to-face phase of the programmes to provide more in-depth learning and interaction.
- **Provide a Kick-Off Course:** Introduce a kick-off course to ensure all students have a basic level of knowledge and consistent terminology.
- **Introduce Artificial Intelligence to Innovate Teaching and Assessment Methods:** Explore and implement innovative teaching and assessment methods to keep pace with the changing educational landscape.

Source: 2024 Tracer Study for evaluating the effectiveness of the TSD Master's Programmes, p.2

10. The Centre has further built its position as an innovation hub at the service of both ILO staff and ILO constituents. In March 2024, the Centre received a formal mandate from the ILO to facilitate the implementation of innovation-related initiatives under the 2023 Knowledge and Innovation strategy, while taking into account the UN 2.0 'Quintet of Change' (namely to become more digital, data-driven, innovative, informed by strategic foresight and drawing on behavioural science). Through these initiatives, the Centre has provided ILO constituents and ILO staff with technical expertise and seed finance to co-innovative capacity development solutions; for example, the Centre ran several innovation challenges for ILO development cooperation projects and was scheduled to convene a global Artificial Intelligence Forum with bipartite representation in September 2024. The Centre also actively contributed to UN system wide innovation knowledge sharing events like the UNIN meeting in May, the UN Futures Lab Metaverse event in June 2024 and exhibited its work at the UN Future Summit in September 2024. The Centre's chatbot Answermate has been selected as a valid use case for the HLCM TF-AI Report distributed to all HLCM representatives, in advance of the 48th HLCM Session on 3-4 October 2024. Consultations have started between the Centre, UNITAR and UNSSC to facilitate a cross-comparison of their respective innovation initiatives, to identify best practices and create synopsis for closer inter-agency collaboration (output indicator 2.3).

11. The Centre has developed and launched an online alumni platform (output indicator 2.4). The platform was developed in response to the 2023 evaluation of learning activities that had found room for improving the after-training follow-up services of the Centre; the objective of the network is to facilitate networking among alumni and with the Centre, to build long-term relationships with former participants along multi-step learning journeys, to celebrate learning achievements and to further the career of graduates by providing them with visibility.

#### About the Centre's alumni network platform

The online network is built on the Centre's [credentialing and certification platform](#) and leverages the digital, data-driven, real-time, integration and automation features that accompanied the digital transformation of the Centre's certificates from the traditional formats to block-chain based, open-badges compliant digital credentials.



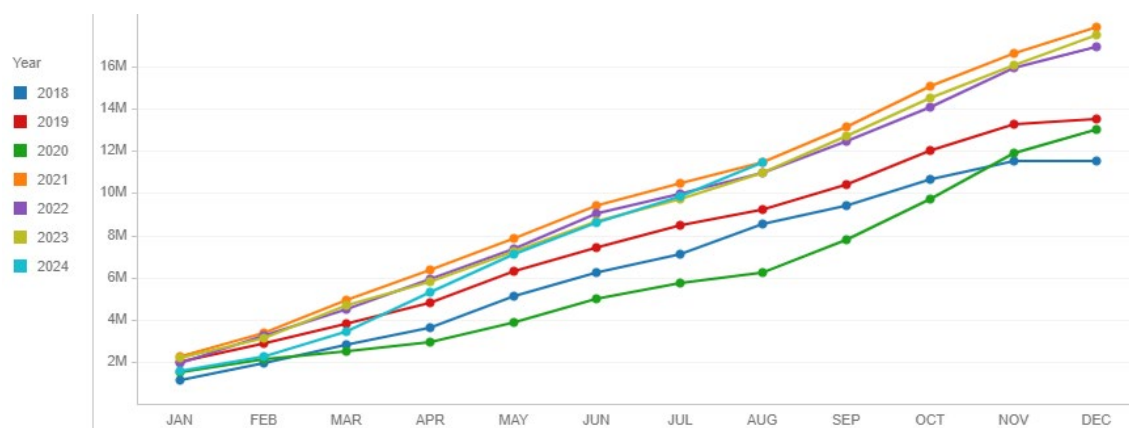
Alumni

This approach ensures that the process behind this network will be automated, sustainable, scalable, and flexible while requiring no significant additional investment. It provides a digital, data-driven and publicly accessible, closed database of certified learners allowing for targeted communication and engagement. The platform's searchable features, including filters for location, job title, and organization, facilitate connections among alumni with similar interests. It also showcases each member's ITCILO certification history along an automatically generated timeline, drawing directly from the Centre's digital credentials database.

As part of the platform launch, more than 39,650 ITCILO certified learners who received ITCILO digital credentials since 2020 have been invited in August to join the network. All these former participants received an "Alumni Membership" digital badge and were encouraged to opt-in for joining the platform and populate their profiles as members of the public ITCILO alumni network. More than 4,300 recipients proudly shared their alumni badges on LinkedIn, and over 1,500 members joining the platform within the first month. For more information go to: <https://alumni.itcilo.org>

### III. Financial performance: Revenue and Expenditure

12. In the first eight months of the year, the Centre has maintained a robust financial position and is confident that it will achieve its target of 57 per cent - total net contribution to fixed costs from earned revenue to cover fixed expenditure, contingency and institutional investments (outcome indicator 3.A). Annual revenue is forecasted to meet P&B projections, driven by larger-scale contracts linked to global academies on campus like the Social Security Academy and the South-South Summer University, and several development cooperation projects implemented as a result of new funding agreements with the World Bank, the International Fund for Agricultural Development and the Asian Development Bank (output indicator 3.1).
13. Another element contributing to the Centre's sustainable financial performance in the first eight months of the year was a more systematic approach to the promotion of its services, including the design of social media-based outreach campaigns and the introduction of new formats like virtual house events for potential Master students. The conversion rates for marketing campaigns promoting fee-based training activities indicate a return on outreach investments in line with the targets foreseen in the P&B (output indicator 3.2).
14. The continued strong financial position has permitted the Centre to largely absorb inflation driven cost increases, especially expenditure relating to the campus operations and maintenance, and consequently keep service prices largely stable (an average 2% price increase over 2023 prices, *below* the inflation rate applied in the P&B). As indicated in the P&B and as done in 2023, the Centre is forecasting generating sufficient net contributions from earned revenue and voluntary contributions to allocate the planned funding to its institutional investment Funds, earmarked for fellowships, innovation activities, ICT investments and campus improvements.

**Contribution to Fixed Costs: 2024 trends versus past years' performance**

Source: IBI @

#### IV. Organizational performance: Corporate services, accountability and oversight

15. Corporate services continued to ensure back-of-house support functions intended to ensure the smooth operations of the organization, including financial services and risk management, human resource management, facilities management and communication and information technology services. The following section describes the contribution made by these corporate services to the smooth implementation of the Centre's workplan during 2024.

##### Financial Services

16. The Centre continues its implementation of various measures to achieve a leaner cost architecture and handle the Centre's growth in its outreach, as well as improving the overall monitoring and management of the financially-related aspects of the Centre. Financial services has led or assisted in various projects for the automation of several workflows and processes with focus on the review of its rules and procedures including the digitalization of its internal business processes (output indicator 4.1).
17. The Centre has currently completed the process review on invoicing self-paying participants with six other business process underway, including the review of the participants' enrolment and payment process, the adoption of e-signatures for funding agreements, the review of the travel rules and process including its digitalisation, the management of the human resources contracting process and its digitalisation, among others. The Centre is also progressing well in the preparation of the procurement manual that is under its last revisions. Various units are involved and working jointly with ICTS to complete the projects in order to simplify workflows as well as achieve additional efficiencies. The Centre anticipates achieving its output indicator.

##### Human Resources Services

18. The Centre's Human Resource Services coordinated the rollout of the new Performance Management System aligned with the ILO (output indicator 5.1 and 5.3). The Staff Development Programme has been essential in implementing the new Performance Management Framework (PMF), which began its pilot phase in January 2024. Tailored training courses and information sessions were held for staff, along with calibration meetings for managers, leading to a remarkable 90% compliance rate during the Beginning of Cycle phase. Staff engagement has been crucial for the successful execution of the PMF, as highlighted by the positive outcomes of the Mid-term Review phase of the exercise. Looking forward, the Staff Development Programme will continue to support the PMF throughout 2024 and into 2025, focusing on ongoing training and performance-related discussions to enhance staff performance and organizational effectiveness.



19. Alongside the new Performance Management Framework, Human Resources Services played an important role in staff development and organizational cohesion. During the first eight months, it supported and facilitated 39 individual training initiatives, 12 team retreats, and 7 team training sessions, fostering both individual and collective growth. These activities continue to strengthen team dynamics, enhance skill sets, and promote a culture of continuous learning. Additionally, HRS organized collective training courses on essential topics like digital accessibility and cross-cultural competencies, including a two-day induction for newcomers. Staff well-being was prioritized through the Well-being Programme and 100 LinkedIn Learning licenses were offered to enhance opportunities for self-paced professional development.
20. The Centre continued to advance staff diversity (output indicator 5.2) through ongoing recruitments and its internship program. In the first eight months of the year, the Centre concluded 15 recruitment processes, three of which were initiated in 2023. Among the vacancies filled, diversity played a key role, leading to the recruitment of individuals from Lebanon, Italy, Australia, Argentina, Brazil, Spain, and Madagascar. The Centre's internship programme was implemented with successful recruitment of interns from a variety of countries, including Cameroon, Sudan, Italy/Kosovo, Colombia, Italy/Uruguay, Lebanon, Namibia, South Africa (2 interns), India (2 interns), and Russia. This commitment to fostering a diverse workforce reflects the Centre's dedication to inclusivity and geographical representation.

### **Information and Communication Technology Services**

21. The Centre continued to make its services digitally inclusive and accessible worldwide, promoting digital accessibility for all, one of principles of the Global Digital Compact adopted at the Summit of the Future. In 2024, the Centre joined the UN digital accessibility group created this year, contributing to the development and adoption of guidelines for the implementation of Indicator 6 of United Nations Disability Inclusion Strategy. In this context, the Centre continued to work with an external provider leader in digital accessibility (with approximatively 70 per cent of its staff living with disabilities) to make its digital services and content accessible. As a result of this initiative, the Centre is now performing a formal accessibility assessment of both the Centre's job and course application portals. These efforts have allowed the Centre to adopt a new version of the Web Content Accessibility Guidelines (WCAG) international standard published in October 2023, with the objective of eliminating any critical accessibility issues from its public-facing systems according to this standard. Several staff training opportunities on digital accessibility have been provided to the staff.
22. To enhance cybersecurity and strengthen protection against cyber-attacks, the Centre adopted an advanced suite of security tools from Microsoft to detect advanced threats. It is also moving to a new authentication system immune to some of the recent cybersecurity attacks against international organizations, as recommended in the last UN CEB Digital and Technology Network. A new Data Centre was also activated earlier this year in the pavilion hosting the innovation lab, following international standards of reliability and performance. A new IT security awareness training has been released in May 2024 and used by new staff since then on a pilot basis. Existing staff will be requested to go through this new training.

### **Facilities and Internal Services**

23. In 2024 the Centre's Facilities and Internal Services launched the design stage of the multi-million and multi-year refurbishment projects of Pavilion Americas 2 (hosting ITCILO teams) and Pavilion Italy (hosting UNSSC). A Renovation Steering Committee has been put in place to ensure effective governance and oversight of both projects. The Steering Committee is further supported by two project teams to ensure a collaborative design approach and staff engagement process with the relevant units. Despite a slight delay of two months in the Americas 2 renovation project, the implementation is progressing well (outcome indicator 6.A, output indicator 6.1) with the preliminarily design phase completed and utilized for the consultation with the interested units. The tender for the design phase of Pavilion Americas 2 project was very effective and many valuable proposals have been received, with costs in line

with the planned budget. Discussions have also been initiated with city authorities for the building permits.

24. In 2024, the Centre awarded new contracts for accommodation services (catering, hotel management and cleaning services), making important investments to ensure continuous quality improvements in the services offered to participants on campus. As a result of this overhaul, supported by continuous monitoring and support, average quantitative evaluations provided by the guests through ReviewPro increased from 4.1 to 4.2 over the first five months, and are on track to reach 4.3 by the end of 2025. (outcome indicator 6.A, output indicators 6.3). Capital improvements were also undertaken through a series of extraordinary maintenance works approved for 2024 (outcome indicator 6.A, output indicators 6.3). These include the refurbishment of another batch of bedrooms, continued upgrading of common spaces, as well as external repairs and a new campus signage initiative.

### **Governance and oversight**

25. The Centre continues striving for full compliance with UN System-wide financial, digital and communication governance standards (outcome indicator 8). In previous years the Centre received without exception unqualified audits of its financial statements; in 2024, this status will be maintained pending approval by the Board of the Centre's financial statements and the submission of the External Auditor's report (output indicator 8.1.). The implementation status of the recommendations from the 2023 digital audit and other audit reports is illustrated in the table below (output 8.2.).
26. The Centre has prepared a communication and advocacy plan focusing on the Centre's 60<sup>th</sup> Anniversary, which will be launched at the Centre's Board in 2024 and close in 2025. The plan has been developed in close consultation with key stakeholders and partners at local and national levels. It focuses on strengthening the Centre's strategic positioning as a multilateral platform for learning and capacity development to advance social justice through decent work. This work will pave the way for the development a medium term communication and advocacy strategy, building on the learnings of the 60<sup>th</sup> Anniversary and complementing the Centre's segment-specific promotional strategies, which have been documented and completed (output indicator 8.3.). Performance vis-à-vis indicators tracking the Centre's strategy drivers will be reported in the annual implementation report as the picture was still fluid eight months into the calendar year; case in point, the share of newly approved innovation projects resulting in scalable capacity development solutions was not yet known by August.
27. The Centre, as an international public-service organization, is expected to maintain the highest level of oversight. This is ensured through the implementation of its internal control framework that addresses its current risks. In addition, the Centre's annual financial statements are subject to an external audit confirming compliance to its financial regulations and legal requirements. A follow-up on the implementation of the external auditor's recommendations is presented to the Board in a separate document (CC 88/4/4).
28. The Centre is also subject to the review of its internal control environment by the ILO's Internal Audit and Oversight (IAO), as the Centre's internal auditor. In 2023, IAO has completed the review of the Centre's E-banking, for which all recommendations have already been implemented. It also completed a financial audit of a project completed by the Centre, requested by the related donor. In 2024, the audit of procurement is currently underway and focuses on the Centre's process and compliance to its rules. A summary will be provided in the Report of the Chief Internal Auditor in October.
29. A recommendation was made to Management to provide a summary on the implementation rates of the internal auditor's recommendations. Below is a table providing the implementation rate achieved up to August 2024 for individual reports issued prior to 2024 and still containing outstanding recommendations, and the overall implementation rate for the recommendations rated "HIGH priority" by the Chief Internal Auditor of the ILO.

**Internal Audit Reports – implementation rate as of August 2024**

Audit report	Implementation rate
Internal governance	94%
Procurement	57%
External collaborator services	92%
Evaluation systems	90%
Business continuity planning	80%
Travel	50%
Digital governance	58%
HIGH priority recommendations on all internal reports issued since 2014	93%

- 30.** Management is fully dedicated in implementing recommendations made by the Chief Internal Auditor as quickly as possible. Focus is aimed at the implementation of those identified as HIGH priority and the Centre has been successful with an implementation rate of 93 per cent. Outstanding recommendations relate to the issuance of the Centre's procurement manual that is under its last revisions as well as providing additional training to those involved in this business process, the full undertaking to review the travel manual and fully automate the process through the development of a travel tool, which is also underway. Regarding the digital governance report, issued in March 2023, there remains five recommendations with a rating of MEDIUM risk concerning mainly the need to assess personnel skills and competencies in digital transformation as well as its impact, and the development of an induction programme on the matter including what is expected from staff. As these recommendations are closely linked to the review of position descriptions under the performance management system, work is underway and progressing well.
- 31.** In order to ensure that significant emerging risk exposures are quickly identified and brought to the attention of the Centre's Director and senior management, the Risk Management Committee was set up by the Director to assist him in fulfilling his oversight responsibility for Enterprise Risk Management. The Committee meets regularly to review emerging risks and assess their impact on the Centre and reports to the Director on any recommended actions required to mitigate such risks to an acceptable level.

October 2024

## RESULTS FRAMEWORK FOR THE 2024-25 BIENNIUM

DIMENSION		TECHNICAL PERFORMANCE		
Indicator		Baseline (2022- 23)	Target 2024-25 (Cumulative figure for the 2024-25 biennium)	Results (31 AUG 2024)
Outcome 1		The Centre has further expanded its service <u>outreach</u>		
Outcome indicator 1.A:  Percentage of growth in training outreach over the previous biennium among <b>direct</b> training beneficiaries ----- Source: 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 <b>indirect</b> training beneficiaries ----- Source: External platforms data		306 per cent  ----- Number of enrolments: 24 411	50 per cent	61 per cent  ----- Number of enrolments: 39 274
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 <b>face-to-face training activities</b> , disaggregated by gender and tripartite constituents. ----- Source: 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	2 939 enrolments with 48 per cent of them women  Among them: 125 employer participants 149 worker participants 487 labour ministry participants

<p>Output indicator 1.1b:</p> <p>Number of enrolments in <b>blended training activities</b>, disaggregated by gender and tripartite constituents.</p> <p>-----</p> <p>Source: Management of Activities and Participants (MAP) database</p>	<p>3 467 enrolments, with 47 per cent of them women</p> <p>Among them: 236 employer participants 464 worker participants 189 labour ministry participants</p>	<p>3 500 enrolments</p>	<p>1 340 enrolments with 49 per cent of them women</p> <p>Among them: 131 employer participants 436 worker participants 79 labour ministry participants</p>
<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: 2 553 employer participants (+ 16 332 enrolments on external platforms) 8 212 worker participants 7 563 labour ministry participants</p>	<p>320 000 enrolments</p>	<p>52 576 enrolments with 39 per cent of them women</p> <p>Among them: 2 864 employer participants (+ 6 840 enrolments on external platforms) 1 618 worker participants 2 216 labour ministry participants</p>
<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 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>142 enrolments in face-to-face training 67 enrolments in blended training 2 882 enrolments in distance learning</p>
<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 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>39 per cent women 14 per cent affiliated with the ILO core constituency (of which 42 per cent are women)</p>
<p>Output indicator 1.2:</p> <p>Number of enrolments in activities run by institutional intermediaries via <b>online platforms curated and hosted by the Centre</b></p> <p>-----</p> <p>Source: External platforms data</p>	<p>24 008 enrolments</p>	<p>23 000 enrolments</p>	<p>39 274 enrolments</p>



Output indicator 1.3: Number of enrolments in TSD <b>Masters</b> Programmes ----- Source: Management of Activities and Participants (MAP) database	479 students	400 students	147 students
Output indicator 1.4a: Percentage of training activities designed/delivered in <b>partnership</b> with the ILO or other organizations with a mandate to facilitate capacity development services ----- Source: Management of Activities and Participants (MAP) database	63 per cent in partnership with the ILO 22 per cent in partnership with other organizations	66 per cent in partnership with the ILO 25 per cent in partnership with other organizations	61 per cent in partnership with the ILO 23 per cent in partnership with other organizations (of which 36 per cent are training service providers)
Output indicator 1.4b: Percentage of <b>non-training services</b> in the Centre's capacity development portfolio ----- Source: Management of Activities and Participants (MAP) database	37 per cent  of which: 38 per cent Product development 17 per cent Event management 19 per cent Consultancies 6 per cent Communication & advocacy 5 per cent Knowledge & data management	33 per cent  of which 30% are commissioned by organizations that belong to ILO core constituency	49 per cent  of which 41% are commissioned by organizations that belong to ILO core constituency  31 per cent Product development 17 per cent Event management 22 per cent Consultancies 18 per cent Media, Communication & advocacy 6 per cent Knowledge & data management
Output indicator 1.5: Number of <b>organizations</b> reached with <b>non-training</b> capacity development services for institutional intermediaries ----- Source: Management of Activities and Participants (MAP) database	56 organizations reached with digitally enhanced support services (Product development & advisory services)  15 organizations reached with system-level capacity development services (Communication & advocacy and event management services)	20 organizations reached with digitally enhanced support services (Product development & advisory services)  5 organizations reached with system-level capacity development services (Communication & advocacy and event management services)	31 organizations reached with digitally enhanced support services (Product development & advisory services)  9 organizations reached with system-level capacity development services (Communication & advocacy and event management services)
<b>Outcome 2</b>	<b>The Centre has further improved its service <u>quality</u></b>		
Outcome indicator 2.A:  Service <b>satisfaction</b> rates -----	Training (overall): 4.54 • Face-to-face training: 4.57 • Tutor-based online training: 4.52	Training (overall):4.5 Event Management:4.5 Advisory Services:4.5 Communication Campaigns:4.5	Training (overall): 4.5 • Face-to-face training: 4.56 • Tutor-based online training: 4.54 • Self-guided online training: 4.6

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)	<ul style="list-style-type: none"> <li>Self-guided online training: 4.6</li> </ul> Events Management: 4.2 Advisory services: 5 Communication campaigns: 5		Events management: 4.3 Advisory services: <i>To be reported by the end of the biennium</i> Communication campaigns: <i>To be reported by the end of the biennium</i>
Outcome indicator 2.B: Proof of service <b>out-takes</b> ----- Source: Post knowledge-acquisition test results on the online learning platform (eCampus) for training. Survey monkey questionnaires for events. Documentation of consultancies. Final reports of communication campaigns	Training (overall): 84 per cent <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> 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 <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)	Training (overall): 85 per cent Events: 50 per cent Advisory services: 90 per cent of assignments conclude with a plan signed off by the client Communication campaigns: TBD	Training (overall): 85 per cent <ul style="list-style-type: none"> <li>Face-to-face and blended training: 83 per cent</li> <li>Tutor-based online training: 88 per cent</li> <li>Self-guided online training: 80 percent</li> </ul> Events: 63 per cent Advisory services: <i>To be reported by the end of the biennium</i> Communication campaigns: <i>To be reported by the end of the biennium</i>
Outcome indicator 2.C: Proof of <b>performance improvement</b> ----- Source: External evaluation reports	Training knowledge application rate: 62.5 per cent Events Management: N/A Advisory services: N/A Communication campaigns: N/A	Training knowledge application rate: 75 per cent Events Management: 75 per cent Advisory services: 50 per cent Communication campaigns: 50 per cent	Training knowledge application rate: 53 per cent Events Management: <i>To be reported by the end of the biennium</i> Advisory services: <i>To be reported by the end of the biennium</i> Communication campaigns: <i>To be reported by the end of the biennium</i>
Outputs linked to Outcome 2			
Output indicator 2.1: Number of capacity development service categories undergoing <b>annual external evaluation</b> . ----- Source: External evaluation reports	2	4	1

Output indicator 2.2: Rating of the Centre's <b>LA system</b> on the LA sophistication pathway ----- Source: 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 <b>UN system-wide competitiveness</b> as a capacity development service provider ----- Source: 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 <b>alumni network</b> ----- Source: <a href="#">Alumni network platform</a> data	N/A	1 000	1 400 members
<b>DIMENSION</b>	<b>FINANCIAL PERFORMANCE</b>		
<b>Outcome 3</b>	<b>The Centre has further diversified its revenue mix</b>		
Outcome indicator 3.A: Share of <b>total net contribution</b> from earned revenue to total net contribution to cover fixed expenditure, contingency and institutional investments. ----- Source: ORACLE	59.7 per cent	57 per cent	42 per cent
Outputs linked to Outcome 3			
Output indicator 3.1: Growth in number of <b>funding agreements</b> per annum ----- Source: PMSU data	24.5 per cent	15 per cent	16%
Output indicator 3.2: Return on <b>promotion expenditure</b> (the ratio of gross revenue from capacity development activities over gross marketing investment to promote them) -----	5:1	5:1	To be reported by the end of the biennium

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			
Output indicator 3.3: Number of <b>projects awarded to the Centre</b> with a budget exceeding 500,000 Euro ----- Source: 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 <b>processes</b> reviewed ----- Source: FINSERV/ICTS	9	6	1
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 <b>employer of choice</b> both UN-System wide and in the local labour market. ----- Source: HRS Staff perception survey	N/A	80 per cent	
Outputs linked to Outcome 5			
Output indicator 5.1: New <b>performance management system</b> in place ----- Source: HRS	N/A	Second semester/25	Beginning of cycle Mid-term Review and End Of Cycle are in place in accordance with the provisions of the staff regulations.
Output indicator 5.2: Increased number of staff in the Professional category from <b>under- or non-represented</b> countries ----- Source: HRS	N/A	At least three recruitments	New colleagues from Madagascar, Australia, Argentina, Brazil Lebanon, Zimbabwe were either appointed or assigned to a regular Fixed Term position

Output indicator 5.3: Performance <b>appraisal</b> compliance rate ----- Source: HRS	N/A	70 per cent second semester/25	Beginning of Cycle 2024 (Boc) : 90%
Output indicator 5.4: All <b>HRS policy</b> (minutes, info notes, circulars) reviewed or consolidated to be either maintained, amended or suppressed ----- Source: HRS	N/A	80 per cent second semester/25	in progress – the current collective bargaining process and current amendments to the Staff regulations will have substantial consequences on the number of IGDS to be reviewed.
<b>Outcome 6</b>	<b>The Campus has been further upgraded</b>		
Outcome indicator 6.A: Alignment with the applicable international standards in terms of <b>quality of accommodation and training facilities</b> and services ----- Source: External audit	N/A	Assessed quality standards, equivalent to a 3* commercial premises	The alignment is in progress. The new providers of accommodation services have been awarded with the contracts in April 2024. Therefore, the first assessment will be possible not before December 2024
<b>Outputs linked to Outcome 6</b>			
Output indicator 6.1: The <b>refurbishment</b> of the Americas2 Pavilion has advanced ----- Source: Steering Committee meeting minutes	Funding agreement with host country	Design complete	The preliminary design has been completed and utilized for the consultation with the interested units.
Output indicator 6.2: In-house <b>event management</b> capabilities have been strengthened ----- Source: HRS personal files	Number of staff with event management expertise	2 staff with event management expertise	The staff to be trained have still to be identified within the overall stabilization of FIS's staff
Output indicator 6.3: Campus <b>services and facilities</b> are improved and standardized ----- Source: ReviewPro	4.1 out of 5 average score based on guests' feedback	4.3 out of 5 average score based on guests' feedback	4.2 out of 5 average score based on guests' feedback
<b>Outcome 7</b>	<b>The Digital Technology deployed by the Centre is inclusive and secure</b>		



<p>Outcome indicator 7.A:</p> <p>The Centre is <b>certified</b> in accordance with ISO/IEC 27001:2022</p> <p>-----</p> <p>Source: External audit</p>	<p>Certified compliant with ISO 27001 2013 version</p>	<p>Certified compliant with ISO 27001 2022 version</p>	<p>The external audit will formally take place in June 2025. Alignment with the new version is in progress. Compliance with the current version confirmed in June 2024</p>
Outputs linked to Outcome 7			
Output Indicator 7.1: Digitally accessible information and communication technologies			
<p>Output indicator 7.1.1:</p> <p>Percentage of staff going through a <b>digital accessibility</b> training course</p> <p>-----</p> <p>Source: Staff development portal</p>	<p>20 per cent</p>	<p>60 per cent</p>	<p>22 per cent</p>
<p>Output indicator 7.1.2:</p> <p>Core ICT websites and platforms used by the Centre going through external <b>accessibility assessment</b> and critical accessibility issues remediation</p> <p>-----</p> <p>Source: External audit</p>	<p>2 core platforms (the Centre's public website and eCampus)</p>	<p>3 core platforms (Online recruitment, online application, Intranet)</p>	<p>External audit of the digital accessibility of the platforms currently under way</p>
<p>Output indicator 7.1.3:</p> <p>Digitally <b>inclusive</b> and mobile friendly self-guided e-learning content</p> <p>-----</p> <p>Source: External audit</p>	<p>N/A</p>	<p>Content of 3 self-guided courses reviewed</p>	<p>External audit of those self-guided modules currently under way</p>
Output Indicator 7.2: Enhanced cybersecurity, data protection, governance and privacy			
<p>Output indicator 7.2.1:</p> <p>Percentage of staff going through the new <b>IT security</b> awareness training</p> <p>-----</p> <p>Source: Staff development portal</p>	<p>N/A</p>	<p>90 per cent</p>	<p>New IT Security Awareness Training released in May 2024.</p> <p>5% of the staff went through it so far.</p>
<p>Output indicator 7.2.2:</p> <p>The Centre has reviewed and upgraded its <b>data retention</b> policy</p> <p>-----</p> <p>Source: Information Security Management System (ISMS)</p>	<p>N/A</p>	<p>70 per cent of IT core services have a data disposal mechanism in place</p>	<p>UNICC has been selected to review and define data retention policy, together with data disposal mechanism.</p>
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 <b>governance</b> standards ----- Source: Implementation reports	All priority audit recommendations addressed within the reporting period	All priority audit recommendations addressed within the reporting period	93 per cent
Outputs linked to Outcome 8			
Output indicator 8.1: Annual <b>unqualified financial audits</b> ----- Source: External audit report	Unqualified audit in 2022	Unqualified audits in 2024 and 2025	The external audit of the 2024 financial statements will be completed in March 2025.
Output indicator 8.2: Recommendations of the 2023 <b>internal digital audit</b> implemented ----- Source: Internal audit report	N/A	100 per cent	58 per cent
Output indicator 8.3: <b>2024-25 Action plans</b> for the promotion, public relations and internal communication dimensions of the Centre's communication system ----- Source: DIR for PR and Internal communication. TDIR/LIP for promotion dimension	N/A	One action plan per dimension	2024-25 Plan developed focusing on communication and advocacy in the context of the 60th Anniversary.
<b>DIMENSION</b>	<b>CROSS-CUTTING STRATEGY DRIVERS</b>		
<b>Outcome</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		
Outcome indicator: ILO Governing Body acknowledges the <b>alignment of the Centre with the ILO strategy</b> ----- Source: GB notes covering the institutional segment	Acknowledged	Acknowledged annually	
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 <b>innovation fund</b> resulting in new capacity development products.	N/A	50 per cent	

----- Source: Innovation fund records			
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 <b>ILS, tripartism and SD</b> ----- Source: Management of Activities and Participants (MAP) database	ILS: 28 per cent SDT: 19 per cent	ILS: 40 per cent SDT: 30 per cent	ILS: 26 per cent SDT: 20 per cent
Output indicator B.2: Percentage of training participants stating that <b>ILS, Tripartism and SD</b> have been explicitly referenced during training ----- Source: Participants satisfaction questionnaires on the online learning platform (eCampus)	ILS: 91 per cent SDT: 87 per cent	ILS: 90 per cent SDT: 75 per cent	ILS: 84 per cent SDT: 80 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 <b>Gender Equality and Diversity</b> ----- Source: 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 <b>ILO Gender Equality Action Plan 2022-25</b> ----- Source: Management of Activities and Participants (MAP) database	Percentage of females among ILO staff participants in ITCILO training activities: 53 per cent  Percentage of males among ILO staff participants in ITCILO gender-specific training activities: 16 per cent	54 per cent  25 per cent	54 per cent  9 per cent