

Programme and budget proposals

of the ITCILO for 2020-21

SUPPORTING FUTURE-OF-WORK TRANSITIONS THROUGH CAPACITY DEVELOPMENT

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PREFACE

The 2020-21 Programme and Budget (P&B) document presents the work to be carried out by the International Training Centre of the International Labour Organization (the Centre) over the 2020-21 biennium. The 2020-21 P&B should be read in conjunction with the higher-level 2018-21 Strategic Plan of the Centre and the lower-level operational *plans* of the organization's units in cases where they cross-cut the biennia.

The 2020-21 P&B is the result of multiple consultations held with internal and external stakeholders of the Centre to identify the needs of its target groups over the next biennium and to determine the capacity required by the organization in order to address these demands. The programming and budgeting exercise's outcomes aim to orient the Centre in a strong manner, towards activities that strengthen the capacity of ILO's constituents to successfully manage their transition towards the Future of Work. The shift in focus is mindful of the important link between the future of education and learning and the future of work, and is in line with the call of the UN System Chief Executives Board for Coordination for the collaborative use of innovation and technologies, for the continued learning through a lifecycle, for learning support targeted at the most marginalized, for partnerships in financing and resource mobilization as well as for skills' acquisition and activation. The new strategic focus also echoes the resolutions of the 108th (centenary) session of the International Labour Conference in June 2019 that call for increasing investments in people's capabilities through, among others, investments in the institutions, policies and strategies that will support people through their future-of-work transitions.

The document is presented in four parts, together with a set of Appendices; the first, second and third parts of the document describe the Programme of the Centre for the 2020-21 biennium while the fourth part describes its biennial Budget Proposals. Part I briefly summarizes the 2018-21 strategy framework of the Centre. Part II describes the outcomes to be achieved over the 2020-21 biennium for each of the three performance dimensions underpinning the strategy framework, complete with outcome-specific performance indicators and targets. Part III outlines the three policy drivers that cut across the work done in relation to each outcome of the 2020-21 P&B. Part IV provides the Proposals of its revenue and expenditure for the 2020-21 biennium. The Appendices set out the indicators that link the Centre's work to the ILO's 2020-21 P&B, and the performance indicators underpinning the 2030 Agenda for Sustainable Development.

The 2020-21 P&B presented is ambitious but realistic, envisaging growth in service outreach and improvements in service impact while incorporating additional allocation in some priority areas. Its Results Based Management Framework strongly reaffirms the role of Centre as a provider of globally competitive and financially sustainable capacity development services to Workers, Employers and Governments while at the same time positioning it as a knowledge hub to widely share Decent Work messages in the UN system and among international partners of the ILO.

Yanguo Liu
Director

Abbreviations

FIS	Facilities and Internal Services
HRS	Human Resources Services
ICTS	Information and Communications Technology Services
ILO	International Labour Organization
ILS	International Labour Standards
ISO	International Standards Organization
IPSAS	International Public Sector Accounting Standards
P&B	Programme and Budget
TSD	Turin School of Development

EXECUTIVE SUMMARY

Part I

1. As outlined in its 2018-21 strategy framework, the vision of the Centre is to be a global leader in the sustainable provision of high quality capacity-building services for Governments, Workers and Employers that are founded in the principles of respect for International Standards, social dialogue and tripartism and that advance social justice as a condition for transformative change in the World of Work. The first and primary target group of the Centre are the ILO constituents, namely workers' organizations, employers' organizations and ministries of labour in ILO member countries as represented at the International Labour Conference. The Centre will secondly provide capacity-building services to ILO staff at Headquarters and in field offices, including induction training, specialized skills training, and management and leadership training. The Centre will thirdly reach out to other ILO partners, with a mandate to promote Decent Work and Social Justice. These partners will include UN agencies, governmental institutions, non-governmental organizations and private-sector actors.

2. As furthermore outlined in its 2018-21 strategy framework, the Centre's competitiveness strategy has three interlinked and mutually reinforcing performance dimensions:

- Technical performance: the capacity of the organization to fulfil its development mandate, measured by two outcomes relating to service outreach and service impact.
- Financial performance: the capacity of the organization to generate sufficient revenue to meet its expenditure, measured by two outcomes relating to a strengthened resource base and leaner cost structures.
- Institutional performance: the capacity of the organization to run its internal processes in an efficient and effective manner, measured by three outcomes relating to diverse, skilled and motivated staff, effective oversight, and reduced environmental footprint.

Part II

3. The Results-Based Management Framework of the 2020-21 P&B proposes seven outcomes relating to these three performance dimensions. Each outcome is monitored using a set of indicators.

4. Outcomes relating to technical performance:

- Higher service outreach (Outcome 1): The Centre has further extended the global outreach of its capacity-building support services among ILO constituents and international partners through a combination of face-to-face training and distance-learning activities, often delivered in partnership with other training institutions. The thematic emphasis of this growth drive will be on capacity development interventions to support future-of-work transitions. The Centre reaffirms the important role of capacity development services for Employers and Workers Organizations and will strive to secure the financial and human resources needed to carry out the related activities. The Centre will furthermore seek to ensure the participation of Employers and Workers representatives in the other activities of the Centre, particularly in the Global Academies.
- Better service impact (Outcome 2): The Centre has further enhanced its capacity-building support services, as well as improving their quality and impact in incremental steps.

5. Outcomes relating to financial performance:

- Strengthened resource base (Outcome 3): The Centre has further diversified its financial mix and identified additional sources of revenue, including non-traditional development partners.
- Leaner cost structures (Outcome 4): The Centre has applied a zero real-growth policy to its fixed expenditure and kept its current staffing level on par with that of the previous biennium. The Centre has continued to streamline its business and administrative processes to achieve efficiency savings.

6. Outcomes relating to institutional performance:

- Skilled and motivated staff (Outcome 5): The Centre has further developed the skills base of its staff and strengthened the in-house performance recognition system.
- Effective oversight (Outcome 6): The Centre has complied with the highest standards of good governance for international organizations.
- Reduced environmental footprint (Outcome 7): The Centre has reduced the environmental footprint of its operations on campus.

7. The performance indicators of Outcome 1 track the number of participants reached through face-to-face training activities and distance-learning activities, the percentage of participants from the tripartite constituency of the ILO in the participant mix, the percentage of training activities designed and/or delivered in institutional partnership with the ILO, the number of ILO staff trained by the Centre, the percentage of activities designed and/or delivered in partnership with other training organizations, and the number of training institutions in the field reached with institutional capacity development advisory services. The indicator-specific performance targets point towards **incremental growth in outreach through face-to-face training and further strong growth in distance learning**, a stable share of ILO constituents and ILO staff in the Centre's participant mix, close collaboration between the Centre and ILO, and closer collaboration with partner organizations in the field.

8. The performance indicators of Outcome 2 track the end-of-activity satisfaction levels of participants with the overall quality of training, the percentage of participants who acquire new knowledge during training, and the percentage of participants who apply the newly acquired knowledge after training. The indicator-specific performance targets envisage maintaining the **high-quality standards** vis-à-vis **participant satisfaction rates, knowledge-acquisition rates, and knowledge application after training** at the levels as seen in the 2018-19 biennium.

9. The performance indicators of Outcome 3 track the revenue earned from training and advisory services as well as media production, the portion of revenue earned from training delivered in larger-scaled funding agreements (as a proxy for the effectiveness of resource-mobilization efforts), and the success rate of competitive bids for training contracts. The indicator-specific performance targets envisage **growth in revenue**, a stronger focus on larger-scale funding agreements including with non-traditional development partners as a source of revenue, and maintenance of the success rate in competitive bidding as achieved during the 2018-19 biennium.

10. The performance indicators of Outcome 4 track the Centre's total fixed expenditure, and the ratio of corporate overhead expenditure to total fixed expenditure, as a proxy for operational efficiency. The indicator-specific performance targets underline the Centre's priority of **containing its fixed expenditure**, including fixed staff expenditure while continuing its work on streamlining its business and administrative processes.

11. The performance indicators of Outcome 5 specifically underline the Centre's priority of **developing staff skills**. The indicator-specific performance targets express the ambition of the Centre to further expand the capability of its learning faculty to make full use of cutting-edge learning technology and learning applications and to drive the Centre outreach through digital learning media.

12. The performance indicators of Outcome 6 underline the Centre's intention to **maintain global standards of good governance** as in the past biennium 2018-19. Among others, the Centre will strive to continue obtaining an unqualified audit opinion on its IPSAS-compliant financial statements, a timely implementation of recommendations made by its auditors as well as maintaining the certification of its Information Security Management System in compliance with ISO/IEC 27001:2013.

13. The performance indicators of Outcome 7 track the retention of the Centre's Green Flag status and reductions in the overall campus-generated waste. These performance targets indicate the commitment to **further reducing the environmental footprint of the Centre's operations**.

Part III

14. The seven outcomes of the Centre's 2020-21 P&B are cross-cut by three policy drivers, each of which has been assigned a set of indicators to monitor performance:

- A. the promotion of innovation and learning;
- B. the promotion of gender equality and diversity throughout the Centre's operations; and
- C. the promotion of tripartism, social dialogue and international labour standards as fundamental values that underpin the Centre's portfolio of capacity-building services.

15. The indicators for tracking performance in relation to the cross-cutting concern for innovation and learning track the rate of investment in new product development and the number of new products/enhancements for existing products resulting from these investments. The performance targets indicate that investments will be escalated during the 2020-21 biennium. The expected returns of these investments are a further increase in the number of new training services to market, a more rewarding environment for innovation at the Centre and a significantly upgraded physical training infrastructure through the establishment of an Innovation Learning Lab.

16. The indicators used for tracking performance *vis-à-vis* the promotion of gender equality and diversity reflect the intention of the Centre to mainstream gender equality and inclusion messages throughout its training activities, to achieve full gender balance and further promote geographic diversity among Centre staff; and to provide obstacle-free access to campus facilities for staff and participants with disabilities.

17. The indicators for tracking performance in relation to the cross-cutting concern for the promotion of tripartism, social dialogue and international labour standards measure the extent to which core messages about these principles have been mainstreamed throughout the service portfolio of the Centre. Furthermore, the Centre commits to the development of new training services that focus on Social Dialogue, tripartism and international labour standards as value propositions that differentiate ILO from other multilateral agencies in the pursuit of sustainable development.

Information Appendices

18. The Centre's total projected revenue for the 2020-21 biennium is €82.417 million. Total projected expenditure is €82.417 million, resulting in a balanced budget for the period.

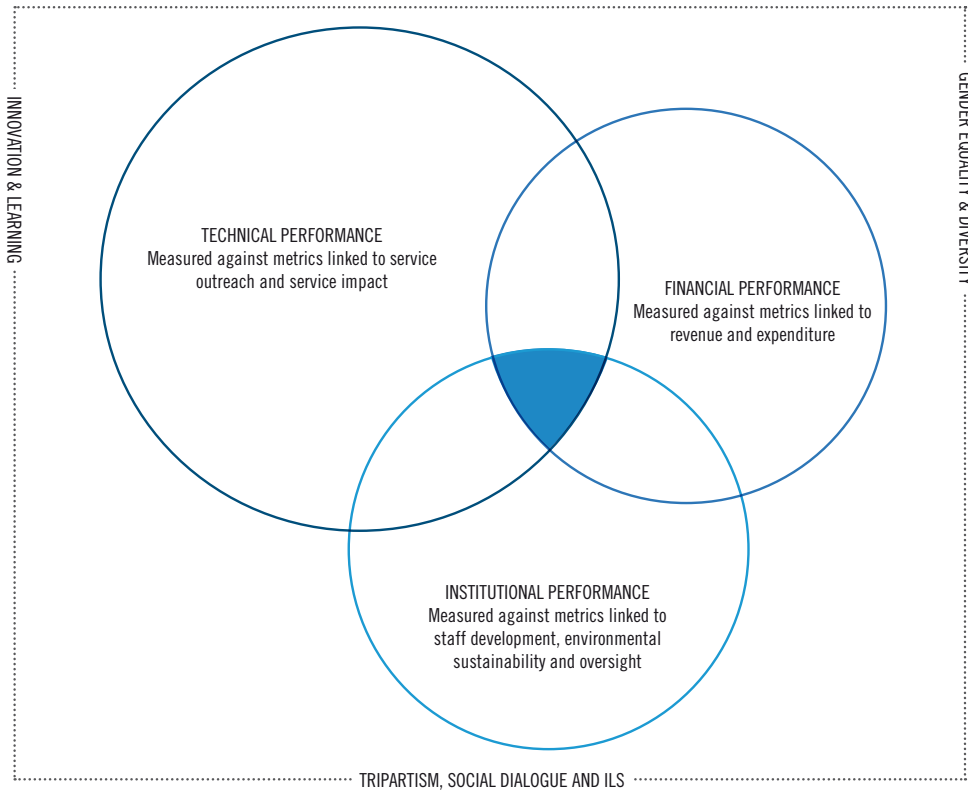
1. OVERVIEW OF THE STRATEGY FRAMEWORK OF THE CENTRE

19. As outlined in the Centre's 2018-21 Strategic Plan, the competitiveness strategy has three interlinked and mutually reinforcing performance dimensions:

- **Technical performance:** the capacity of the organization to fulfil its development mandate, measured by performance criteria relating to service outreach and service impact. Technical performance is the core dimension of sustainable organizational performance since it is directly connected with the Centre's development mandate.
- **Financial performance:** the capacity of the organization to generate revenue streams that enable it to meet its expenditure, measured by performance criteria relating to revenue and costs.
- **Institutional performance:** the capacity of the organization to run its internal processes in an efficient and effective manner, measured by performance criteria relating to staff development and well-being, the environmental sustainability of the campus operations, and governance.

20. The three performance dimensions are cross-cut by concerns for the promotion of (a) innovation and learning; (b) gender equality and diversity; and (c) tripartism, social dialogue and international labour standards. The results-based management framework underpinning the Centre's strategy framework is illustrated below.

THE STRATEGY FRAMEWORK ILLUSTRATED



2. OUTCOMES TO BE ACHIEVED IN 2020-21

OUTCOMES RELATING TO TECHNICAL PERFORMANCE

Outcome 1: Increased service outreach

Outcome statement

21. The Centre has further extended the global outreach of its capacity-building support services among ILO constituents, and national and international partners, through a combination of face-to-face training and distance-learning activities. The thematic emphasis of this growth drive has been on capacity development interventions to support future-of-work transitions. Stronger attention has been placed on implementation partnerships with local and regional training institutions linked to ILO constituents.

Key lessons from previous work

22. Face-to-face training activities delivered in the field and on campus in Turin have continued to be the training modality of choice for most participants, particularly from the ILO constituency. In recent years, the number of participants in face-to-face training activities has remained stable at high levels exceeding 11,000 people per annum; further growth in the volume of face-to-face training will partly depend on expanding the training facilities' capacity on campus.

23. Participants acknowledge the added value of blended-learning activities combining face-to-face training and distance learning. In the 2018-19 reporting period, the number of distance learners enrolled on the Centre's e-campus has *doubled* over the previous biennium, and many of these users combine participation in a face-to-face training course with a distance learning experience.

24. Demand for the customization of training has increased, requiring the Centre to differentiate further its products for target groups and regional markets with distinct needs and particular price sensitivities. In this context, distance-learning activities have been successfully used by the Centre to reach out to participants in middle-income

countries with large populations like Brazil, Russia, India, China and South Africa, as well as in countries affected by political instability or natural disasters.

25. Next to individual capacity-building services relying on group training and self-paced distance learning, the Centre has met increasing demand for institutional capacity-building support services, with request particularly from training institutions linked to ILO constituents for management advice about competitiveness strategies, training product design, service marketing, human resource development and communication strategies. On the back of the global ILO institutional capacity-building strategy, demand for institutional capacity-building services for ILO constituents is likely to further increase.

26. Increasingly, the Centre is recognized by the ILO and ILO constituents, but also by other UN agencies and by other stakeholders, as a global hub for Learning and Innovation on the future of work. This acknowledgement is a direct result of the investments in new learning technology and new learning applications during the past two biennia and provides a solid platform for the Centre to give effect of the call by the 2019 International Labour Conference for supporting the future-of-work transition of ILO constituents through capacity development.

27. The Centre has maintained its close collaboration with the ILO: in 2018, more than 60 per cent of its activities were designed and delivered jointly with the ILO, and the amount of training revenue derived from large-scale training contracts commissioned by ILO technical cooperation projects has further increased. A new field of collaboration with the ILO that has opened during the 2018-19 biennium is the delivery of capacity-building support services under the umbrella of the 2030 United Nations System Sustainable Development Agenda, and in particular the training of ILO staff and ILO constituents on how to influence the system-wide reform processes and national-level programming exercises.

28. The Centre will need to increasingly seek to pro-actively additional opportunities to strengthen partnerships with local institutions in ILO member countries, with a view to jointly designing and delivering face-to-face training or distance-learning activities. In 2018, less than one out of five training activities was conducted in partnership with local and regional training institutions, below the target of 25% set in the 2018-19 Programme and Budget.

29. The Turin School of Development has made a significant contribution to consolidating the reputation of the Centre as a globally competitive Centre of academic excellence. The School is also an important contributor to revenue and has attracted more and more interest from international academic circles. The TSD will further strengthen its governance structure with a view to consolidating and further implementing its international reputation.

Expected changes

30. By the end of 2021, the Centre will have further extended its global outreach among ILO constituents and national and international partners, with incremental growth in the number of face-to-face participants and continued strong growth in the number of distance-learners. In the case of face-to-face training, the growth in participant outreach will be facilitated by the addition of a conference/training room on campus (the Innovation Learning Lab, see below) that will allow the Centre to increase the number of learning innovation activities. The Centre will furthermore have increased the scope of its operations in emerging economies – here with focus on the BRICS group – and in countries affected by political instability or natural disasters.

31. The number of ILO staff trained by the Centre will have maintained at the 2018-19 levels.

32. The Centre will have added a suite of institutional capacity-building advisory services for national and regional training institutes to its service portfolio; these capacity-building advisory services will include joint delivery of training activities in the field.

Means of action

33. Under the overall umbrella of the 2018-21 ILO Strategic Plan, the 2019 Centenary Declaration of the International Labour Conference and the 2020-21 ILO P&B as well as the 2018-21 Strategic Plan and the 2020-21 P&B of the Centre, the Centre's activities to extend its service outreach will be guided by the 2020-21 strategy implementation framework of the Training Department and the annual work plans of its technical programmes. The strategy implementation frameworks released by internal support services such as FIS, HRS and ICTS will also consider the work of the Training Department.

34. Through its activities, the Training Department contributes to the interconnection and mutually reinforcing objectives of strengthening the capacities of a) individuals, b) organizations, and c) the eco-system (or enabling environment) within which these individuals and organizations interact:

a) To strengthen the capacity of individuals to in turn contribute to collective action and engagement in labour institutions, the Centre will offer **training** in both functional and technical skills for promoting Decent Work, focusing on the priority themes identified in paragraph below. Each year, the Centre will offer a calendar of open courses on these subjects and organize tailored training activities on request.

b) To strengthen the capacity of institutions, the Centre will extend its suite of **management advisory services** targeted first to Ministries of Labour and workers and employers organizations, and second to national and regional training institutions linked to these ILO constituents, including labour administration training centres and technical education and vocational training centres. In the latter case, the Centre will brand these institutional capacity development services as its direct contribution to the implementation of the institutional capacity-building strategy of the ILO and the higher-level capacity building strategy framework of the United Nations system. The branding exercise will emphasize the value-driven institutional capacity development approach that is aimed at not-for-profit organizations pursuing entrepreneurial approaches in achieving their development mandate. Where applicable, the institutional capacity-building support of the Centre might involve the joint design and delivery of training activities in the field, thus blending its global expertise with local knowledge.

c) To contribute to the development of a conducive environment within which organizations and individuals interact, the Centre will facilitate **conferences, policy forums, retreats and dialogue events** on behalf of ILO or third parties. Unlike the individual and institutional capacity development services described above, activities meant to strengthen the holding capacity of the eco-system focus on *connectors* rather than actors, and aim at peer-to-peer knowledge transfer and collaboration. For this reason, the role of the Centre in level c) activities will usually be limited to being a network facilitator or host, while in level a) and b) activities, the Centre will usually deliver technical inputs that go beyond session moderation.

35. The Centre will further develop its portfolio of face-to-face training products by pushing the development of digital-media content, including e-books and online learning materials that allow Technical Programmes to continuously update information and allow users to directly contribute to the modules. In addition, the Centre will continuously upgrade its training technology and invest in upgrading the e-skills of its learning experts (also see Outcome 5 of this P&B and the cross-cutting policy driver relating to Learning and Innovation). The Centre will continue upgrading its training campus facilities and set up a dedicated space for learning innovation activities to be called the *Innovation Learning Lab*. The Innovation Learning Lab will offer participants full immersion learning experiences based on Virtual Reality Applications; for example, labour inspectors will have the opportunity to carry out virtual inspections in a simulated environment as part of their training course. Also, through the Lab the members of the learning faculty of the Centre can readily draw on latest-generation multi-media technology to design and deliver high-impact training. The Learning Lab will be hosted in one of the Pavilions currently refurbished with grant funding from the Government of Italy, and the facility will become integral part of the wider learning innovation hub eco-system promoted by the City of Torino and the Piemonte Region.

36. The Centre will further expand its suite of Massive Open Online Courses (MOOC) and self-guided distance-learning courses to take advantage of economies of scale and the lower per capita training costs associated with these distance-learning modalities. The Centre will furthermore facilitate experimental learning and prototyping, by piloting the use of (a) new large-group based learning formats like design sprints and hackathons, of (b) new learning technologies like Virtual Reality Applications, and of (c) new learning topics like the use of block-chains for governance of mass-membership organizations or artificial intelligence applications to boost SME productivity. The Centre will explore how to sequence and combine distance learning modalities and face-to-face modalities for best outreach and impact; A systematic approach could like as follows;

- Launch of a MOOC (large training operation which would enable facilitators to select a smaller audience for the next step; distance education). In this context the role of facilitators is to orient the discussion in the MOOC.
- Distance education (with a virtual classroom and with a strong presence of facilitators for guiding each participant) as a pre-requisite for accessing to a blended programme
- Blended.

At the end of this cycle, participants should be part of an educational/professional network, initially supported by the ILO, if needed: these educational & professional networks would eventually become independent from ILO's support, after an agreed timeframe.

37. In the 2020-21 biennium, the training portfolio of the Centre will evolve around the eight policy outcomes and corresponding outputs specified in the higher-level ILO P&B for 2020-21.

38. The Centre will furthermore offer training services contributing to the achievement of the three enabling outcomes of the ILO P&B for 2020-21. Together with ILO's MULTILATERAL department, the Centre will train ILO constituents and other international partners in how to advocate for the inclusion of Decent Work in United Nations Development Assistance Frameworks (enabling outcome A). The Centre will also explore the possibility of training local constituents on engagement with United Nations Country Teams, and their potential role in strategic alliances and multi-stakeholder partnerships, among others. Together with the ILO's EVAL unit, the Centre will deliver training in support of the in-house evaluation function of the ILO (enabling outcome B). Together with ILO's PROGRAM and ILO's PARDEV departments, the Centre will train ILO staff in the Decent Work Country Programme Cycle Management and effective resource mobilization for development cooperation (outcome C). The Centre will develop a staff training course on the common capacity development approach of the UN system and its application to the capacity development work of the ILO. The course will be piloted in one of the regions, targeted at ILO staff tasked with the development of capacity development projects and subsequently rolled out to other regions. The Centre will furthermore continue delivering training on knowledge management strategies and tools in close collaboration with the ILO's

knowledge management team. The Centre will continue training ILO staff on the rollout of the ILO's Environmental Sustainability Action Plan.

39. The Centre will support the implementation of the ILO Centenary Initiatives, with focus on the Future of Work Centenary Initiative. Building on the Centenary Declaration of the International Labour Conference adopted in June 2019, the Centre will deliver training and advisory services to strengthen the capacity of ILO constituents and other partners in order to successfully manage the transition towards the Future of Work in anticipation of, or in response to mega-trends like demographic change, globalization, climate change, global shortage of skills and technological progress. In close collaboration with the ILO, the Centre will furthermore convene inter-regional dialogue forums on aspects of the Future of Work to foster knowledge exchange and facilitate collaboration between actors.

40. The Centre will support the ILO Flagship Programmes that are meant to demonstrate the technical capacity and thought leadership of the ILO in areas of central relevance to the promotion of Decent Work for All. One of these Flagship Programme is the Jobs for Peace and Resilience (JPR) Programme with its focus on countries affected by political instability or natural disasters. The Centre will further deepen its existing partnership with the JPR Programme coordination team, and expand the spectrum of existing capacity-building services, ranging from knowledge dissemination, training and advisory services, including the facilitation of stand-alone development cooperation projects. In the 2020-21 biennium, a major thematic focus of the JPR unit will be on capacity development support for ILO constituents and other ILO stakeholders to facilitate sustainable livelihoods for forcibly displaced people. On a thematically related but distinct track, the Centre will step up the scope of its capacity development services in the field of migration, in response to the decisions taken by the 2019 International Labour Conference to deepen and scale up ILO's work on international labour migration in response to constituents' needs and taking a leadership role in decent work in labour migration.

41. The Centre will deepen its existing partnerships with other multi-bilateral organizations in providing capacity-building support services. In 2020 and 2021, together with the United Nations System Staff College, the Centre will offer a joint executive leadership training programme for the ILO. In close coordination with the ILO PROGRAM department, the Centre will contribute to the debate about the Future of Learning and Education led by the High-level Committee on Programmes of the United Nations System Chief Executives Board for Coordination. In close coordination with the ILO MULTILATERALS department, the Centre will play a role in the new UN Resident Coordinator system launched in 2019 under the coordination of the UN Development Operations Cooperation Office; the Centre is foreseen in the design and delivery of a training module for Resident Coordinators on the link between Sustainable Development and Decent Work.

42. The Centre will maintain a joint staff development programme with the ILO. Activities will include training courses for newly recruited staff and training for office directors and executive leaders, with the intention of making a direct contribution to the implementation of the ILO Reform Agenda and the wider UN system reform process.

43. The Turin School of Development is fully embedded in the Centre's Training Programmes. The ITCILO has the comparative advantage of being a global knowledge Centre, combining regional and national expertise, and this will be further enhanced by each Master's Programme. In the biennium, the TSD will extend its Masters' Programmes to incorporate several other technical areas, including the development of certificate-level training programmes, discussed below in Outcome 2, with leading universities and research institutes. At the same time, it will strengthen its established research cluster in cooperation with leading universities and research institutes. Specific attention will be given to the areas common to the ILO Decent Work Agenda and the UN 2030 Agenda for Sustainable Development.

Risk assessment

44. The main risks are as follows:

- The Centre is losing the support of ILO constituents;
- The Centre lacks the financial resources to fund the development of new training products;
- The Centre lacks the financial resources to invest in the upgrading of skills for its teaching faculty;
- The learning faculty of the Centre is slow in acquiring new skills and in adapting to new learning technologies and learning approaches;
- The Centre cannot attract the talent and diversity needed among its staff to respond to the particular needs of participants from different age groups, regions and educational backgrounds;
- The Centre's training products are considered to be generic, insufficiently focused on target groups with particular needs;
- The Centre's training products are perceived by some to be too expensive.

45. In response to these risks, the Centre will:

- Prioritize, when feasible, funding for innovations in training products, including new learning technologies and approaches;
- Further emphasize continuous skills upgrading for its learning faculty members (see Outcome 5 and cross-cutting policy driver B of the P&B);
- Involve future participants in general, and future participants from ILO constituents in particular in the design of new training products adapted to regional and local context;
- Where applicable, bring down the average per-capita costs of training through the use of distance-learning modalities;

- Limit any increases in fixed expenditure by adopting a zero real-growth budget in this category (see Outcome 4 of the P&B);
- Liaise with the representatives of the Workers' Group, the Employers' Group and Governments on the Board.

Indicators of Achievement

46. Listed below are the indicators for achievement of the performance targets relating to Outcome 1 of the P&B 2020-21:

Indicator 1.1. Number of participants reached through face-to-face training activities, disaggregated by gender, tripartite constituents, place of training (field or campus) and showing the share of these face-to-face learners involved in blended learning activities (i.e. combined with distance learning activities, see indicator 1.2 below)
<i>Target (cumulative number for the 2020-21 biennium):</i> 22,500 participants, with 45% of them women. Among them: 2,800 employer participants, 3,200 worker participants and 3,000 labour ministry participants
<i>Baseline (2018):</i> Total number of participants: 10,668, with 44,3% women. Among them: 1,245 employer participants 1,462 worker participants, and 1,285 labour ministry participants
Indicator 1.2. Number of participants reached through distance learning activities, disaggregated by gender, tripartite constituents and distance learning modality (e.g. MOOC, self-guided distance learning course etc)
<i>Target (cumulative number for the 2020-21 biennium):</i> 20,000 participants, with 45% of them women. Among them: 2,000 employer participants, 4,000 worker participants and 2,000 labour ministry participants
<i>Baseline (2018):</i> 7,743 active distance learners accounting for 9,765 enrolments with 45.8% of them women Among them: 679 employer participants 1,766 worker participants, and 894 labour ministry participants
Indicator 1.3. Percentage of training activities designed and/or delivered in institutional partnership with ILO technical departments and/or ILO field offices
<i>Target (average for the 2020-21 biennium):</i> 66%
<i>Baseline (2018):</i> 65,1%
Indicator 1.4. Number of ILO staff trained by the Centre
<i>Target (cumulative number for the 2020-21 biennium):</i> 1,600 face-to-face participants and 1,300 active distance learners
<i>Baseline (2018):</i> 745 Face-to-face participants and 607 (Active Distance Learners)
Indicator 1.5. Percentage of activities designed and/or delivered in partnership with other training organizations
<i>Target (average for the 2020-21 biennium):</i> 25%
<i>Baseline (2018):</i> 13,3%
Indicator 1.6. Number of training organizations reached with institutional capacity development advisory services
<i>Target for the 2020-21 biennium:</i> 10
<i>Baseline:</i> N/A

Outcome 2: Better service impact

Outcome statement

47. The Centre has further improved the quality and impact of its services, and aligned its training quality assurance framework with global best practices.

Key lessons from previous work

48. Participants coming to the Centre have high expectations with regard to both the quality of the training received and other related services such as accommodations and catering. In response, the Centre has continued its efforts to improve the quality of both its training offer and its enhancing services (including quality accommodation as well as quality catering and social activities). For example, in the 2018-19 biennium, the Centre sought to improve the quality of its training offer through the increased use of online learning platforms linked to standard courses on campus. The Centre also commissioned an external review of its monitoring and evaluation processes and tools for distance-learning activities and afterwards, upgraded this system. As far as its enhancing services are concerned, the Centre refurbished the reception area and social life facilities; improved the quality of the catering services; and opened a shop for participants on campus.

49. Today, the Centre is in a better position to document the improved participant satisfaction and high training impact, after having rolled out knowledge acquisition assessments before and after training, and after procuring annual external evaluations for the fifth consecutive year. This evidence-based approach to capture continuous improvements of the Centre's training services has been widely welcomed by ILO, ILO constituents and participants.

Expected changes

50. During the 2020-21 biennium, the Centre will further emphasize quality as the key differentiator of its services. To this end, the Centre will continue implementing measures to gradually align itself with the 21001 Standards of the International Standards Organization (ISO) for educational training institutions released in 2018. The roadmap for these quality improvement measures is laid out in the gap analysis carried out by the Centre in 2019.

51. The Centre will continue refining its in-house monitoring and evaluation system, by way of rolling out the follow-up evaluation participant panels piloted during the 2018-19 biennium.

52. By 2021, the Centre will have further upgraded its training facilities and opened an Innovation Learning Lab in Pavilion Africa 11 (also refer to Outcomes 1 and 6 of the P&B).

Means of action

53. The Centre's efforts to improve its service quality will be guided by the 2020-21 strategy implementation framework of the Training Department and the 2018-21 rolling master Plan of the Facilities and Internal Services (as far as the Innovation Learning Lab is concerned).

54. The Centre will emphasize quality in all aspects of its work, in order to provide participants with a world-class service experience. The Centre will continue on its path to align itself with the ISO 29993 standard for learning services outside formal education. ISO 29993 provides a common management tool for organizations providing educational products and services, enabling them to meet learner and other customer requirements and needs. In 2020, as part of the alignment process, the Centre will continue with the process (started in 2019) of documenting the existing quality processes and tools and, where required, develop additional processes. The Centre will also carry out a survey with its constituents and other development partners to determine whether ISO certification would further improve the perception of participants about the quality of the learning services. By end 2021, the Centre will have aligned itself with the ISO standard; the Board will then need to determine whether to seek ISO certification in 2022.

55. The Centre will consolidate its portfolio of modular diploma-type training programmes that exceed the requirements of the certificates of achievement and participation. The consolidation will be supported by evidence generated from several diploma-type training programme pilots, which occurred during the 2018-19 biennium. By the end of the year 2020, the unified guidelines for the development and delivery of diploma-type training programmes will become binding for all programmes in the Training Department. The Centre will furthermore explore whether to establish a certificate of competence or an accreditation scheme for training institutions that have benefited from its institutional capacity development advisory services.

Risk assessment

56. The main risks are:

- ISO standard certification is a complex exercise that requires the realignment of quality management processes and tools. The process review and realignment might be resisted by internal stakeholders;

- The Training Department may lack the internal capacity to facilitate the documentation of the quality assurance processes and tools, and lead its alignment in anticipation of ISO certification;
- The funding of the 2020-21 P&B may be insufficient to allow certification to proceed;
- Technical Programmes may resist the unification of the standards supporting diploma-type training programme due to compliance costs.

57. In response to these risks, the Centre will:

- Implement an internal communication campaign to raise awareness to all staff as to the benefits of certification and the process steps involved; and, as part of this exercise,
- draw a direct link between the accreditation requirement with ISO 21001 and the need for compliance with the quality standards for diploma-type training courses while at the same time ensuring that these standards do not block access for any constituent group to training;
- Identify, where feasible, additional funding to cover the certification costs during the biennium.

Indicators of Achievement

58. The performance indicators and performance targets for Outcome 2 of the P&B are set out below:

Indicator 2.1. End-of-activity level of participant satisfaction with overall quality
Target (average for the 2020-21 biennium): 4.5
Baseline (2018): 4.5
Indicator 2.2. Percentage of participants who acquire new knowledge during training
Target (average for the 2020-21 biennium): 85%
Baseline (2018): 83.9%
Indicator 2.3. Percentage of participants who apply the newly acquired knowledge after training
Target (average for the 2020-21 biennium): 75%
Baseline (2018-19): 71.4%
Indicator 2.4. Alignment of the quality assurance framework of the Centre with global good practices
Target: Certification requirements for ISO 21001 met by the end of the biennium
Baseline: 75%
Indicator 2.5. Establish an Innovation Learning Lab
Target: Inauguration by mid-2021
Baseline (2019) Preliminary design based on the funding scheme of the Ministry of Foreign Affairs completed

OUTCOMES RELATING TO FINANCIAL PERFORMANCE

Outcome 3: Strengthened resource base

Outcome statement

59. The Centre has grown its revenue and further diversified its revenue mix.

Key lessons from previous work

60. In 2018-19, approximately two thirds of the Centre's total revenue is forecasted to be earned from training activities, media production and other sources. The balance will include non-earmarked voluntary contributions from development partners as well as miscellaneous revenue. The amount of non-earmarked voluntary contributions is expected to remain constant in the 2018-19 biennium, but its relative weight within total revenue has declined as a result of the strong growth in all other earned revenue.

61. The increase in earned revenue is being driven mainly by an increase in the number of tailored activities, including those commissioned in service bundles from large-scale ILO technical cooperation projects and those delivered under the umbrella of development cooperation projects secured, as a result of competitive bids. The share of self-paying participants in open courses is forecasted to remain stable during the 2018-19 biennium, providing another source of financing leading to a more diversified revenue mix.

62. Overall, the Centre's revenue-diversification strategy has yielded highly satisfactory results so far in the 2018-19 biennium. The Centre is expected to be able to fully meet its financial obligations and is expected to generate a budgetary surplus at this time.

Expected changes

63. The Centre will continue to rely on various different sources of diversified revenue to meet its obligations, as per the last biennium. The Centre will also maintain its level of 2018-19 voluntary contributions while gradually increasing earned income from training activities, media production and other sources.

Means of action

64. The Centre's efforts to continue strengthening its resource base will be led by the Training Department's strategy implementation framework and its related unit level work plans, with particular emphasis on the Partnerships and Programme Development Services' work plan.

65. In the 2020-21 biennium, the Centre will continue its efforts to strengthen its resource base by adopting a two-pronged strategy that relies on the mobilization of voluntary contributions without conditions as well as revenue earned from training activities, media production and other sources.

66. To mobilize voluntary contributions, the Centre will maintain close liaison with its traditional development partners, among which the governments of Italy, Portugal, Ireland and Japan are prominent. In addition, the Centre will seek to mobilize voluntary contributions from new development partners; these may include in-kind contributions, such as the temporary secondment of training experts to the Centre.

67. To increase earned training revenue, the Centre will seek to further access existing markets with its current service products:

- For open courses, the Centre will increase the use of tailored social media outreach campaigns to attract participants and seek to better target these campaigns by way of mining the data from its existing Activities and Participants Management system and its Customer Resource Management system. The Centre will also introduce new digital marketing tools such as online magazines and storytelling in order to differentiate its service proposals from those of the competition and to stimulate attention to younger future participants that rely mostly on the internet and social media to seek information.
- For tailored activities, the Centre will seek to increase its numbers through targeted outreach campaigns aimed at development partners with a mandate to sponsor individual or institutional capacity-building interventions for ILO constituents and international partners. These outreach campaigns will focus on development partners with a mandate to support ILO constituents and other ILO partners in (1) countries affected by fragility and (2) middle income countries. In the first case, the Centre will cooperate closely with the ILO JPR Programme and in the latter, it will collaborate closely with the non-traditional partnership branch in ILO's PARDEV department, placing emphasis on South-South Partnership modalities and triangular cooperation models.
- The Centre will further improve its web analytics capability to get a better understanding of how users interact with its online content through the various channels and devices they use. It will also further expand the digital marketing ecosystem used to promote the Centre's activities, based on three distinct elements: search engine optimization, social media, and target marketing. ICTS and LIP will work together to develop sustainable strategies that leverage the interrelationship of those elements.

68. The Centre will also seek to further increase its share in existing markets with new products by way of:

- Positioning itself as a global hub in the debate about the Future of Learning through the market introduction of a stream of open courses and tailored activities linked to the Future of Work Centenary Initiative (also see paragraphs 37 and 38 above);

- Expanding the suite of tailored digital media production services for training purposes, and marketing these services in bundles together with institutional capacity-building support services for other training institutions; and
- Establishing a dedicated function for institutional capacity building support services that is to bundle and systematically market the management advisory services of the Training Department in the field of organizational strategy development, HR development, service marketing, portfolio development, digital communication and learning technologies, among others. As already indicated in paragraph 34(b), the Centre will focus these management advisory services towards not-for profit training institutions linked to ILO constituents, and align its approach with the global ILO institutional capacity building strategy.

69. The Centre will explore the potential to further diversify its service mix by way of entering into new markets with new products. In particular, and as described in paragraph 41, the Centre hopes to develop and pilot new capacity building products under commission by the United Nations Development Cooperation Office and the High-level Committee on Programmes of the United Nations System Chief Executives Board for Coordination, among others.

70. The Centre will maintain its vibrant portfolio of large-scale project accounts, where country-level training activities are delivered in bundles under commission by ILO-facilitated projects, often done through multi-step learning journeys spread over a number of years. Examples for such large-scale projects are the Public Procurement project and the capacity building support interventions delivered under commission by the ILO SKILLS 21 project in Bangladesh. The Centre will seek to further deepen its collaboration with ILO/PARDEV in order to integrate ITCILO *structurally* into the design of ILO Development Cooperation projects and make more systematically use of ITCILO as a vehicle for capacity development support delivered through ILO Development Cooperation projects. The Centre's resource-mobilization efforts will also incorporate competitive bidding for development cooperation contracts tendered by various development partners such as the European Union, the World Bank and other international financial institutions, in consultation with ILO's PARDEV department and field offices.

71. The Centre will further expand the scale of its operations on campus during the low season by rolling out new training products successfully tested during the 2018-19 biennium, such as summer universities and winter schools. During off-season, the Centre will also increase its efforts to host large-scale retreats convened by ILO and third parties.

Risk assessment

72. The main risks are:

- The voluntary contributions received from traditional development partners could further decline due to budget constraints;

- Budget constraints from traditional development partners may also indirectly affect revenue earned from training activities linked to technical cooperation projects implemented by the ILO (and financed by the same partners);
- Revenue from non-traditional development partners such as international foundations and multinational organizations may have to be forgone due to funding conditions such as limits on eligible indirect costs and reporting obligations that the Centre cannot fulfil;
- Self-paying participants from middle-income countries may consider the Centre too expensive and could opt for more price-competitive local training offers.

73. In response to these risks, the Centre will:

- Further build capacity in the Training Department’s Partnership Development Unit with a view to increasing its bidding operations and promotional activities;
- Make the Centre’s pricing policy in respect of tailored activities, more flexible, by offering discounts for bulk purchases of tailored activities in large-scale training contracts, and possibly offering discounts for activities held on campus during the low season;
- Focus its promotional campaigns on target groups with lower price sensitivity, such as middle-management level civil servants and UN agency staff
- Intensify its efforts to reach out to missions based in Geneva, to raise awareness about its learning services to member countries.

Indicators of Achievement

74. The performance indicators and performance targets for Outcome 3 of the P&B are set out below:

Indicator 3.1. Statement V revenue earned from training activities and media production
Target: €50 million
Baseline (2018): €24.246 million
Indicator 3.2. Revenue earned from training and media production activities linked to funding agreements with a contract value exceeding €500,000
Target: €8 million
Baseline (2018): €13.5 million
Indicator 3.3. Success rate of competitive bids for training activities, expressed as percentage of contracts won as a result of the total number of bids submitted during the calendar year
Target (average for the 2018-19 biennium): 33%
Baseline (2018): 44%

Outcome 4: Leaner cost structures

Outcome statement

75. The Centre has applied a zero-real growth approach to its overall fixed expenditure for the 2020-21 biennium. Savings identified under certain budget items have been directed to the Centre's priority areas for 2020-21. In addition, it has maintained its current staffing level at that of the previous biennium. The Centre has continued to streamline its business and administrative processes to achieve efficiency savings and has re-deployed two positions from the service units to the Training Department.

Key lessons from previous work

76. The Centre continues to work at ensuring that fixed expenditure is kept to the lowest possible level in order to ensure the competitiveness of its training products. This means that financial resources are directed to priority areas as part of the budgeting process.

77. Current staffing levels were maintained at those of the previous biennium. The streamlining project continues to further simplify and automate processes in order to achieve further resource savings and to allow staff positions to be redeployed to the training activities.

78. Significant efforts have continued in streamlining the Centre's business and administrative processes. Such work not only requires planning but also substantial consultation with staff members at all levels and other stakeholders, as well as internal and external expertise in information technology and financial and other best practices. To support the proposed changes, new IT tools have been created and existing policies, rules and procedures have been revised, replaced or created. The implementation of completed projects continues to have an impact on how staff members work, with new information technology tools automating and simplifying the various processes.

79. The Centre has been exploring the use of social media to expand its outreach and improve communication of its catalogue of training courses. The results of this initiative have been analysed and the Centre will need to further refine how it uses such tools.

Expected changes

80. The Centre will continue to expand the use of its current ERP financial system, the Business Intelligence and e-Campus to increase their analytical capacities and to provide improved information for monitoring and decision-making.

81. After carrying out a business case and piloting this in the current biennium, the Centre will be migrating some of its core IT services to the “cloud” in order to benefit from economies of scale as well as future economies in service delivery and IT infrastructure investments.

82. For higher business efficiency, the Centre will pilot the use of tools, i.e. chat bots and machine learning, on the Centre’s social media accounts to improve the customer experience during enrolment and on the e-Campus, to provide more timely responses to participants.

83. The streamlining efforts will also continue with the redesign and simplification of further business and administrative processes.

Means of action

84. During the biennium, available information in the current ERP financial system, the Business Intelligence and e-Campus will be further expanded to permit more in-depth analysis of the data with the continuous availability of complete and accurate information on many of the Centre’s indicators and its forecasted training and media production revenues, among others;

85. As confirmed by the pilot carried out in the current biennium, the Centre will roll out the migration to the cloud of the identified core IT services and will be providing collaborative applications which will greatly facilitate the work of the Training Department; Prior to piloting the use of new tools on the Centre’s social media accounts and e-campus, the Centre will carry out an extensive review of the existing usage and will select the optimal tools for implementation during the 2020-21 biennium.

86. Streamlining efforts in the processes relating to official travel, activity budgeting and approval, performance management, recruitment, and enrolment of participants, among others will be carried out in the biennium with the automation of the partial or full processes as well as the review of the related policies, rules and procedures. In some cases, this may also require staff training to be provided on the use of new tools.

Risk assessment

87. The main risks are:

- While some allowance is made for inflation and exchange rate fluctuations in the overall budget, there is a risk that the purchasing power of the Centre could be insufficient to address unexpected fixed expenditure;

- The actual financial results of the Centre’s operations could be significantly different from the approved budget and could be insufficient to support the implementation of the Programme set for the 2020-21 period;
- Some of the internal services providing support to the Training Department cannot handle the ever-increasing demand for their services as a result of the increasing level of activities and new significant multi-year agreements;
- The Centre could encounter delays in implementing new IT tools and issuing new or revised policies, rules and procedures due to the challenges in continuing its efforts of streamlining while having to address increasing internal demands to support its activities; With multiple automation and improvement projects being worked on concurrently, the roll-out of the new IT tools could fail due to insufficient time to properly follow the project management process or carry out full business-impact analysis.

88. In response to these risks:

- The Centre’s biennium budget includes forecasted inflation and exchange rates based on reliable sources, and a contingency has been included for any unforeseen events during the biennium;
- Throughout the biennium period, the Centre’s management carries regular financial reviews of its performance in order to take well-informed decisions, including corrective actions to ensure the financial health of the organization;
- The Centre continues to streamlining its business and administrative processes to be more efficient and assist in meeting the ever-increasing demand for our services;
- Prior to the roll-out of the new tools, transactions will be carefully tested, rules and procedures drafted and staff trained as appropriate to ensure that there is minimal disruption in the performance of new processes.
- In the implementation of any new IT tools or changes in IT applications, the Centre will apply best practices in its IT service and project management.

Indicators of Achievement

89. Listed below are the indicators for achievement of the performance targets relating to Outcome 4 of the P&B 2020-21:

Indicator 4.1. Percentage of corporate overhead costs in relation to total costs
Target: 25%
Baseline (2018): 25%
Indicator 4.2. Number of streamlined business and administrative processes
Target: 8 processes
Baseline (2018): 4 processes

OUTCOMES RELATING TO INSTITUTIONAL PERFORMANCE

Outcome 5: Skilled and motivated staff

Outcome statement

90. The Centre has further developed the skills base of its staff and strengthened the in-house performance recognition system. The Centre aims to be a trusted working place, which promotes a culture that values diversity, innovation, accountability, transparency and sound labour relations.

Key lessons from previous work

91. During the 2018-19 biennium, the human resource development activities of the Centre have been guided by the operational-level plan of the Human Resources Services (HRS).

92. During the reporting period, the Centre has maintained its current level of investment to upgrade the skills and expertise of its learning faculty and staff around the ten ILO outcomes set out in the ILO for 2018-2019. This involved a specific focus on the capacity to innovate, diversified language capacity, and cutting-edge technical capabilities, in particular in the area of certified learning and pedagogical skills.

93. In keeping with Indicator 5.1 of the P&B 2018-19, the Centre has developed and launched a new leadership and development path (LDP) to provide managers with leadership in order to achieve results by leveraging energies, skills and talents. This learning opportunity has been offered to a first group of managers in line with the indicator. Once extended further, the LDP will contribute to the creation of a common managerial culture and to the establishment of a peer community that share the same values and managerial principles.

94. Indicator 5.2 aimed at promoting accreditation in learning facilitation for professional staff involved in the design and delivery of learning and training activities. Several training staff have engaged in this certification process and the Centre can now count on a solid basis of certified facilitators.

95. In line with Indicator 5.3 of the Programme and Budget 2018-19, a new reward and incentive scheme has been piloted to recognize merit at the individual and at the team level. The Centre also launched a process to consider new approaches to performance management.

96. The Centre has actively pursued the possibility to expand mobility and staff exchanges programmes between the Centre and the ILO in order to strengthen closer integration and to enhance technical competencies and knowledge in the substantial areas of work of the ILO. A growing trend in staff exchange between the two entities can be reported, but work still need to be done to build solid bridges between the ILO and the Centre.

97. Initiatives to promote team cohesion have been offered to all centre's teams, which could benefit from the possibility to organize team retreats and team-building or team coaching exercises during the 2018-19 biennium.

98. A Centre-wide occupational safety and health audit to assess and manage OSH-related risks through a priority-based set of actionable mitigation measures has been completed and shared with all parties concerned in 2017. A number of initiatives have been adopted in 2018-19 in some risk areas at both organizational and infrastructural levels. As part of the audit, the Centre has also conducted in collaboration with the COSH an objective and subjective risk based assessment of work-related stress according to best practice methodology.

Expected changes

99. During the biennium 2020-21, the Centre will continue to promote and develop its human capital by investing in staff development activities. Specific and structured learning paths will be established to support and expand leadership development and professional accreditations with a specific focus on learning facilitation. Following a comprehensive learning needs assessment, an articulated staff training and development plan for all categories of staff will be implemented. Team cohesion and collaboration between teams will be further strengthened.

100. Performance management will be revised as the Centre will be adopting a framework based on goals and development setting, in line with best practices.

101. The implementation of important safety and security projects will be completed to provide the Centre, its staff and learning community with a safer and more secure environment.

102. A sound social dialogue will be pursued by the Management of the Centre and the Staff Union Committee using the existing means of information, consultation and negotiation at the disposal of both parties.

Means of action

103. The Centre's human resources development activities will be carried out as per the Human Resources Services' (HRS) operational plan.

104. Leadership development at the Centre will continue to be promoted and supported. The leadership development programme will be offered to all staff with managerial responsibilities. Specific learning paths will be carried out with a view to strengthening these roles. The ultimate goal is to ensure that all staff share the same values and responsibilities to promote a productive, innovative and creative workplace.

105. The Centre aims to be an environment that accepts values and promotes diversity, change and innovation. All these aspects are key drivers for an inclusive, dynamic learning and working environment.

106. Change and innovation are intrinsically linked to the Centre's *raison d'être* as a global learning provider. Access to staff development should be facilitated for all categories of staff by drafting a diversified portfolio of learning activities to respond in a flexible manner to institutional and individual needs and meet staff requirements in terms of balancing work and life.

107. Modern performance frameworks emphasize the shift from appraisal to performance management as an on-going feedback process. The Centre has engaged in the review of its performance management framework to move from task-based performance appraisal reports to goal and development-setting performance management.

108. A lean recruitment and selection process will also enable the Centre to attract skilled and motivated workforce. It will focus on exploring ways to diversify the workforce geographically and further enhance the gender balance and diversity in staff composition.

109. The Centre shares with the wider UN Community values and beliefs and a strong sense of the ethical principles, embodied by the International Civil Service. An organizational culture that promotes accountability, ethical behaviour and transparency contributes to creating an enabling environment where respect, trust and confidence are experienced at all levels. Further steps will be taken to reinforce the understanding and sharing of UN and ILO ethical values and beliefs. Links with the ILO Ethics Office will be reinforced to ensure easy access to professional advice and to whistleblowing procedures. Awareness raising activities and information campaigns will be launched in collaboration with the ILO Ethics Officer for increased Accountability and Ethics at all levels.

110. The Centre recognizes the importance of social dialogue. Open dialogue and information sharing is key in addressing on-going concerns about employment conditions and contractual framework. In this regard, the management and the staff union should set the ground for a new model of trusted staff relations that include joint retreats between management and staff representatives, joint training initiatives to develop open and constructive negotiation techniques or jointly identified common projects.

Risk assessment

111. The main risks are:

- An organizational environment and culture that does not embrace change in the implementation of major HR reforms;
- Leadership training does not result in a level of leadership expected at the Centre;
- Financial, HR and IT resources are insufficient to cope with the action plan implementation;
- A major security incident occurring on campus or in the field affecting staff and participants.

112. In response to these risks, the Centre will:

- Promote a participative approach in the implementation of HR policies and consultation with main stakeholders and the staff union;
- Direct HR staff resources to cope with new human resources management and transformative approaches;
- Seek an adequate level of internal resources for compliance with applicable OSH standards;
- Ensure compliance with UNDSS standards and other campus-specific security protocols.

Indicators of Achievement

113. Listed below are the indicators for achievement of the performance targets relating to Outcome 5 of the P&B 2020-21:

Indicator 5.1. A more efficient Selection Process
Target: An average of 120 working days to complete selection process
Baseline (2018): 200 working days
Indicator 5.2. A learning organization that invests in human capital growth
Target: 70% of staff will have engaged in at least in one or more staff training activity
Baseline (2018): 68%
Indicator 5.3. Increase the use of HR digital services
Target: Two new key HR processes that transition from paper to digital
Baseline (2018): Two

Outcome 6: Effective oversight

Outcome statement

114. The Centre has complied with the highest standards of good governance for international organizations.

Key lessons from previous work

115. As a result of the various external and internal audits as well as the reviews carried out by UNDSS and external expert on the overall Occupational Safety and Health, the Centre will continue to enhance and simplify its policies, rules and procedures and further explore the use of IT tools to standardize documentation and processes in order to maintain a strong internal control framework as well as prioritize the implementation of the various recommendations made to improve and strengthen the management of security and the infrastructure of the campus.

116. The Centre's Enterprise Risk Management Framework is now embedded in the Centre's operations and is used continuously in decision-making at all levels.

117. The current ISO certification for IT security provides the Centre with a good foundation and framework for assessing new IT services, whether they are provided on the Centre's campus or in the cloud.

Expected changes

118. The Security Operational Procedures of the streamlining project will require further revision.

119. While the streamlining project also continues, an increase in the automation of small and paper-based processes will be initiated, by implementing easy to use and simple IT tools with a view of automating high-volume paper-based tasks with a view of standardising such user requests and assisting by electronically filing supporting documentation and cutting further the use of paper.

120. The endorsement of Personal Data Protection and Privacy Principles by HLCM for UN organizations at the end of 2018 will pave the way for further actions with regard to the protection of privacy and personal data, including the development of appropriate privacy policies.

121. The impact of cloud services will be a dominant driver of change for ICT services for the next several years. Cloud computing will bring, at the same time, new and unique risks, but also many potential benefits, such as: reduction in capital costs, improved business continuity, and accelerating innovation by shortening the time needed to pilot and introduce new IT services.

Means of action

122. As part of the multi-year operational plan of ICTS, the Centre will maintain ISO/IEC 27001:2013 certification for its Information Security Management System. It will also apply the controls, process and procedures of this certification for evaluating and implementing cloud-based ICT services and for making sure that flexible but secure IT services are provided to an increasingly digital and mobile workplace.

123. As part of the Security First programme the Centre will assess its overall security standards, will improve its relationships with the pertinent counterparts and will implement a number of organizational and infrastructural improvement.

124. The Centre will continue to ensure that recommendations made in reports to the Board and to Management highlighting weaknesses or suggesting improvements in operations are implemented in a timely manner.

125. The Centre will continue to manage its risks within its Risk Appetite level in order to provide for a safe environment in which it operates. The likelihood and impact of each risk identified at all levels require a regular review, and the Centre strives to adjust itself continuously. The Corporate Risk Register is reviewed regularly to provide Management and the Board with a tool to ensure that appropriate actions are taken to mitigate significant risks to its operations and the environment in which it operates.

126. The Centre will also continue to monitor new developments in the reporting standards issued by the IPSAS Board to ensure that they are adopted within the set deadlines in its financial statements. This will provide Management and Board with complete and transparent information regarding the Centre's operational results and will facilitate the decision-making process.

127. The Centre's Management will continue to share complete and timely information as well as communicate with the Board's members with a view to further strengthening the overall framework of good governance.

128. The Centre will continue to participate in various UN Networks to ensure that it remains current on any new developments in the various areas affecting the UN world, including the assessment of risks resulting from political instability and natural disasters.

129. The main risks are as follows:

- With regard to security, the risk consists of a lack of reputation of the Centre vis-à-vis the institutional local and international counterparts and the participants. As a consequence, the number of participants, especially from critical areas, could significantly decrease.
- Without clear and complete policies, rules and procedures to support the Centre's processes, weaknesses in internal control could expose the Centre to fraudulent actions;
- Decisions taken in daily operations to deliver training could be erroneous due to the inadequate or incorrect identification or mitigation of risks to a level acceptable for the Centre;
- Insufficient monitoring of new IPSAS developments could result in financial information being incorrectly presented to management and, consequently, a qualified audit opinion on the Centre's financial statements could be received from the external auditor;
- Lack of timely informal consultations with Board members could result in misunderstandings over matters presented at Board meetings and delays in their final approval.

130. In response to these risks, the Centre will:

- As part of the streamlining process review, revised and realign the policies, rules and procedures to the revised processes, including an assessment of the related internal controls;
- Continue monitoring the risks faced by the Centre and its various units as well as assess whether the mitigation actions in place are still valid and sufficient; these risks are to be escalated to the Risk Management Committee for additional discussion so that appropriate actions can be taken at the corporate level;
- Yearly IPSAS developments are being monitored to ensure that new applicable standards are adopted by the Centre in its financial statements;
- Continue to encourage information between Management and Board members on matters for which Board's approval is required, thus ensuring that comments and views are considered in a more timely manner;
- Continue to take a comprehensive approach to the evaluation of new IT services, taking into consideration the associated costs, the risk assessment, and the benefits for the Centre and its constituents. This approach will be guided by the ISO standards on IT security.

Indicators of Achievement

131. Listed below are the indicators for achievement of the performance targets relating to Outcome 6 of the P&B 2020-21:

Indicator 6.1. Unqualified external audit opinion and compliance with IPSAS
Target: Unqualified external audit opinions in 2020 and 2021
Baseline (2018): Unqualified external audit opinion
Indicator 6.2. Rate of implementation of high-priority recommendations made by external and internal auditors
Target: Internal audit: 75%. External audit: 75%
Baseline (2018): Internal audit: 87%. External audit: 72%
Indicator 6.3. Compliance with ISO/IEC 27001:2013
Target: Retain certification
Baseline: Certification achieved in 2016
Indicator 6.4. Update of the Security Operational Procedures
Target: Updated, assessed and officialised Security Operational Procedures
Baseline: Current Security Operational Procedures

Outcome 7: Reduced environmental footprint

Outcome statement

132. The Centre has reduced the environmental footprint of its campus facilities.

Key lessons from previous work

133. The Centre continued its community-wide awareness campaign aimed to reduce its environmental footprint. It has been confirmed that:

- In the light of the Greenhouse Gas (GHG) inventory reports, unavoidable emissions can only be neutralized through the procurement of carbon offsets;
- The Centre has reached a plateau of nearly 100 per cent of renewable sources for its energy needs;
- The Centre has chosen its partners in services that highly impact the environment (i.e. cleaning, catering, transportation) by considering their readiness to contribute to its overall eco-sustainability goals;
- Staff engagement and collaboration across departments and units are key enabling factors in the progressive greening of our campus.

Expected changes

134. The Centre will be increasingly challenged by the changing global public opinion, as well as by its donors, sponsors, participants and staff, to further engage in tangible green initiatives including the achievement of internationally recognised eco-certifications. The Centre's internal action plan has gradually been aligned to the ILO's Environmental Sustainability Action Plan and will progressively roll-out larger scale projects on a pilot basis to test their actual effectiveness.

Means of action

135. The work of the Centre to further reduce its environmental footprint will be guided by the recently established Environmental Sustainability Committee including in the refurbishment project of Pavilions Africa 10 and 11 where advanced energy-saving solutions will be actively considered.

136. In collaboration with UNFCCC, unavoidable emissions will be neutralized through the procurement of carbon offsets.

137. The action plan will be revised to implement further actions instrumental to achieving a higher environmental certification level.

138. All tendering will be emphasized as much as possible the eco-sustainability requirements as part of the evaluation criteria.

139. The Centre will facilitate an exchange of knowledge with other training institutions operating a smart campus, including field missions to study good practice on site.

Risk assessment

140. The main risks are:

- There could be a loss of competitiveness by the Centre as a result of the inadequate perception (or understanding??) by vendors, donors and stakeholders of the Centre's eco-awareness policy;
- Major natural disasters discontinue the normal functioning at the Centre.

141. In response to these risks, the Centre will:

- Actively follow the ILO's environmental and social safeguard project and assess its impact in the greening of our training services and operations;
- Increase the Centre's attention to better communication and marketing aspects connected to eco-sustainability;
- Adopt organizational, technical and infrastructure solutions to protect the campus and ensure sound insurance clauses and conditions.

Indicator of Achievement

142. Listed below is the indicator for achievement of the performance target relating to Outcome 7 of the P&B 2020-21:

Indicator 7.1. Eco-certification
Target: Retain green flag status
Baseline: Green Flag status

3. CROSS-CUTTING POLICY DRIVERS

Policy driver A: Innovation and learning

Statement of the policy driver

143. The Centre becomes an organization in constant progress that promotes the ILO core values and serves its constituents.

Key lessons from previous work

144. During the past years, the Centre has made significant progress in accelerating the pace of innovation and learning. The e-campus, with its suite of distance-learning modalities has been rolled out for use throughout the Centre's training activities, including in-house training for staff. As a result, the number of participants reached with distance-learning modalities, or linked to the Centre through multi-step learning journeys combining distance learning with face-to-face training, has doubled over the last two biennia. Every year, the Centre has invested a portion of its surpluses in the development of new training products, several of which like the Future Foresight Toolkit have since been added to the training portfolio. The Centre has further enhanced its reputation for providing innovative training solutions to the capacity-building constraints of ILO constituents and international partners. Each year, the Centre has also set aside significant resources for the continuous technical training of its staff. The Centre has achieved certification of compliance with international standards of good practice for internal services (Green Flag status and compliance with IT security) and training services (through the International Association of Facilitators).

145. To promote sustainable innovation and learning methodologies, the Centre launched at the end of 2018 a Centre-wide Action Plan on Innovation and Learning. In the context of this Action Plan, the term "Innovation and Learning" refers to the process of continuously improving the Centre's service processes and product portfolio in anticipation of, or in response to, changing expectations of participants. The underlying assumption is that a learning and innovative organization is more adaptable to its environment and stands a better chance of fully achieving its mission in a sustainable manner.

146. Special attention is paid to the policy dimension of this process; innovation in capacity development and learning is to rely extensively on learning networks with participants and institutions. The Centre provides technologies, learning capacities as well as policy orientations to enable constituents to participate in existing learning for development networks, and where applicable to build and manage their own new networks.

147. To stimulate Innovation and Learning across the Centre, the Action Plan promotes the adoption of new approaches, such as design thinking and lean/flexible methods in the development of its products and services, and opens up a creative space for both staff and participants to prototype innovative learning solutions and embark on experimental learning journeys. The emphasis of the Plan is thus on *learning how to innovate* or, in short, *Learning Innovation*.

Expected changes

148. The Action Plan distinguishes four separate but interlinked and mutually reinforcing result areas:

- a) *Products*: Interventions to develop new service products in anticipation of / response to changing circumstances;
- b) *Staff*: Interventions to promote a culture of Innovation and Learning among the staff of the Centre;
- c) *Infrastructure*: Interventions to upgrade the physical infrastructure on campus in support of tailored learning innovation activities, including the establishment of an Innovation Learning Lab;
- d) *Enabling environment*: Interventions to facilitate a supportive “eco-system” for the implementation of interventions linked to a) – c) above.

149. For each result area, one concrete outcome has been specified for achievement by 2021:

- Result area 1: The Centre has improved its rates of product innovation and product scale-up.
- Result area 2: ITCILO staff adopt a more innovation-oriented working philosophy.
- Result area 3: Increased institutional capacity to host dedicated learning innovation activities on Campus.
- Result area 4: Increased visibility of the Centre in the global Learning Innovation space.

Means of action

150. The activities to promote Innovation and Learning are implemented as per the Centre-wide Action Plan, led by the Training Department.

151. As per Plan, the Training Department will:

Results area 1:

- Call for proposals to develop and test new training services with seed financing from the Innovation Fund, managed by the Training Department;

- Support the duplication and roll-out of newly developed training services that have been successfully piloted;

Results area 2:

- Organize a design sprint in 2020 to accelerate the adoption of new training services and innovative support services among staff;
- Implement a staff development programme to promote the use of e-campus across members of the learning faculty;
- Implement an online helpdesk for members of the learning faculty;
- Organize some annual innovation days to facilitate knowledge sharing about innovation projects among staff.

Results area 3:

- Develop and implement a distinct business model for the newly established Innovation Learning Lab. The lab will enable ITCILO to refine its blend of learning technologies and methodologies as well as to facilitate the development of permanent learning networks for constituents and other stakeholders using ITCLLO facilities.

Results area 4:

- Facilitate exchange visits and negotiate Memoranda of Understanding with other institutions in the global learning and innovation space;
- Benchmark the learning and innovation activities of the Centre with one of these institutions;
- Increase the profile of the Centre in the global debate about the Future of Learning and Innovation through a blog;
- Actively participate in the United Nations Innovation Network.

152. ICTS will be a strategic partner of the Training Department in the implementation of the Centre-wide Action Plan on the Promotion of Innovation and Learning. ICTS will:

- Run the IT architecture of the e-campus, develop IT solutions for distance learning modalities commissioned through the Training Department and monitor distance learning outreach of the Centre;
- Keep pace with changes in learning technology, and advise the Training Department on customized learning technology solutions for the Innovation Learning Lab and for mobile learning technology solutions for use in field activities;
- Implement better communication and collaboration tools for in-house use by staff;
- Support the Training Department in its communication campaigns targeted at other institutions in the global innovation space.

Risk assessment

153. The main risks are:

- Innovation and learning do not receive the same attention as other Centre priorities when surplus or captive funds are allocated;
- The Centre’s newly developed products are supply-driven and fail to attract interest among potential participants;
- Staff resist the “change” and fail to adapt to a fast-changing market and work environment.

154. In response to these risks, the Centre will:

- Prioritize, as much as possible, funding to support innovative developments;
- Involve potential participants from the outset as advisors in the new product development processes;
- Involve staff from the outset as change agents and innovation champions in the design of the Innovation Sprints.

Indicators of Achievement

155. Listed below are the indicators for achievement of the performance targets relating to Policy Driver A of the P&B 2020-21:

Indicator A.1. Biennium allocation from the Innovation Fund of the Centre for new product development projects
Target: €400,000
Baseline (2018-19): €300,000
Indicator A.2. Number of new training products introduced to market each year
Target: Three products per year
Baseline (2018): 3
Indicator A.3. Number of participants who have benefited from learning experience hosted by the Innovation Learning Lab in the biennium (disaggregated by constituent group)
Target: 500 participants (including 100 workers representatives, 100 employers representatives and 100 Government representatives)
Baseline: N/A

Policy driver B: Gender equality and diversity

Statement of the policy driver

156. The Centre embraces gender equality and diversity.

Key lessons from previous work

157. The Centre's results-based Strategic Plan for 2011-15 identified gender equality as one of its principles, as well as a means of action underpinning and guiding all the work of the Centre. In 2012, in order to implement this commitment, the Centre launched a Gender Equality Promotion Plan to promote gender equality in its staff development strategies, and provided incentives to identify women participants for its programmes and activities.

158. Substantial progress has been made as a result of the Centre's increased efforts to promote gender equality and diversity. At the end of 2018, the percentage of women among professional staff stood at 49 per cent, while the percentage of professional staff from non-European countries stood at 39 per cent. At the time of preparing this document, both indicators are above the target set for the biennium (respectively 47 and 38 per cent). On the downside, the progress in increasing the percentage of men among general service staff of the Centre has been slow. As of end 2018, only 17% of all general service staff were women, implying the continued existence of certain gender stereo-types.

159. In 2016, the Centre commissioned an external Gender Audit that identified new areas in which work is needed to consolidate past achievements. A new Centre-wide Action Plan to promote gender equality *and diversity* was developed in 2017 and launched in 2018 on occasion of the First Gender Equality and Diversity Day of the Centre. The implementation of the Action Plan is monitored by a high level Gender and Diversity Advisory Council chaired by the Director of the Centre.

Expected changes

160. The 2018-21 Centre-wide Gender and Diversity Action Plan has three results areas:

- *Staff:* interventions to promote gender equality and diversity among the staff of the Centre.
- *Participants:* interventions to promote gender equality and diversity worldwide via participants in the training courses of the Centre.
- *Enabling environment:* interventions to facilitate an enabling institutional environment for the implementation of measures targeted at staff and participants.

161. For each results area, a number of outcomes have been identified that are to be achieved by 2021:

Results area *“Staff”*

- Outcome 1: The Centre has moved closer to becoming an equal opportunity employer for both G-staff and P-staff categories.
- Outcome 2: The staff of the Centre has been further empowered to promote Gender Equality and Diversity in the workplace.
- Outcome 3: The recognition and award schemes of the Centre equally benefit women and men, including those with declared disabilities.

Results area *“Participants”*

- Outcome 4: A stronger emphasis of the curriculum on the promotion of Gender Equality and Diversity.
- Outcome 5: Increased appreciation among participants of the efforts of the Centre to reference Gender Equality and Diversity in its training offer.

Results area *“Enabling environment”*

- Outcome 6: Strengthened institutional support structures for the promotion of Gender Equality and Diversity.
- Outcome 7: Zero tolerance for harassment on Campus.

Means of action

162. The Centre’s work in the field of gender equality and diversity promotion is guided by its 2018-21 Gender and Diversity Action Plan. The implementation of the Plan is led by the Office of the Director.

163. As per Plan, the Centre will implement the following activities during the 2020-21 biennium:

Results area 1:

- Disability screening of HR policies and management structures.
- Issue policy on employment of persons with disabilities, including specific provisions and budgeting for reasonable accommodation facilities.
- Where applicable, revise Staff Regulations to proactively promote inclusion.
- Targeted recruitment of qualified staff with disabilities.
- Provide barrier-free access to all buildings for staff with disabilities.
- Where applicable, refit workplaces so as to accommodate staff with disabilities.
- Accessible websites and IT equipment.

- Modify the Centre's current sensitivity to diversity competence in line with ILO (*Sensitivity to diversity*: ability to accommodate the differences found in diverse work environments and to treat all individuals fairly and with respect, irrespective of disability, gender, race, religion, sexual orientation or political conviction).
- In 2021, run a Gender and Diversity Engagement Survey to identify senior management members who champion gender equality in the workplace.

Results area 2:

- (Annual) Refresher Training for Professional and General Support Staff in the use of the Gender Marker.
- Carry out spot checks in order to facilitate compliance with marking guidelines.
- Facilitate network linkages and partnerships between Training Programmes and specialized gender and diversity institutions.

Results area 3:

- Quarterly meetings of the Gender and Diversity Advisory Council.
- Quarterly meetings of the Gender Focal Point Network.
- Annual retreats of the Gender Point Focal Points together with the Director of the Centre in his capacity as Gender and Diversity Champion.

Risk assessment

164. The main risks are:

- The Centre does not have the necessary financial resources to invest in the required work needed on the campus facilities, and to support the development of new training products geared towards persons with disabilities;
- The promotion of gender equality and diversity does not receive the same attention as other Centre priorities when financial resources are allocated;
- Staff and participants do not fully understand nor support the enforcement of the zero-tolerance anti-harassment policy due to a lack of understanding of the underlying objectives;
- The Centre's gender-focal-point network is ineffective due to a lack of capacity on the part of the appointed officials.

165. In response to these risks, the Centre will:

- Publish the zero-tolerance anti-harassment policy on its website and publicize related information throughout the campus, as well as holding awareness-raising sessions about its underlying objectives for all staff and participants;
- Prioritize funding, when feasible, for the required work required on the campus facilities to facilitate barrier free access for staff and participants with disabilities;
- Through the high-level Advisory Council, monitor the plan's implementation progress.

Indicators of Achievement

166. Listed below are the indicators for achievement of the performance targets relating to Policy Driver B of the P&B 2020-21:

Indicator B.1. Percentage of training activities scoring two or higher on the Gender Marker
Target (average for the 2020-21 biennium): 50%
Baseline (2018): 47%
Indicator B.2. Percentage of women among professional staff
Target: 49%
Baseline (2018): 47%
Indicator B.3. Percentage of professional staff from non-European countries
Target: 38% of professional staff from non-European countries
Baseline (2018): 37% of professional staff from non-European countries

Policy Driver C: Tripartism, social dialogue and international labour standards

Statement of the policy driver

167. The Centre promotes tripartism, social dialogue and International Labour Standards (ILS) as fundamental values that underpin its portfolio of capacity-building services.

Key lessons from previous work

168. The Centre has a value-driven mandate founded on the belief that sustainable economic and social development needs to be based on mutual respect for the principles and rights at work set forth in ILS. The Centre also believes that dialogue between social partners is the best way to mediate conflicting interests in the formulation, ratification and application of these standards.

169. In recent years, the Centre has sought to promote respect for rights at work, tripartism and social dialogue through three mechanisms:

- Dedicated training courses on ILS, social dialogue and tripartism; the most recent example is the Master on Industrial and Employment Relations launched in the academic year 2016-17;
- Dedicated training sessions on ILS, social dialogue and tripartism in training courses linked to other aspects of the Decent Work Agenda, usually delivered through standards and social dialogue specialists at the Centre and often managed by the Employers' and Workers' Activities Programmes and the Social Protection, Governance and Tripartism Programme;
- A reference to the relevant ILS and to the principles of Social Dialogue and Tripartism in the curriculum of all training courses.

170. In 2018, the Centre commissioned an external evaluation of the extent to which core messages on ILS, Social Dialogue and Tripartism had been successfully communicated to participants. Three samples of training activities carried out mostly in 2016 were evaluated, namely a group of courses directly linked to the theme of Social Dialogue and Tripartism, and two groups of courses linked to other areas of expertise of the Centre, among them one group of courses managed by the Employers' and Workers' Activities Programmes and one group of courses delivered by other units of the Training Department.

171. The evaluation showed that, irrespective of the titles or schedules of the training activities, Social Dialogue and Tripartism were seen by the participants to be highly relevant, and the training experiences had led to an increased understanding and

application of this principle. The concrete examples of how new knowledge had been used by the participants of the training courses in their work demonstrate that the learning experience has been seen as pertinent and satisfying. More than 90 per cent of participants reached through the evaluation stated to have applied the newly acquired knowledge after training. More than 75 per cent of all participants gave concrete examples of how they applied this knowledge.

172. The Centre welcomed the findings of the independent evaluation, but likewise acknowledged that additional efforts could be undertaken to further mainstream the promotion of Social Dialogue and Tripartism throughout its training activities, and to increase the outreach of these activities among participants with a mandate to facilitate or practice tripartite social dialogue. The Centre therefore committed to developing a Centre-wide Action Plan to give the promotion of Social Dialogue and Tripartism through its training activities better effect.

173. The 2018-21 Centre-wide Action Plan on the promotion of Social Dialogue, Tripartism and International Labour Standards to be released in the first quarter 2019 is championed by the Director of the Centre. Its implementation is led by a coordination group in the Training Department comprising the Social Protection, Governance and Tripartism Programme, the International Labour Standards, Rights at Work and Gender Equality Programme, the Employers' Activities Programme, the Workers' Activities Programme and the Director of Training.

Expected changes

174. The Action Plan has three results areas:

- *Staff:* interventions to sensitize the staff of the Centre for the fundamental value apportioned by the organization to tripartism, social dialogue and international labour standards.
- *Participants:* interventions to promote tripartism, social dialogue and international labour standards worldwide *via* participants in the training courses of the Centre.
- *Enabling environment:* interventions to facilitate an enabling institutional environment for the implementation of the measures targeted at staff and participants.

175. For each result area, one concrete outcome has been specified for achievement by 2021:

- Result area 1: Staff of the Centre has increased awareness about, and appreciation for the fundamental values of tripartism, social dialogue and international labour standards.
- Result area 2: Participants acknowledge the business case underpinning the respect for tripartism, social dialogue and international labour standards.
- Result area 3: Access to financial resources and internal political support.

Means of action

176. The Centre's work is guided by the 2018-21 Centre-wide Action Plan on the Promotion of Social Dialogue, Tripartism and International Labour Standards, As per Plan, in 2020-21 the Centre will:

Result area "Staff"

- In 2020, review the marker introduced in 2019 to monitor the extent to which the promotion of Social Dialogue and Tripartism is mainstreamed throughout its training portfolio;
- In 2020, review the effectiveness of the work of the quality assurance group in the Training Department (established in 2019); the quality assurance group is an internal peer review mechanism to ensure that core ILO messages are mainstreamed throughout its training activities;

Result area "Participants"

- Expand the digital library with case studies of good local practice in Social Dialogue and Tripartism that can be used as learning objects in the Centre's training activities.
- Step up its institutional capacity development advisory services rendered to national and regional training institutes with a mandate to promote social dialogue and tripartism, including by way of joint delivery of training with local resource persons.
- Select resource persons for the delivery of training activities with a solid technical background that also includes labour relations and broad knowledge of ILO's instruments
- Further introduce learning methodologies that are capturing the essence of social dialogue (e.g. role plays and simulations)
- In close consultation with the Social Dialogue and Tripartism Unit in the Governance and Tripartism Department of the ILO, explore the potential for developing a new training course on cross-border social dialogue in global supply chains.
- Explore the possibility of supporting and providing services on campus or in the field to a) European Work Councils and b) Global Work Councils, where MNEs and GUFs might request the provision of ILO's tailor-made training inputs.

Result area "Enabling environment"

- promote training linked to the area of expertise on Social Dialogue and Tripartism through the mobilization of extra-regular budget for technical cooperation linked to ILO facilitated development cooperation projects;
- facilitate quarterly meetings of the coordination group for the Action Plan to jointly review implementation progress and where applicable to determine corrective action.

Risk assessment

177. The main risks are:

- Institutional clients and some participants are not willing to accept the insertion of learning modules on ILS, social dialogue and tripartism during training on other aspects of the Decent Work Agenda.
- The Centre lacks the financial and human resources to commission the development of the learning objects and the distance-learning courses.
- The cross-cutting concern for the promotion of social dialogue, tripartism and ILS is considered relatively less relevant by staff than the promotion of Gender Equality and Diversity or the promotion of Learning and Innovation.
- Some aspects of social dialogue and tripartism have a political dimension – particularly when discussed in the context of the promotion of decent work along global supply chains – that can obstruct the development of tailored training products.

178. In response to these risks, the Centre will:

- Prioritize, as much as possible, funding to develop new learning tools and distance-learning modules.
- In close consultation with ILO constituents, promote the wide dissemination of the case studies on good practice in social dialogue, tripartism and ILS to ‘make the business case’ for the adherence to these principles.
- As part of its outreach campaigns (see Outcome 3 for more details), raise awareness among institutional clients and participants of the added-value of training sessions on ILO endorsed references such as the 1998 Declaration on Fundamental Principles and Rights at Work.
- Consult with social partners and Governments on new training courses and involve future participants from the outset into the design of the offering.

Indicators of Achievement

179. Listed below are the indicators for achievement of the performance targets relating to Policy Driver C of the P&B 2020-21:

Indicator C.1. Percentage of training activities incorporating at least one learning tool or session on ILS
Target: 50%
Baseline (2018): 40.9%
Indicator C.2. Percentage of training activities incorporating at least one learning tool or session on Social Dialogue and Tripartism
Target: 50%
Baseline: N/A
Indicator C.3. Percentage of participants stating that ILS had been explicitly referenced during training
Target: 90% of participants in activities with an ILS marker of 2 or higher
Baseline: (2018): 86.7%
Indicator C.4. Percentage of participants stating that Social Dialogue and Tripartism had been explicitly referenced during training
Target: 75% of participants in activities with an ILS marker of 2 or higher
Baseline: N/A

4. REVENUE AND EXPENDITURE BUDGET PROPOSALS FOR 2020-21

180. While the biennium budget proposals facilitate more timely and coherent programming with the ILO, it also brings increased financial risks. Thus, a prudent approach has been adopted in formulating the proposals.

181. The key financial parameters underlying the budget proposals are as follows:

- voluntary contributions will remain at the current level. The preliminary biennial ILO contribution amount is known and provided for in the draft 2020-21 ILO Programme and Budget. The annual contribution from the Portugal government is also set based on the agreement signed in January 2019. A critical assumption was made that the *ex-lege* contribution from the Italian government will be maintained at its current level for each year of the biennium;
- external revenue from training activities and advisory services have been increased for inflation as well as moderate growth to align to the current Plan taking into account the cyclical impact of the ILO programming cycle which tends to provide higher levels of revenue for training in the second year of the cycle;
- fixed expenditure (non-staff) will be subject to a zero real-growth policy in each of the two years in line with the target set in the Strategic Plan and funding has been provided for in priority areas;
- fixed expenditure (staff) and variable expenditure (staff – variable budget category) have been maintained at the current level of positions;
- variable expenditure (staff – project based category) include positions for which funding agreements have been signed at the time of the preparation of the Programme and Budget; and
- variable expenditure (non-staff) have been maintained at the current level vis-à-vis its related training activities, advisory services and multimedia production revenue.

182. Financial risk also increases with greater uncertainty concerning levels of inflation and currency exchange rate fluctuations estimated over a two-year period. For example, a higher than estimated rise in the rate of national/local inflation and/or a significant increase in the value of the euro, particularly vis-à-vis the \$US, could impact negatively on the financial position of the Centre. Therefore, the contingency budget line was maintained in the budget proposals to mitigate the financial impact of such risks.

183. In accordance with Article 4 of the Financial Regulations, the budget proposals for 2020-21 are set out below. In addition to the budget proposals for the General Fund, the budget proposals are also provided on the Campus Improvement Fund and the Innovation Fund.

184. In Table 1, the General Fund budget proposals for 2020-21 are shown as well as the 2018-19 approved budget. Additional explanatory notes by budget item are presented in Appendix I.

185. The following budgetary assumptions were made when drafting the total revenue and expenditure proposals:

- the programme includes training activities already in the 2020 calendar for which funding has been secured, together with those for which ongoing or forthcoming negotiations seem likely to be successfully concluded as well as projections of anticipated external revenue based on the past performance by the Centre. At this time, this projection is uncertain and a conservative approach has been applied to derive the final 2020-21 figure;
- activities negotiated with financial sponsors should cover their own variable expenditure and generate an adequate contribution towards the Centre's fixed expenditure;
- staff expenditure is based on the current number of positions existing at the time of the preparation of the budget proposals, which maintains the number of positions for both the regular budget and variable budget staff categories and includes standard increases prescribed by the International Civil Service Commission known in early February 2019; and
- an average inflation increase in line with European and Italian forecasts has been applied to the 2020-21 budget proposals.

TABLE 1: 2018-19 BUDGET AND 2020-21 BUDGET PROPOSALS				
(in thousands of Euro)			2018-19 Budget	2020-21 Budget Proposals
Chapter	Item	PART A – REVENUE		
I		Voluntary contributions		
	10	International Labour Organization	6 867	7 168
	11	Government of Italy (<i>ex-lege</i>)	15 700	15 700
	12	Piedmont Region (Italy)	-	-
	13	Government of Portugal	500	500
	14	City of Turin	-	-
		Total voluntary contributions	23 067	23 368
II		External revenue		
	20	Training activities and advisory services	52 225	54 149
	21	Media production	2 050	1 600
	22	Miscellaneous	2 000	2 100
		Total external revenue	56 275	57 849

TABLE 1: 2018-19 BUDGET AND 2020-21 BUDGET PROPOSALS				
(in thousands of Euro)			2018-19 Budget	2020-21 Budget Proposals
III		Other		
	30	Past surpluses to training activities	1 500	1 200
		Total revenue	80 842	82 417
		PART B – EXPENDITURE		
IV		Fixed expenditure		
	40	Regular Budget (RB) staff	32 177	32 253
	41	Consultants	864	1 057
	42	Facilities	3 669	4 038
	43	Security	843	927
	44	General operating costs	1 466	1 606
	45	Missions and representation	503	565
	46	Governance	680	709
	47	Information and technology costs	2 999	3 101
	48	Depreciation of property and equipment	1 300	1 192
		Total fixed expenditure	44 501	45 448
V		Variable expenditure		
	50	Variable Budget (VB) staff	5 222	4 999
	51	Project Budget (PB) staff	358	1 347
	52	External collaborators	9 740	9 864
	53	Missions	1 347	1 364
	54	Participants' costs	13 751	13 926
	55	Books, training aids and materials	1 146	1 160
	56	Training facilities and services outside Turin	2 292	2 321
	57	Other	373	378
	58	Costs related to revenue from media production	1 312	800
	59	Costs related to miscellaneous revenue	200	210
		Total variable expenditure	35 741	36 369
VI	60	Contingency	600	600
		Total expenditure	80 842	82 417
		Budget surplus	-	-

TABLE 2: SUMMARY OF EXTERNAL REVENUE AND EXPENDITURE RELATING TO TRAINING AND OTHER ACTIVITIES		
(in thousands of Euro)	2018-19 Budget (revised)	2020-21 Budget Proposals
Total external revenue relating to training and other activities		
Training activities and advisory services	52 225	54 149
Media production	2 050	1 600
Past surpluses to training activities	1 500	1 200
Total	55 775	56 949
Variable expenditure ¹	35 541	36 159
Contribution to fixed costs (CFC)	20 234	20 790
CFC ratio	36%	36%
Total expenditure relating to training activities and advisory services	29 307	29 696
Share in facilities and information technology costs (70%)	4 668	4 997
Total	33 975	34 693
Support required from voluntary contributions, miscellaneous revenue and past surpluses	(13 741)	(13 903)
Voluntary contributions and misc. revenue	25 067	25 468
Corporate overhead (represents 25%)	11 326	11 565
Amount available for training activities	13 741	13 903
Budget surplus	-	-

186. The 2018-19 Budget was revised to align the figures to the comparative 2020-21 Budget Proposals. The total expenditure relating to training, advisory services as well as media production include all expenditure directly attributable to the delivery of such services. The corporate overhead includes those services that are not directly related to the delivery of the training activities and align to the Indicator 4.2.

Campus improvement fund

187. This table provides a summary of the 2020-21 Budget Proposals under the Campus Improvement Fund. The 2018-19 Budget Forecast is provided to present the revised revenue and expenditure relating to the voluntary contributions from the Government of Italy and the City of Turin.

¹ Excludes other costs related to miscellaneous revenue.

188. The revenue indicated in the Fund relates to the total voluntary contribution of €3 million provided by the Government of Italy for the refurbishment project of the Africa 10 and 11 pavilions, scheduled to start in late 2019. It also includes the annual voluntary contribution from the City of Turin, as a result of the new agreement signed in May 2019.

189. The 2018-19 forecasted expenditure include the planning and site preparation phases prior to undertaking the full refurbishment project in early 2020, for which the related expenditure are included in the 2020-21 Proposals. Included in the project is the investment in training and learning technology in a Future of Learning laboratory that will support the Centre in the development of new products to promote innovation and learning for the ILO constituents in order to manage their transition towards the future of work. The overall refurbishment project will also impact the overall quality of training as new training facilities will now become available in mid-2021 and will permit the use of cutting-edge learning technologies, identified as a Centre priority.

TABLE 3: CAMPUS IMPROVEMENT FUND		
(in thousands of Euro)	2018-19 Budget Forecast	2020-21 Budget Proposals
REVENUE		
Voluntary contribution from the Government of Italy	361	2 639
Voluntary contribution from the City of Turin	180	360
Total Revenue	541	2 999
EXPENDITURE		
Refurbishment of Africa 10 and 11 pavilions	361	3 439
Maintenance expenditure	180	360
Total Expenditure	541	3 799
Deficit	-	(800)
Fund balance available at the end of the period	1 041	241

Innovation fund

190. This table provides a summary of the budget Proposals for 2020-21, the forecasted revenue and expenditure during the period of 2018-19 in the Innovation Funds, and the projected fund balance at the end of the periods.

191. In May 2018, an allocation of €300,000 was approved by the Board for the Innovation Fund and this is presented under the 2018-19 budget forecast. As allocations of any surplus are not yet known at the time that the budget preparation, the 2020-21 revenue and expenditure under the Fund have not been provided.

192. The forecasted expenditure in 2018-19 include investments in developing new training services to offer constituents as well as enhancing existing products to support the Centre's overall growth in its service outreach. In particular, the development of immersive learning solutions drawing on virtual and augmented reality applications are prioritized in order to apply and use these in the new Future of Learning laboratory in the 2020-21 biennium.

TABLE 4: INNOVATION FUND		
(in thousands of Euro)	2018-19 Budget Forecast	2020-21 Budget Proposals
REVENUE		
Allocation from the 2016-17 surplus	300	-
Total Revenue	300	-
EXPENDITURE		
Training innovations	300	-
Total Expenditure	300	-
Surplus (deficit)	-	-
Fund balance available at the end of the period	-	-

193. The Board is requested to:

- i) adopt the Programme and Budget Proposals for 2020-21.**

Point for decision: Paragraph 193.

Turin, October 2019

APPENDIXES

APPENDIX I – ADDITIONAL EXPLANATORY NOTES²

REVENUE

Voluntary contributions

Item 10 – International Labour Organization

194. The Programme and Budget of the International Labour Organization for 2020-21 makes a preliminary provision for a total contribution of US\$8,343,000 to the Centre's operating expenditure for the period. This is based on the 2018-19 approved contribution.

Item 11 – Government of Italy

195. Article 1 of the Agreement between the ILO and the Government of Italy, signed in December 1983, states that “the Italian Government undertakes to contribute to the Centre's budget in the form of an annual contribution to the Centre's general expenses, the said contribution to be assessed in relation to both the Centre's requirements with respect to the said general expenses and the annual contribution made by the International Labour Organization towards the financing of the Centre.” Article 2 of the same Agreement states that a Joint-Committee composed of representatives of the Centre and the Italian Government shall “make an assessment of the Centre's requirements for general expenses for the following year and express an opinion concerning the amount of the Italian Government's contribution to the Centre for the said following year in the light of the criteria laid down in Article 1 of this Agreement.”

196. Although the Joint-Committee has yet to meet and approve the contributions to the Centre for 2020 and for 2021, an amount of €15,700,000 was included and represents an annual contribution of €7,850,000 during the period of two years. This is based on historical contributions received from the Government of Italy for general expenditure.

² These additional explanatory notes refer to budget items in Table 1.

Item 13 – Government of Portugal

197. In January 2019, a new agreement was signed with the Government of Portugal to provide the Centre with an annual voluntary contribution of €250,000, for the period of 2019 to 2021 inclusively. An amount of €500,000 was included and represents the annual contribution during the period of two years.

External revenue

Item 20 – Revenue from training and advisory services

198. This item relates to revenue expected in 2020-21, estimated at €54.149 million for the biennium. The details of the revenue foreseen by source of funding are provided in Appendix II. This supports the Centre's objective of growth in service outreach through incremental growth in face-to-face learning, a strong growth in distance learning as well as growth in the new field of collaboration with the ILO in the delivery of capacity-building advisory services under the umbrella of the 2030 UN System Sustainable Development Agenda. The budget Proposals are aligned to the Centre's Outcome 3 which envisages growth in revenue of 3.7 per cent in the 2020-21 biennium with a stronger focus on larger-scale funding agreements and the maintenance of a similar success rate in its competitive bidding activities.

Item 21 – Revenue from media production

199. This item relates to services offered to external clients for the design and development of digital media that is closely intertwined with the Centre's overall work of learning and innovation. Although the estimated amount is lower at €1.6 million than in the previous biennium, the work now focuses on strategic and digital communication products and services instead of more traditional printing services. Services offered through the Centre's training portfolio are shown under Item 20 – Revenue from training and advisory services.

Item 22 – Revenue from miscellaneous sources

200. This is expected to grow slightly by 5 per cent to €2.1 million for the biennium as a result of the creation of the new Campus shop for participants, opened in 2018, as well as forecasted increased investment revenue. This item consists mainly of revenue from the rental of premises and installations on the campus, the recovery of the estimated share of expenses paid to the Centre by the United Nations System Staff College and the United Nations Interregional Crime and Justice Research Institute for the use of common areas/services, rental of training and residential facilities and investment revenue.

Item 30 – Past surpluses to training activities

201. The use of past surpluses for training activities in 2020-21 is estimated at €1.2 million. These funds are available to most technical programmes in order to provide full or partial fellowships to participants in order to promote the Centre's outreach in priority areas such as Tripartism, Social Dialogue and International Labour Standards.

EXPENDITURE

Fixed expenditure

Item 40 – Regular Budget (RB) staff

202. This item concerns staff required for the development, execution, technical and administrative support to the delivery of training activities. In 2020-21, regular budget staff expenditure accounts for approximately 39 per cent of the overall expenditure budget.

203. Expenditure under this item reflects the cost adjustments on the latest salary-related policies and decisions on the base salary scale of staff and education grant levels approved by the UN General Assembly further to the recommendations of the ICSC for general application throughout the UN Common System. As part of the UN Common System, the Centre has an obligation to apply any such statutory increases.

204. The Pensions Board has not recommended any change to the total rate of contribution to the United Nations Joint Staff Pension Fund. The UN General Assembly has not invoked Article 26 of the Regulations of the Fund for deficiency payments from its members. It is assumed that the status quo with respect to the rate and deficiency payments will continue in 2020-21. Contributions made to the Fund are based on the level of pensionable remuneration for each grade. The latest table of pensionable remuneration issued by UNJSPF in January 2019 has been used to forecast the total contribution of the Centre.

205. Staff expenditure is estimated based on the current grade levels in the Professional category and above, and in the General Service category including all elements of cost envisaged in the Staff Regulations, together with a provision to cover the benefits due to staff members upon termination of employment, as required under Article 12 of the Financial Regulations.

206. A provision has also been included to allow for any approved increases that could occur during the biennium that were not known at the time of the budget preparation.

207. The table below shows the total regular budget staff expenditure broken down by category:

(in thousands of Euro)	2018-19 Budget	2020-21 Budget Proposals	% change
Professional category and above	18 188	18 183	
General service category	13 989	14 070	
Total RB staff	32 177	32 253	0.2
Total Full-time equivalent³	290.0	290.0	-
Total positions	145.0	145.0	-

208. A detailed account of the estimated staffing resources and the corresponding expenditure are set out in Appendices III and IV.

Professional and higher categories

209. Based on on-going discussions, a net based salary increase for Professional and higher categories of staff is foreseen in January 2020 pursuant to the UN General Assembly decision expected in December 2019 however this is on a “no gain, no loss” basis. At the time of the budget, the future outcome was still unknown and the increases in base salary resulting from statutory entitlements relating to the length of service have been applied.

210. Changes in the post adjustment indices arise from the exchange rate fluctuations and movements in the cost of living as determined by the ICSC. The 2016 cost-of-living survey resulted in a decrease of 6.6% in the post adjustment index for Professional and higher categories of staff and this decreased to 2.92% as a result of mitigation measures. At the time of the budget, the final outcome on this matter is not yet known. The budget was therefore prepared by applying the January 2019 UN operational rate of exchange and post adjustment multiplier.

211. Pensionable remuneration of Professional and higher categories of staff changed on the 1st February 2019 and this is expected to remain unchanged in 2020-21.

General Service category

212. Based on a decision taken by the Food and Agriculture Organization of the United Nations (FAO) in 2012, the General Service salary scale will remain frozen until further adjustments to fill the 9.2 per cent salary average resulting from a survey of the best

³ FTE of 2018-19 was adjusted due to omission of one position.

prevailing conditions of employment conducted by the UN Secretariat for UN Rome based organisations (including the Centre) is completed.

213. Arising from this decision, a second salary scale for General Service staff recruited on or after 1 February 2013 was created and proposes a 0.6 per cent per year increase, which was included in 2020-21.

214. Pensionable remuneration remains the dollar equivalent of the sum of the local gross salary, plus any language allowance.

Item 41 – Consultants

215. Two categories of consultants are included under this heading:

	2018-19 Budget	2020-21 Budget Proposals	% change
Medical service	504 000	515 000	
Consultants	360 000	542 000	
Total	864 000	1 057 000	22.3

216. The medical service provides medical care to participants attending training activities. It also provides medical services and advice on the request of the Centre’s management on occasions when this is required by the Centre’s administrative procedures. Part-time physicians and part-time nurses provide these services on an external collaboration basis. They are assisted by a senior nurse who is an official of the Centre, and whose cost is included under budget item 40.

217. Other consultants are retained to provide the Centre with external expertise in various fields including translation and interpretation services to support the Centre’s activities. In 2020-21, an increase of €182,000 in funding was included to ensure that the necessary external expertise is available to priority areas such as the development of new and innovative training products and applications, expanding the suite of tailored digital media production services for training purposes and expanding its distance learning through learning applications in order to support the Centre’s growth in its training activities and outreach. Additional expertise has also been included to provide resources for the promotion of gender equality and diversity at the Centre as well as the implementation of various recommendations made under the Occupational Safety and Health study issued in 2018 to ensure a safe campus for participants in their overall learning satisfaction.

Item 42 – Facilities

218. The Centre’s activities are conducted on a campus with an area of roughly 100,000 square metres occupied by 21 pavilions. The various buildings include offices, classrooms and accommodation facilities. These buildings and installations are the property of the City of Turin, which leases them to the Centre at a nominal rent. Under the terms of the Convention signed in July 1964, major repairs and extraordinary maintenance work, such as the restoration of façades, the repair of damage caused by weather, and the upkeep of gardens and roads are the responsibility of the City of Turin.

219. In May 2019, the Centre signed a new agreement with the City of Turin for an annual contribution of €180,000 for the years 2019 to 2021. This was included in the 2018-19 Budget Forecast and the budget proposals of the Campus Improvement Fund.

220. Facilities expenditure are projected to increase as a result of significant price increases foreseen in the areas of heating. While the Centre’s consumption has shown a slight decrease over the past few years, it is dependent on various factors including weather. This is not the case with the market prices. The utilities expenditure in 2018 increased significantly and this trend is expected to continue over the current year as well as over the biennium. The Centre continues to explore means to minimize as much as possible the Centre’s exposure to these volatile market prices.

221. The campus maintenance is also an area of priority in order to ensure that its infrastructure is maintained to a satisfactory level and supports the overall satisfaction in the overall quality of training delivery, in line with the high expectations of the participants coming to the Centre. The Centre needs to continuously maintain an aging campus and prioritize its maintenance work and investments in line with its overall campus described in the 2018-21 rolling master Plan of the Facilities.

222. In order to ensure sustainability in the future, the Centre now undertakes more in-depth financial reviews of its large service providers responsible for various areas of operations on campus. This has become necessary due to the decreasing health of the overall economy in Italy and to ensure that the enhanced services provided to participants attending training on the campus is maintained at its highest level and decrease any risks of disruption.

	2018-19 Budget	2020-21 Budget Proposals	% change
Utilities and garbage disposal	1 690 000	1 898 000	
Maintenance and repairs, cleaning and other costs	1 979 000	2 140 000	
Total	3 669 000	4 038 000	10.0

Item 43 – Security

223. This item represents the cost of the security services provided by a specialized security firm and the annual maintenance cost of security systems. The 2020-21 budget proposals shows an increase of approximately 7.9 per cent. The Centre has entered into a new agreement and some increased security measures are needed. As a result of a recent security assessment undertaken by UNDSS on UN premises in Italy, the Centre has expanded the overall security coverage of its campus to ensure that it meets the increasing stringent security standards of the UN and offer a secure campus to all participants during their stay.

Item 44 – General operating costs

224. This item includes expenditures relating to service providers, transportation, pouch and mail services, postage, telecommunications, office supplies, internal reproduction, equipment maintenance, and other administrative costs.

225. While the funding in some areas under this item has decreased, an increase of approximately 7.6 per cent in addition to inflation has been made to specific expenditure under this item. Additional funding has been provided to assist in the development and improvement of the Centre's outreach through digital learning media, and the development and upgrading of its teaching faculty including the use of cutting edge new learning technologies and approaches, identified as a priority in the 2020-21 biennium. Additional funds were also provided to the Learning Innovation Programme in order to support its use of new innovative and learning applications in the biennium. In addition, additional funding was provided in order to re-design the use of the videoconferencing services which is needed in the use of the new learning technologies and applications being adopted in its new product development.

Item 45 – Missions and representation

226. This item relates to missions of a technical nature aimed at promoting the Centre's activities and maintaining its close links with the ILO and other UN organisations, as well as missions to maintain contacts between the administrative services of the ILO and those of the Centre. This item also includes a provision to cover hospitality.

227. While every efforts have been made to minimize any increases under this item, some very limited funding was provided to ensure that the new technical programme created in 2018, Learning and Innovation, is provided with adequate funding over the biennium. Other programmes were also re-balanced as a result of the review to ensure funding is appropriate for each unit and programme and aligned to their priorities and needs.

Item 46 – Governance

228. This item relates to the expenditures relating to the services provided by the external auditor, the ILO internal audit and legal services, as well as to the Board, the Trade Union and Employers' Training Committees meetings. The foreseen budget for 2020-21 results in a minimal increase mainly due to inflation and changes in the biennium's different exchange rate from that of the previous biennium.

Item 47 – Information and technology costs

229. This item covers expenditures relating to training technology, maintenance and development of information systems, office automation, computer hardware maintenance and purchase of non-depreciable computer hardware. This budget line is broken down as follows:

	2018-19 Budget	2020-21 Budget Proposals	% change
Internet costs	179 000	126 000	
Maintenance of computer hardware	153 000	141 000	
Application software, licenses and maintenance	545 000	682 000	
Expendable computer hardware and materials	341 000	227 000	
Technical assistance	1 781 000	1 925 000	
Total	2 999 000	3 101 000	3.4

230. This item shows budget proposals for 2020-21 nearly within the zero-real growth. As a result of improved structuring within this area as well as improved procurement, economies have been identified within the internet costs, maintenance of computer hardware and expendable hardware and materials. These savings were allocated to areas of priority such as technical assistance due to the Centre's increase reliance on learning applications and the use of e-campus in its training delivery. Application software, licences and maintenance have been increased in order to support further the Centre's streamlining project whereby many tasks will continue to be automated as well as the increasing the use of new cutting edge learning applications, media production, translation and administrative and business processes in the 2020-21 biennium.

Item 48 – Depreciation of property and equipment

231. As required by Article 13.2 of the Financial Regulations, a provision is estimated to cover the depreciation of all property and equipment as well as intangible assets.

VARIABLE EXPENDITURE

232. Variable expenditure is related solely to the implementation of training activities and evolves during the budget period. The level of this expenditure is dependent on the level of the programme of activities, just as it is subject to variations resulting from the diversity of the cost factors associated with implementation of the activities.

Items 50 and 51 – Variable expenditure staff

- Variable Budget (VB) staff

233. This item relates to staff engaged under a fixed-term contract funded from the recovery of projected resources from training activity budgets. The contracts are issued in accordance with Article 1.2(c) of the Staff Regulations and the Collective Agreement.

234. The decrease in this item results mainly from the recruitment of officials in vacant positions at more junior levels or the re-profiling of positions due to the Centre's changing environment.

(in thousands of Euro)	2018-19 Budget	2020-21 Budget Proposals	% change
Professional category	2 722	2 552	
General service category	2 500	2 447	
Total VB Staff	5 222	4 999	(4.3)
Total full-time equivalent	62	62	-
Total number of positions	31	31	

- Project Budget (PB) staff

235. This item relates to staff engaged under a fixed-term contract of one year or less, and fully funded from a specific technical cooperation project of fixed duration and directly recruited. This item could vary depending on the award of future projects.

236. The budget proposals for this item includes the budgeted positions at the time of budget preparation for which signed agreements had been concluded. Short-term assistance provided under such agreements is not included at the time of the budget preparation.

237. The increase shown below relates mostly to a multi-year large-scale project in Bangladesh where project budget staff in both categories has been locally recruited and is directly funded from the project budget. The other multi-year project in Portugal also contributes to this expenditure.

(in thousands of Euro)	2018-19 Budget	2020-21 Budget Proposals	% change
Professional category including nationals	211	1 036	
General service category	147	311	
Total PB Staff	358	1 347	276.3
Total full-time equivalent	4.8	20.3	

238. Expenditure under these two items reflects the cost adjustments on the latest salary- related policies and decisions on the base salary scale of staff and education grant levels, approved by the UN General Assembly further to the recommendations of the ICSC for general application throughout the UN Common System.

239. The expenditure is estimated on the basis of current grade levels in the Professional category of staff and above, and in the General Service category including all elements of cost envisaged in the Staff Regulations, together with a provision to cover the benefits due to staff members upon termination of employment, as required under Article 12 of the Financial Regulations.

240. A provision has been included to allow for any increases approved during the biennium that were not known at the time of the budget calculations.

Item 52 – External collaborators

241. This item covers lecturers engaged under external collaboration contracts and other external collaborators, such as interpreters, translators and language teachers engaged for courses given to participants.

Item 53 – Missions

242. This item covers missions relating to the selection, preparation and accompanying of participants during study visits, and evaluation and follow-up missions carried out as part of specific activities.

Item 54 – Participants costs

243. This item covers all accommodation expenditures incurred by participants during their stay at the Centre and during their external training. This includes primarily board and lodging, participants' return travel from their countries of origin as well as travel during study tours, tuition expenditures provided for participants within the framework of individual or collective placements in government or private institutions, medical care and insurance coverage, refreshments and farewell dinners.

Item 55 – Books, training aids and materials

244. This item covers the supply of books, tablets, training aids and other materials to participants as part of specific training activities.

Item 56 – Training facilities and services outside of Turin

245. This item covers the cost of classrooms and conference facilities, administrative expenditures, rental of training equipment, and other expenditures incurred for training activities held outside of Turin.

Item 57 – Other variable expenditures

246. This item covers miscellaneous training expenditures that could not be classified in the other budget line groupings and other non-training expenditure related to projects and activities.

Item 58 – Costs related to revenue from media production

247. This item covers the expenditures relating to graphic design, layout, editing, interpretation and publication work provided by the Centre to the ILO and external clients. These expenditures are incurred in order to generate the revenue from media production (Item 21).

Item 59 – Costs related to miscellaneous revenue

248. This item relates to expenditures incurred in order to generate miscellaneous revenue (Item 22).

Item 60 – Contingency

249. A provision of €600,000 has been included in the 2020-21 budget proposals in order to cover potential increases in expenditures due to the higher than estimated inflation and/or currency fluctuations, especially between the € and the US\$.

APPENDIX II – 2020-21 REVENUE FORESEEN FROM TRAINING ACTIVITIES AND ADVISORY SERVICES BY SOURCES OF FUNDING

(in thousands of Euro)	2018-19 Budget Forecast	% to total	2020-21 Budget Proposals	% to total
ILO	15 668	30	16 245	30
Development Banks	522	1	540	1
Italy	7 834	15	8 122	15
European Union	1 044	2	1 083	2
Other multi-bilateral organizations	17 757	34	18 410	34
United Nations organizations	4 178	8	4 332	8
Self-paying participants	5 222	10	5 417	10
TOTAL REVENUE FROM TRAINING ACTIVITIES AND ADVISORY SERVICES	52 225		54 149	
Revenue from media production	2 050		1 600	
Past surpluses to training activities	1 500		1 200	
TOTAL FUNDING FROM ACTIVITIES	55 775		56 949	

APPENDIX III – COMPARATIVE SUMMARY OF REGULAR BUDGET STAFF RESOURCES FOR 2018-19 AND 2020-21

Grade	2020-21 Budget Proposals		2018-19 Budget	
	FTE	Estimated cost	FTE	Estimated cost
ADG	2.0	466 000	2.0	489 000
D.2	2.0	434 000	2.0	451 000
D.1	2.0	464 000	2.0	500 000
P.5	32.0	5 506 000	32.0	5 721 000
P.4	50.0	7 846 000	41.2	6 408 000
P.3	14.0	1 729 000	24.0	3 262 000
P.2	14.0	1 368 000	10.8	1 005 000
Total	116.0	17 813 000	114.0	17 836 000
G.7	12.0	1 310 000	12.0	1 309 000
G.6	20.0	1 937 000	24.0	2 282 000
G.5	56.0	4 627 000	58.0	4 719 000
G.4	66.0	4 736 000	66.0 ⁴	4 464 000
G.3	20.0	1 176 000	16.0	944 000
G.2	-	-	-	-
Total	174.0	13 786 000	176.0	13 718 000
GRAND TOTAL	290.0	31 599 000	290.0	31 554 000

⁴ Adjustment of one existing position omitted in the Regular Budget staff costs FTE in the 2018-19 Programme and Budget.

APPENDIX IV – REGULAR BUDGET STAFF RESOURCES BY GRADE AND ORGANIZATIONAL UNIT FOR 2020-21

Organizational Unit	Professional category and above							General service category							Total Expenditure (Euro)	Total FTE	Grand total Expenditure (Euro)	
	AD6	D2	D1	P5	P4	P3	P2	Total FTE ⁵	Total Expenditure (Euro)	G7	G6	G5	G4	G3				Total FTE
Director's Office	2.0	2.0	-	-	-	-	-	4.0	919 000	-	4.0	-	-	-	4.0	397 000	8.0	1 316 000
TOTAL	2.0	2.0	-	-	-	-	4.0	919 000	-	4.0	-	-	-	4.0	397 000	8.0	1 316 000	
Training Department																		
Training Programmes	-	-	2.0	26.0	36.0	12.0	14.0	90.0	13 567 000	8.0	6.0	28.0	36.0	6.0	84.0	6 787 000	174.0	20 354 000
TOTAL	-	-	2.0	26.0	36.0	12.0	14.0	90.0	13 567 000	8.0	6.0	28.0	36.0	6.0	84.0	6 787 000	174.0	20 354 000
Other Services																		
Financial Services	-	-	-	2.0	2.0	2.0	-	6.0	1 004 000	-	4.0	4.0	12.0	4.0	24.0	1 906 000	30.0	2 910 000
Facilities and Internal Services	-	-	-	2.0	4.0	-	-	6.0	982 000	-	4.0	10.0	10.0	10.0	34.0	2 618 000	40.0	3 600 000
Medical Services	-	-	-	-	-	-	-	-	-	-	-	2.0	-	-	2.0	160 000	2.0	160 000
Human Resources Services	-	-	-	2.0	2.0	-	-	4.0	681 000	2.0	2.0	10.0	-	-	14.0	1 270 000	18.0	1 951 000
Information and Communications Technology Services	-	-	-	-	6.0	-	-	6.0	1 030 000	2.0	-	2.0	8.0	-	12.0	932 000	18.0	1 962 000
TOTAL	-	-	-	6.0	14.0	2.0	-	22.0	3 697 000	4.0	10.0	28.0	30.0	14.0	86.0	6 886 000	108.0	10 583 000
GRAND TOTAL	2.0	2.0	2.0	32.0	50.0	14.0	14.0	116.0	18 183 000	12.0	20.0	56.0	66.0	20.0	174.0	14 070 000	290.0	32 253 000

⁵ Full-time equivalent.

