

INTERNATIONAL TRAINING CENTRE OF THE ILO

IMPLEMENTATION REPORT 2018-19

Centering the learner in the Future of Work

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foreword



This report summarizes the work carried out by the International Training Centre of the International Labour Organization (the Centre) during the 2018-19 biennium and provides the results of its financial performance for the period. The 2018-19 biennium was a period of excellent performance for the Centre, with fast growth in outreach, further improvement in service quality and a budget surplus as a result of higher revenue than originally budgeted.

The Italian Government, ILO, Governments and social partners represented on the Board made an important contribution to this success through their political, technical and financial support to the Centre. Though the excellent results have been since partly overshadowed by the impact of the COVID-19 pandemic, they have laid a solid foundation for overcoming the economic shock and building back better in 2021.

About the Centre

The Centre offers individual and institutional capacity development services to support its constituents worldwide to make the Decent Work Agenda actionable. Our leitmotiv is to be a sustainable training organization. The sustainability strategy rests on three performance pillars: Technical performance, Financial performance and Institutional performance. The three dimensions of sustainable organizational performance are interdependent and mutually reinforcing.

The Centre's learning services comprise group training, advisory services, training material development and media development support. The Centre also offers a number of Masters Programmes in partnership with universities and other international organizations. The great majority of the learning services relate to group training, but advisory services play an increasingly important role. The Centre's areas of expertise are aligned with the higher-level ILO strategy framework that in turn feeds into the United Nations Sustainable Development Agenda. The Centre thus made a direct contribution towards the attainment of these Goals.



foreword

Technical performance

During the 2018-19 biennium, the Centre has significantly grown its participant base to more than 40,000 learners. The expansion in the Centre's participant universe was driven by rapid growth in the number of distance learners combined with moderate growth in the number of face-to-face learners. Many of the newly gained distance learners are linked to the Centre through multi-step learning journeys that also involve face-to-face training intervention. Forty-four per cent of all the Centre's participants were women. Of these, one third of all participants belonged to ILO tripartite constituents, in line with outreach targets. Two out of three of the Centre's training activities were designed and delivered in partnership with ILO departments and field offices, and more than 90 per cent of all group training activities were linked thematically to the ten policy outcomes and three enabling outcomes described in the 2018-19 ILO Programme and Budget.

Participant satisfaction with the Centre's learning services remained high during the reporting period. More than 80 per cent of all participants acquired new knowledge during training and two out of three former participants went on to apply their newly acquired knowledge after training.

**MORE THAN
40,000 LEARNERS**

Financial performance

The Centre's excellent technical performance during the 2018-19 biennium went hand in hand with a strong financial performance. The overall operations resulted in a budget surplus of €3.088 million. The Centre also managed to mobilize a number of large-scale projects including through competitive bidding.

The Centre managed to contain its fixed expenditure and to reduce its corporate overhead, through continued efforts in streamlining and automating its business processes. Overall, fixed expenditure was below budget. Significant savings were made in certain areas such as regular budget staff costs and information and technology expenditure as a result of savings in hardware and software maintenance, technical assistance and Internet costs. Corporate overheads were reduced by 2.0 per cent when compared to the target, mainly due to savings in the area of procurement and the transfer of several positions from services to the Training Department. Finally, the Centre completed the review and streamlining of eight of its business processes, including the automation of invoicing, a one-stop shop for cost centre budget transfer requests and an e-Leave management system.

Institutional performance

During the biennium, the Centre further developed the skills of its staff and maintained the level of investment in staff training and development, strengthening leadership and managerial capacities, developing technical, pedagogical and IT-enhanced skills, promoting cohesion within and among teams and diversifying language capacity. This was achieved through collective training courses targeting functional needs and priorities, individual training courses addressing specific job-related or career-oriented needs, team retreats and coaching, and language courses. The Centre expanded the staff exchange programmes with the ILO and introduced a reward and incentive scheme to support and promote an organizational culture that recognizes staff members and teams who have made outstanding contributions to the Centre's strategic goals. The Centre emphasizes in-house social dialogue, both through institutionalized social dialogue mechanisms like the Joint Negotiation Committee and through ad hoc activities like joint retreats and information meetings.

The Centre fully complied with the highest standards of good governance for intergovernmental organizations. The external auditor issued an unqualified audit opinion on both the 2018 and 2019 financial statements, confirming the Centre's compliance with Internal Public Sector Accounting Standards (IPSAS). The results achieved in the implementation of high-priority internal and external audit recommendations were higher than the set targets. The Centre maintained its ISO/IEC 27001:2013 certification and implemented an extensive, cross-cutting SecurityFirst programme, continuing to increase the overall security of the campus.

The Centre continued its ongoing campus-wide awareness campaign about energy saving and eco-sustainability issues. The Centre participated in the United Nations Environment Programme Greening the Blue Initiative and a carbon-offsetting initiative, retained Green Flag status with the Foundation for Environmental Education and achieved a 10 per cent reduction in its volume of undifferentiated waste per capita.

**44% OF ALL
PARTICIPANTS
WERE WOMEN**



Cross-cutting policy drivers

The cross-cutting policy drivers have given the work of the Centre new impetus during the reporting period. In 2018, as a first step and in consultation with internal stakeholders, the Centre drew up Action Plans for each cross-cutting policy driver. The Action Plan on the Promotion of Gender Equality and Diversity and the Action Plan on the Promotion of Learning and Innovation were released in 2018, while the Action Plan on the Promotion of International Labour Standards, Social Dialogue and Tripartism was launched in 2019. Institutional mechanisms were established to facilitate implementation of the Action Plans, involving representatives from management, technical experts and where applicable the staff union.

Yanguo Liu

Director of the ITCILO



Who we are

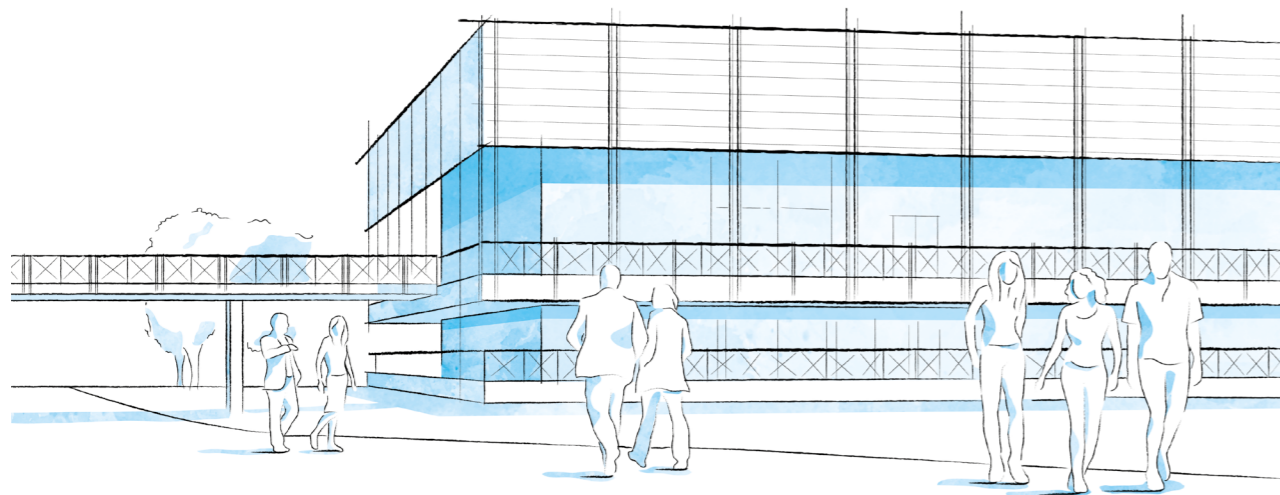
OVERVIEW

The Training Centre is the capacity development arm of the International Labour Organization (ILO). The ILO is a specialized agency of the United Nations system with the mandate to promote decent work and social justice for all, and the Centre offers capacity development services to support its constituents worldwide to make the Decent Work Agenda actionable.

The main target group of the Centre's capacity development services are ILO constituents – workers' and employers' organizations and Ministries of Labour. The Centre also offers learning services for ILO staff and staff of other United Nations agencies as well as other ILO partners with a mandate to promote Decent Work and Social Justice, among them government agencies, non-governmental organizations and the private sector.

The Centre's capacity development services are human-centred and rights-based, mainstreaming core ILO messages on universal respect for rights at work and a belief in the principles of tripartism and social dialogue. The Centre plays a key role in the implementation of the ILO Centenary Declaration issued in 2019, and in particular helps ILO's constituents to successfully facilitate Future of Work Transitions and to promote employment-right growth under the umbrella of the 2030 United Nations Agenda for Sustainable Development.

The Training Centre is located in Turin (Italy) on the campus of the United Nations system-wide Learning Hub promoted by the Government of Italy. For more background information on the Centre go to www.itcilo.org.



Our vision: The Centre strives to be a global leader and unique institution for the sustainable provision of capacity building and development for ILO constituents, with the aim to advance social justice and the Decent Work Agenda.

Our mission: We provide ILO constituents with specialized training on all aspects of the Decent Work Agenda.

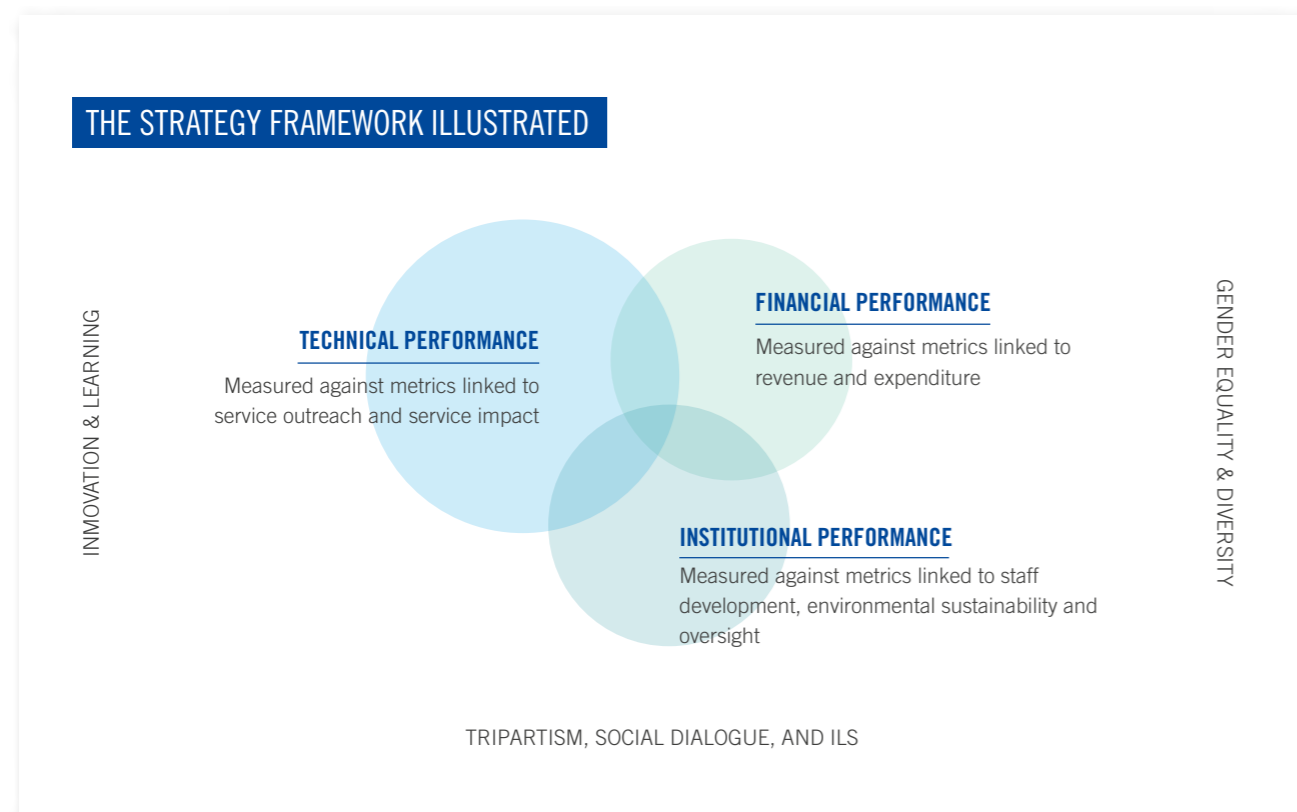
Who we are

SUSTAINABILITY STRATEGY

The leitmotiv of the Centre is to be a sustainable training organization. In this case, sustainability is defined as continuity of the organization over time, as a result of maintaining a dynamic balance between its non-financial and financial objectives. The dynamics of the sustainability equation are expressed by the image of a vortex in constant circular motion.

The results-based management system underpinning the sustainability strategy of the Centre is organized around three pillars or performance dimensions, namely a technical, a financial and an institutional dimension. Performance in each dimension is monitored through a number of outcomes, with associated indicators. In addition, the results-based management system distinguishes three cross-cutting policy drivers, namely: learning and innovation; gender equality and diversity; and tripartism, social dialogue and international labour standards.

The three dimensions of sustainable organizational performance are “interdependent and mutually reinforcing”. While the development pillar is central, as it relates to the Centre’s mandate, any weaknesses in one of the pillars would affect the performance of the others and thereby undermine the Centre’s overall sustainability. The three dimensions of sustainable organizational performance are illustrated in the chart below. The performance of the Centre in each dimension is described in the following sections.



SERVICE PORTFOLIO

The learning services of the Centre comprise group training, advisory services, training material development and media development services. As indicated in the following graph, the majority of the learning services relates to group training. Advisory services play an increasingly important role.

The Centre’s group training activities typically focus on developing the capacities of individual learners while advisory services, media development and training material development services are meant to strengthen the capacity of institutions. Group training is delivered either face-to-face (in Turin and worldwide in the field), or via distance learning. Face-to-face training activities involve the facilitator being physical present in a classroom setting, while distance learning activities are facilitated by means of information and communications technology with learners and facilitators in different physical spaces. In practice, face-to-face training and distance learning may be combined into multi-step learning journeys.

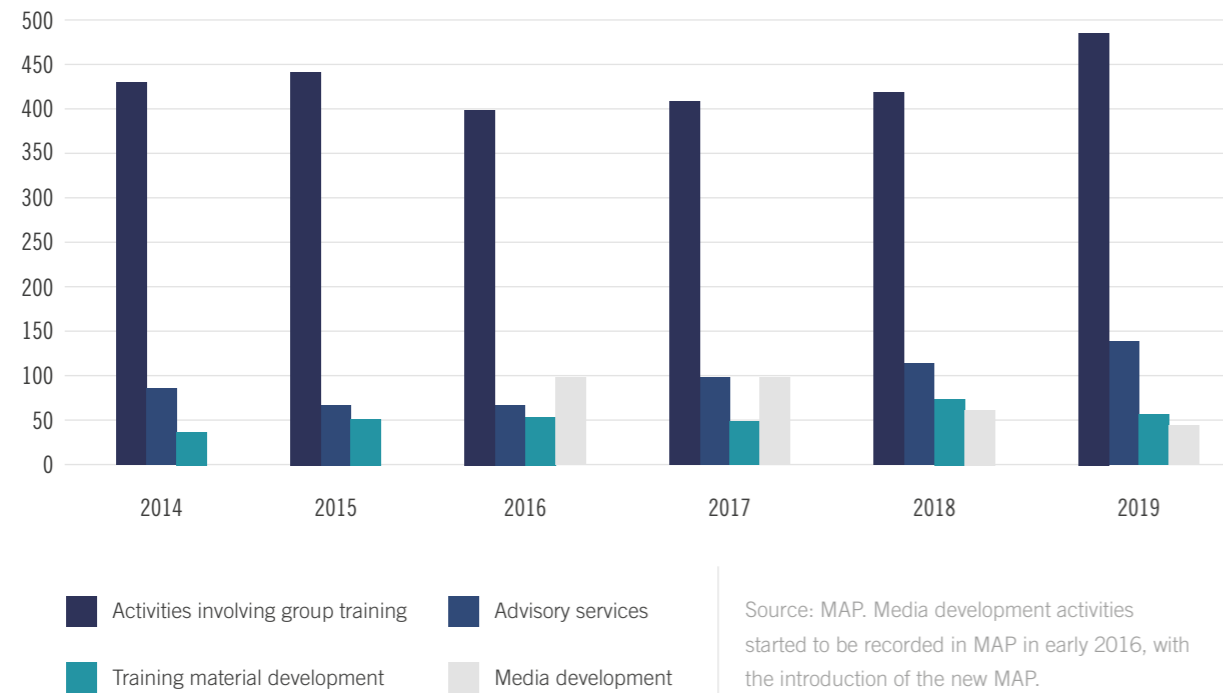
The majority of the participants reached with learning services in the 2018-19 biennium were face-to-face learners (57 per cent), but the share of distance learners in the participant universe continues to grow at a fast pace. Refer to the sections on “outreach” and “impact” for more information on training statistics.

**60% OF TRAINING
ACTIVITIES WERE
TAILOR-MADE**

Training – both distance learning and face-to-face – may be offered either as a standard activity or as a tailor-made activity. Standard training activities are advertised up to one year in advance in the Centre’s annual catalogue and have a fixed tuition fee. Tailor-made activities are delivered on demand by clients with customized budgets. More than 60 per cent of the training activities of the Training Department during the 2018-19 biennium were tailor-made.



BREAKDOWN OF ACTIVITIES BY CATEGORY (2014-2019)



“The training allowed us to exchange experiences and best practices from the various employers’ organizations present. This will help us reach our goals by implementing and applying relevant experiences to our current contexts.”

Têvi Tete-Benissan, Executive Director of the National Council of Employers of Togo (CNP-Togo)

AREAS OF EXPERTISE

The areas of expertise of the Centre are determined by the 2018-21 Strategic Plan and the 2018-19 Programme & Budget (P&B). These strategy documents align with the higher-level strategy frameworks of the ILO and the United Nations System. During the reporting period, the Centre’s areas of expertise revolved around ten ILO policy outcomes linked to the 17 Sustainable Development Goals (SDGs). The Centre thus made a direct contribution towards the attainment of the SDGs.

THE LINK BETWEEN ILO’S 2018-19 POLICY OUTCOMES AND THE SDGs

1. More and better jobs for inclusive growth and improved youth employment prospects
2. Ratification and application of international labour standards
3. Creating and extending social protection floors
4. Promoting sustainable enterprises
5. Decent work in the rural economy
6. Formalization of the informal economy
7. Promoting safe work and workplace compliance including in global supply chains
8. Protecting workers from unacceptable forms of work
9. Fair and effective international labour migration and mobility
10. Strong and representative employers’ and workers’ organizations



Outreach

| High-level indicator of organizational performance | Target | Results | Variance |
|--|--|--|--|
| 1.1: Number of participants reached through face-to-face training activities | 22,000 participants with 45 per cent of them women. Among them: 2,796 employer participants 3,067 worker participants 3,157 Labour Ministry participants | 23,395 participants with 43.5 per cent of them women Among them: 2,231 employer participants 2,684 worker participants 2,698 Labour Ministry participants | 1,395 (1.5 per cent) (565) (383) (459) |
| 1.2: Number of participants reached through distance learning activities | 14,000 participants with 45 per cent of them women. Among them: 1,148 employer participants 3,444 worker participants 1,148 Labour Ministry participants | 23,609 participants (*) with 43.3 per cent of them women Among them: 1,753 employer participants 4,103 worker participants 1,763 Labour Ministry participants (*) Figures including e-Campus and SoliComm. | 9,609 (1.7 per cent) 605 659 615 |
| 1.3: Percentage of training activities designed and/or delivered in institutional partnership with ILO | 66 per cent | 66.7 per cent | 0.7 per cent |
| 1.4: Number of ILO staff trained by the Centre | 1 600 | 1 582 (Face-to-face) 1 133 (Active Distance Learners) | 1 115 |
| 1.5: Percentage of activities designed and/or delivered in partnership with other training organizations | 25 per cent | 17.6 per cent | (7.4 per cent) |

OVERVIEW

The Centre significantly grew its participant base during the 2018-19 biennium, going from 29,000 at the end of 2017 to more than 40,000 learners. Expansion in the Centre's participant base was driven by rapid growth in the number of distance learners with a moderate growth in the number of face-to-face learners. Many of the newly acquired distance learners are linked to the Centre through multi-step learning journeys that also involve a face-to-face training intervention.

Nearly 44 per cent of all the Centre's participants were women and one third of all participants belonged to ILO tripartite constituents, in line with outreach targets. Two out of three of the Centre's training activities were designed and delivered in partnership with ILO departments and field offices, and more than 90 per cent of all group training activities were linked thematically to the ten policy outcomes and to three enabling outcomes as described in the ILO 2018-19 P&B.



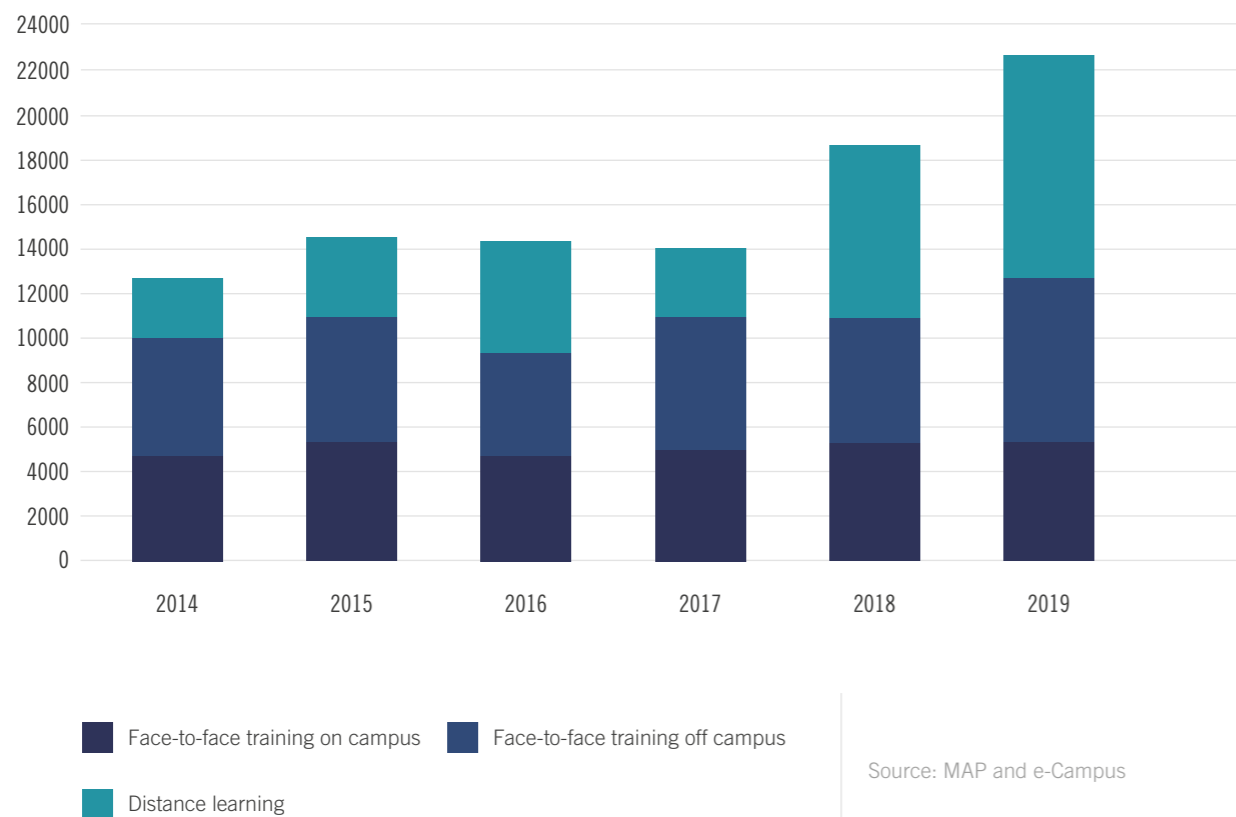
NUMBER OF FACE-TO-FACE TRAINING PARTICIPANTS AND DISTANCE LEARNERS

During the reporting period, the Centre's participant universe increased significantly by 13 per cent for face-to-face trainees and 50 per cent for distance learners.

One out of every three participants directly belonged to the ILO constituents. The Centre was successful in exceeding its constituent-specific outreach targets for distance learners.

Participants from Asia and the Pacific constituted the largest group in the Centre's participant universe, followed by the African region, the Americas, Europe and Central Asia, and the Arab States. Growth in outreach was driven in the 2018-19 biennium by increased demand from Asia and Africa. Demand for distance learning was relatively highest in the Latin American and African regions.

NUMBER OF PARTICIPANTS BY TYPE OF TRAINING (2014-19)



A MASSIVE OPEN ONLINE COURSE (MOOC) TO WIDELY RAISE AWARENESS ON ILO RECOMMENDATION 205 ON EMPLOYMENT AND DECENT WORK FOR PEACE AND RESILIENCE

In 2019, the Centre's Jobs for Peace and Resilience Programme, in collaboration with the DEVINVEST Branch in ILO, delivered a MOOC on ILO Recommendation 205 on Employment and Decent Work for Peace and Resilience, the only international normative framework providing guidance for addressing world-of-work issues in response to crisis situations, including armed conflict, natural disaster, environmental degradation, and forced displacement.

1,000 PEOPLE FROM ALL OVER THE WORLD REGISTERED FOR THE MOOC

Over 1,000 people from all over the world registered in the course, including more than 400 women. The MOOC, which ran from 23 September to 30 November 2019, provided participants with information and practical knowledge about policies, approaches, tools, methodologies and case studies, which can be used to promote employment, and decent work measures that prevent crises, enable recovery, and build peace and resilience. In this MOOC participants embarked on a learning journey through three levels of knowledge: (i) Become aware of the content of Recommendation No. 205 and of the relevance of employment and decent work in fragile settings; (ii) Learn in detail about the approaches and measures promoted by Recommendation No. 205 across the Decent Work Agenda; and (iii) Be exposed to real-life experiences and concrete practices of implementing Recommendation No. 205 to promote interventions for peace and resilience.

“Since the training, we have therefore launched a new training service on OSH for our members, which was also open to government and trade union representatives.”

Yorshabell Cattouse, Manager of Members Relations, Belize Chamber of Commerce and Industry

ACHIEVING THE WORLD OF WORK WE WANT!

ACTRAV Turin, in partnership with ACTRAV HQ and field colleagues, implemented six globally delivered interconnected training activities based on the theme “The Future of Work, The World We Want” which involved participants from 64 countries. The principal aim of the training was to help trade unions to respond effectively to changes occurring in the world of work in order to secure fairness, inclusion, decent work and social justice.

**6 INTERCONNECTED
ACTIVITIES REACHED
PARTICIPANTS FROM 64
COUNTRIES**

The technical content of the regional topics was derived from information gleaned from previous ACTRAV regional symposiums and conferences.

The training adopted a “One ACTRAV” approach ensuring the involvement of a wide range of knowledge, skills and experiences from across the ACTRAV team. In addition, all the training events used a blended learning approach; a combination of three weeks online with one week face-to-face. This enabled the participants, using the ITCILO online environment (both e-Campus and SOLICOMM), to be exposed to a range of resources that encouraged information and knowledge-sharing, leading to online debates and discussions.

This blended approach ensured that participants were able to carry over their online discussions into face-to-face debates with Future of Work experts.

The ACTRAV Turin’s Future of Work activities enabled participants to:

- follow the debates around the ILO Future of Work initiative on the national, regional and international levels;
- gain a greater understanding of how macroeconomic trends such as globalization, technological change, climate change and the growing levels of inequality are affecting the world of work;
- explore a range of specific issues including globalization, multilateralism, trade, foreign direct investment, global supply chains and labour migration and mobility;
- explore and further understand the scope of digitalization and automation in relation to technology, artificial intelligence and robotics and the use of new technologies in the organization of work and production;

- develop their understanding that lead to strategies that can address the impact of climate change;
- explore the extent to which globalization, technological change and pressures on the income labour share affect income inequality, including gender equality;
- consider opportunities offered by the UN 2030 Agenda, Sustainable Development Goals;
- explore policy responses to counter the profound effects of the drivers affecting the world of work;
- develop ideas leading to the effective participation of trade unions as an equal partner in social dialogue at international, regional and national levels;
- reassess innovative ways to effectively organize and extend union membership and collective bargaining to workers outside formal employment relationships;
- develop a better understanding regarding the main changes and gaps in the regulations of work by addressing decent work deficits in non-standard forms of employment; and
- collaborate with colleagues around the world.

SHARE OF LEARNING SERVICES DESIGNED AND/OR DELIVERED IN PARTNERSHIP WITH ILO

Two out of three of the Centre’s activities were implemented in partnership with the ILO, involving ILO experts from field offices and technical departments during the design stage and in the implementation of the courses. The ratio is indicative of the high level of alignment between the Centre’s capacity development services and the Decent Work Country Programmes of the ILO across the world.

NUMBER OF ILO STAFF TRAINED BY THE CENTRE

During the biennium, the Centre reached more than 2,700 ILO staff with its learning services: 1,582 staff with face-to-face training and 1,133 staff with distance learning activities via the e-Campus platform.

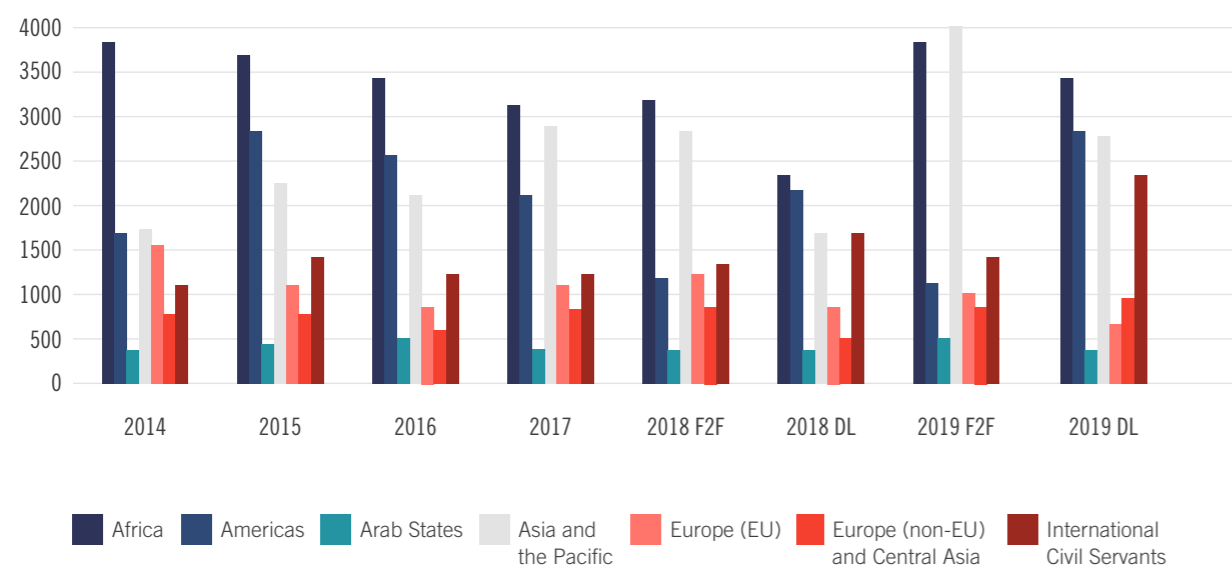
**MORE THAN
2,700 ILO STAFF
TRAINED**

The results indicate a 300 per cent growth in service outreach in this participant segment. This growth far exceeded the target of 1,600 ILO staff set for the biennium and was driven by distance learning activities.

PERCENTAGE OF ACTIVITIES DESIGNED AND/OR DELIVERED IN PARTNERSHIP WITH OTHER TRAINING ORGANIZATIONS

During the reporting period, approximately one out of five learning services offered by the Centre were delivered in partnership with national and regional level training institutions, which was below the threshold of 25 per cent set for the biennium. Specifically for campus-based training activities, but also for many non-training advisory services, the space for partnership was often found to be limited. In order to move closer towards achievement of the target, the Centre increased its efforts to build various relationships with national, regional and global training and academic institutions. For example, the Centre renewed its partnership with the Vocational Training Institute (INSAFORP) of El Salvador for an additional four years (2018-2021), offering the Institute an opportunity to strengthen its staff competencies through an online modality. The Centre also enhanced its partnership with Chinese universities by holding a series of summer and winter schools. A new institutional partnership with the Chinese Scholarship Council was also signed in 2019 to finance the participation of Chinese students in the Centre's Masters Programmes. An agreement was also signed with the College of Business and Economics in Rwanda. The Centre also entered into training partnerships with national training institutions under the World Bank, which financed procurement management training projects in Bangladesh and Nepal launched in 2018 and 2019. The Centre also delivered a series of institutional capacity development advisory services for training institutions in Bangladesh, Zambia and Zimbabwe that have resulted in training partnerships for joint service delivery.

REGIONAL BREAKDOWN OF PARTICIPANTS (2014-19)



Source: MAP, e-Campus and SoliComm. Starting from 2018, participants in face-to-face training and distance learning are presented separately, in line with the Centre's new reporting parameters

SUMMER SCHOOLS ON THE FUTURE OF WORK AND GLOBAL YOUTH LEADERSHIP

During this biennium, Summer Schools became an important part of the ITCILO training and learning portfolio. Both Summer and Winter Schools attract young leaders, students and young workers' and employers' representatives, offering them a meaningful way to spend their summer breaks, update themselves on topics of interest and build up their networks.

In August 2019, the ITCILO offered its first Summer School on the Future of Work. This Summer School offered innovative dialogues, training, capacity-building support and knowledge management connected to the Future of Work. The 30 participants discovered the impact of technology on jobs and had a closer look at strategies that balance social development with environmental sustainability. They discussed the principles of responsible business conduct, gained insights into the jobs of tomorrow and explored a transformative agenda to promote social justice, gender equality and diversity in the workplace.

Also in August 2019, the ITCILO organized a Summer School for Youth Leaders from the Global South. The 2019 edition was dedicated to outstanding Chinese students and gave them the opportunity to learn from the ILO, United Nations system and Italian academia about best practices on responsible and sustainable leadership skills in an international environment. A total of 212 participants from 17 Chinese universities attended the three-week programme in Turin. This also included several study tours to other United Nations agencies, networking events with students from the other Summer Schools on campus, and cultural events to help the students get to know Europe better.

Summer Schools have proven successful as a way for the Centre to engage with young people. They have given our staff the opportunity to hear their perspectives and to understand the aspirations of people entering the World of Work. Their presence on Campus during what used to be a low season is welcomed and also reinvigorates the Centre's overall training and learning portfolio.

“As a Membership Manager, I really learnt a lot from the training, especially on membership retention. It definitely helped me to improve my performance.”

Lani Rivera, Membership Manager, Employers Confederation of the Philippines

Impact

| High-level indicator of organizational performance | Target | Results (2018-19) | Variance |
|--|-------------|-------------------|--------------|
| 2.1: End-of-activity level of participant satisfaction with overall quality. | 4.5 | 4.49 | (0.01) |
| 2.2: Percentage of participants who acquire new knowledge during training. | 85 per cent | 83 per cent | (2 per cent) |
| 2.3: Percentage of participants who apply the newly acquired knowledge after training. | 66 per cent | 71.4 per cent | 5.4 per cent |

OVERVIEW

Participant satisfaction with the learning services provided by the Centre remained high during the reporting period. More than 80 per cent of all participants acquired new knowledge during training and two out of three former participants went on to apply their newly acquired knowledge after training.

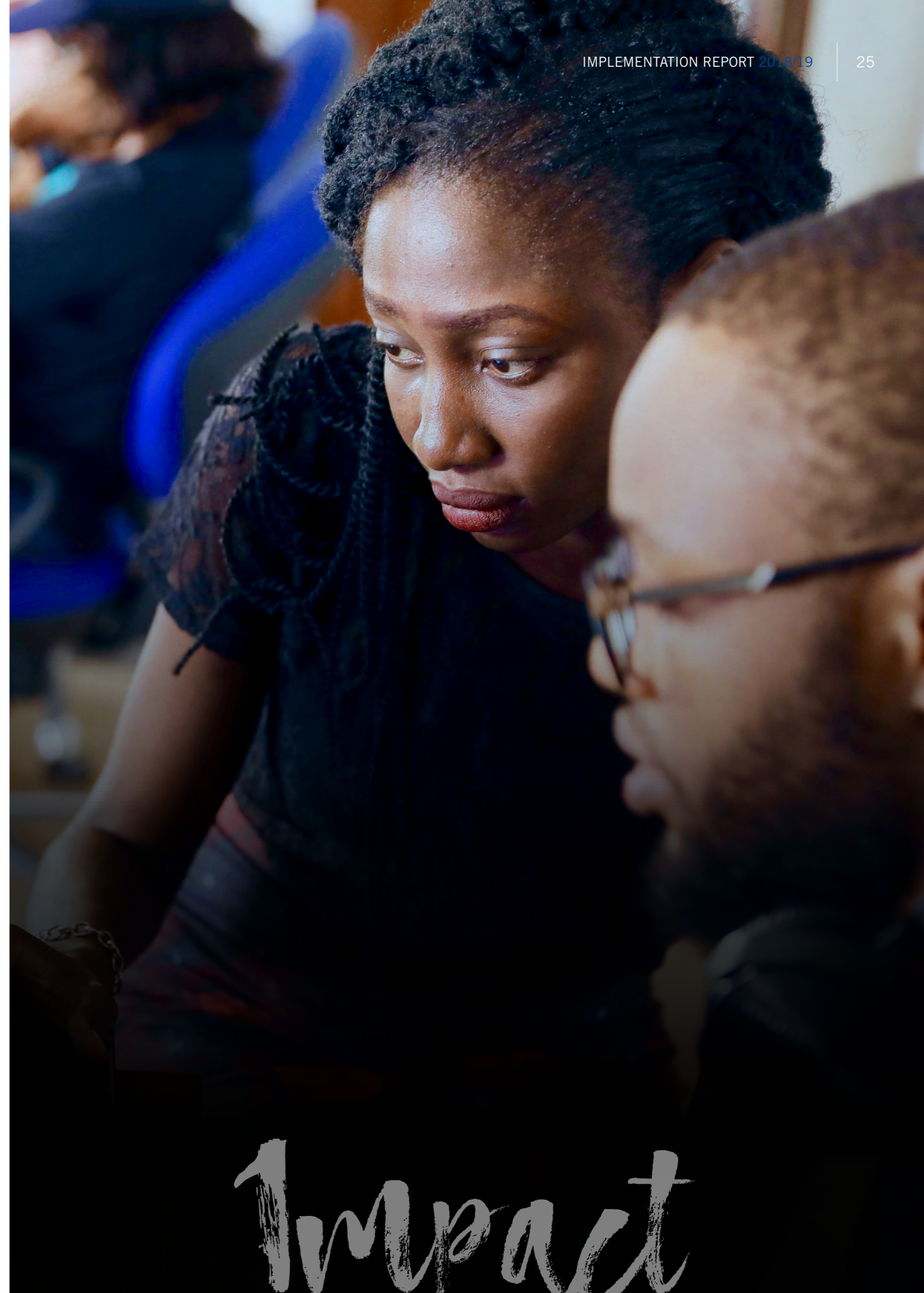
PARTICIPANT SATISFACTION

On average, participants ranked the overall quality of their training experience at 4.49 on a scale from 1 to 5, where 1 denotes poor service and 5 denotes service excellence – an incremental increase from 4.48 over the previous biennium and in line with the performance target set by the Board.

The highest satisfaction levels were recorded for learning services offered by the Workers' and Employers' Activities Programmes. Participants from the Americas showed the highest satisfaction levels, while participants from the Arab States tended to be relatively more critical in their assessments. Women and men rated the overall training quality at similar levels.

**PARTICIPANTS RANKED
THEIR TRAINING
EXPERIENCE AT 4.49 ON A
SCALE OF 1 TO 5**

In the 2018-19 biennium, campus-based activities scored slightly higher in customer satisfaction than field activities, mainly explained by the quality of the secretarial services. One of the participants' concerns for both campus-based and field activities related to the perceived lack of information prior to the course. Most participants clearly felt that the learning efforts had been relevant to their jobs and to the needs of their organization – two important elements that point towards training impact.



Impact

NEW KNOWLEDGE ACQUISITION

The knowledge acquisition tests administered at the end of the training activities confirmed that 83 per cent of all participants did indeed acquire new knowledge during their training. The 2018 and 2019 external training evaluations commissioned by the Centre both demonstrated this as well as the fact that more than two out of three former participants went on to apply their newly acquired knowledge after training, exceeding the threshold set for the 2018-19 biennium under this indicator.

AVERAGE SATISFACTION SCORES BY VENUE (2018-19 BIENNIUM)

| | Turin Centre | Blended-C | Blended-F | In the field |
|-----------------------------------|--------------|-----------|-----------|--------------|
| Preliminary Information | 3.7 | 4.0 | 3.9 | 3.5 |
| Achievement of objectives | 4.2 | 4.3 | 4.4 | 4.2 |
| Content appropriate to objectives | 4.3 | 4.3 | 4.5 | 4.4 |
| Learning methods | 4.3 | 4.3 | 4.5 | 4.3 |
| Resource persons | 4.4 | 4.4 | 4.6 | 4.5 |
| Group working relations | 4.3 | 4.3 | 4.5 | 4.3 |
| Materials | 4.4 | 4.4 | 4.5 | 4.4 |
| Organization | 4.5 | 4.4 | 4.5 | 4.3 |
| Secretariat | 4.7 | 4.7 | 4.5 | 4.3 |
| Relevance to participant's job | 4.5 | 4.6 | 4.6 | 4.4 |
| Relevance to organization's needs | 4.5 | 4.5 | 4.6 | 4.4 |
| Overall quality | 4.5 | 4.4 | 4.6 | 4.5 |

Knowledge Acquisition Tests (KATs) are run before and after open courses. KATs were introduced on a pilot basis in 2016 and rolled out in 2017 for open courses on campus. In 2018, KATs were conducted for 94 open courses and in 2019 the number reached 115 out of 135 activities registered in MAP (85 per cent). The average score of post-training knowledge acquisition tests was 7.3 on a scale from 0 to 10, where 0 denotes that the participants did not manage to answer any of the questions in the test correctly and 10 denotes that they answered all questions correctly. About 82 per cent of participants scored 6 or higher. Eighty-eight (77 per cent) of training activities conducted both pre- and post-training knowledge acquisition tests, compared to 64 (68 per cent) out of 94 activities in 2018. About 50 per cent of participants scored 6 or higher in the pre-training test and the average score was 5.5. Comparing pre- and post-test data, the average score increased by 1.8 and the percentage of participants scoring a 6 or higher increased by 32 per cent.

NEW KNOWLEDGE APPLICATION RATES

Since 2014, the Centre has commissioned annual external and independent evaluations of selected training clusters, in order to verify whether former participants went on to apply their newly acquired knowledge after training. For the 2018-19 biennium, the target for the new knowledge application rate was set at 66 per cent. External evaluations commissioned in 2018 and 2019 show that 75 per cent and 67 per cent respectively of the surveyed participants went on to apply the new acquired knowledge in their field of work, in many cases improving their own performance and the performance of their organizations as a direct result.

The 2019 independent evaluation revealed concrete examples of how participants applied their newly acquired knowledge after training for the benefit of the organization employing them. For instance, participants from workers' organizations who attended the course on Trade Union Policy and Organizing on Labour Migration reported ways the course was of practical use for achieving results at work. Examples of these were: conducting an awareness programme for migrant workers in Gulf countries, organizing migrant workers in India, supporting the GFBTU in its ongoing work to protect migrant workers, and obtaining statistical data from the Worfold programme. Cited indications of impact obtained/strengthened as a result of the course were: new bill in 2019 to provide Indian citizenship to non-Muslims from Bangladesh, Pakistan and Afghanistan, Flexi visa, a joint meeting with the labour authority and Chamber of Commerce regarding migrant workers, GFBTU established a new trade union that organized 80 per cent of migrant workers, establishing a separate department to look after people working in Middle Eastern countries, a national migrant labour forum, and plans for a migrant community club.

The Centre's ACTRAV training on Trade Union Policy and Organizing Labour Migration in Asia Pacific, led to the establishment of social partner dialogue on migration within ASEAN (Association of South-East Asia Nations) and joint social partner input to the ASEAN Committee for Implementation of the ASEAN Consensus on Migrant Workers. The Centre's initial training experience inspired and guided ITUC Africa to develop its own region-wide ongoing training on labour migration, now involving one to two regional training activities per year.

The LMA and trade union training provided inspiration and guidance for the now ongoing national union training programme on labour migration in Lebanon, the national FENASOL trade union federation, the adoption of a Resolution by the Congress of the National Dominican Republic Autonomous Union Federation committing to a

**71% OF PARTICIPANTS
WENT ON TO APPLY
NEWLY-ACQUIRED
KNOWLEDGE
IN THEIR WORK**

plan of action on migrant workers and the establishment of a National Secretariat on Migration and Refugees, trade union impetus to ratify ILO Conventions C-97, C-143 and/or C-189 in Madagascar, Morocco, and Sierra Leone as well as the current drive for Burkina Faso's ratification of Convention C-189.

IMPACT IS WHAT DRIVES THE EMPLOYERS' ACTIVITIES PROGRAMME

2018-19 was a particularly good biennium for the Employers' Activities Programme (ACT/EMP) in terms of delivery and impact. A total of 107 activities were delivered, reaching out to over 1,800 participants from Employers and Business Member Organizations (EBMOs) in more than 110 countries. Distance learning engagement (blended learning included) achieved significant growth, reaching 512 participants in 2019, a six-fold increase since 2015.

**107 ACTIVITIES
REACHED
MORE THAN
1,800 PARTICIPANTS
FROM EBMOs**

While delivery is important, the impact of our training activities is what really drives us and is of utmost interest to our donors and partners. For these reasons, every two years, our Programme carries out a stand-alone impact evaluation over and above the annual standard external evaluation of the Centre. In September 2019, the ACT/EMP Programme selected an independent consultant to conduct an impact evaluation of training activities delivered over the previous two years. The evaluation used two primary research methods of data collection, namely an online survey and in-depth interviews with former participants. The online questionnaire was composed of 31 questions and was sent to 224 former participants in 11 training activities that were particularly representative of the ACT/EMP training portfolio (with a response rate of 56 per cent). The objective of the survey was to measure the trainees' performance after training and the extent to which their learning had been transferred into action. Twenty former participants were selected to be interviewed. The interviews were based on 11 questions aimed at getting additional information, as well as practical examples of how trainees had applied their learning at work.

Among the most salient results of the evaluation was the fact that nearly all the respondents (97.5 per cent) reported that their professional performance had somewhat improved as a result of knowledge acquired during the training. Seventy-eight per cent of the respondents claimed that the improvement was substantial. This was confirmed during interviews, since almost all interviewees enthusiastically cited accomplishments or improvements they attributed to the experiences and learning they had gained from the course attended. In addition, the impact evaluation showed that ACT/EMP trainings went beyond individual participants and also helped to improve the performance of employers' organizations. Sixty-five per cent of the respondents reported that their organization had launched new initiatives, services and programmes as an outcome of their participation in the training, the majority (73.5 per cent) of which will be maintained or even expanded in the future.



“There was a practical change after the workshop; we started to carry out audits on productivity for our members as a new service.”

Chavonne Cummins, Labour Management Advisor, Barbados
Employers' Confederation

Funding sources

| High-level indicator of organizational performance | Target | Results | Variance |
|---|-------------|-------------|--------------|
| 3.1: Revenue earned from training activities and media production. | €55 775 000 | €54 059 000 | (€1 716 000) |
| 3.2: Revenue earned from training and media production activities linked to funding agreements with a contract value exceeding €500,000. | €6 million | €16 843 536 | €10 843 536 |
| 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. | 38 per cent | 50 per cent | 12 per cent |

OVERVIEW

The Centre's good technical performance during the 2018-19 biennium went hand in hand with its robust financial performance, whereby the Centre's final results for 2018-19 yielded a net budget surplus of €3 million. The Centre also managed to mobilize a number of large-scale projects including through competitive bidding.

EARNED INCOME

During the reporting period, the Centre increasingly relied on earned income from learning services for its financial sustainability. The combined earned income from training during the biennium reached €54 million. This was the highest amount in the history of the Centre and driven by exceptionally good results in 2019. The Contribution to Fixed Costs (CFC) after deducting all variable costs from this earned income consequently grew, while assessed contributions from the Government of Italy and the ILO remained stable. Consequently, the portion of voluntary contributions for general expenditure to the overall total revenue of the organization further decreased to approximately 30 per cent during this reporting period.

Growth in earned income has largely been the result of an increase in workforce productivity as the number of positions (including both fixed and variable budget staff positions) has not increased since 2014. Other contributing factors were the successful diversification of the Centre's funding mix due to winning several large-scale contracts through competitive bids, and the introduction to market of new learning formats like the Summer Schools.

**COMBINED EARNED
INCOME REACHED
€54 MILLION**

Funding sources

Standard face-to-face training courses included in the catalogue and delivered on campus remain fundamental to the financial sustainability of the Centre. During the reporting period, these courses accounted for more than 60 per cent of CFC, even though they made up less than 40 per cent of all group training activities. Within this category, the academies held on campus were particularly important for raising revenue. The figures also show that face-to-face training accounted for the majority of earned revenue from training while distance learning had a significant impact on training outreach but less on training revenue.

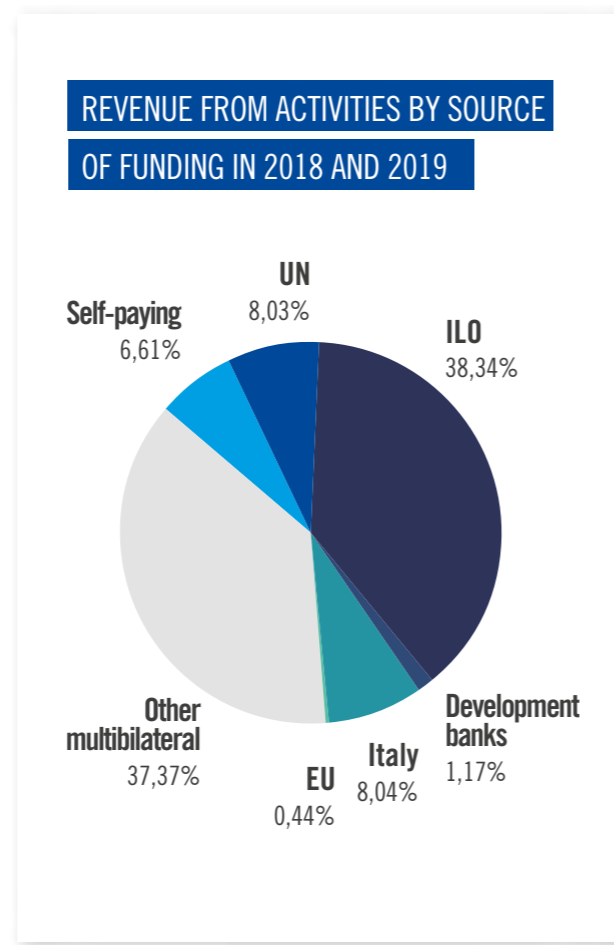
The ILO continues to be a key institutional client of the Centre. During the reporting period, 38.5 per cent of all revenue generated by the Training Department originated from the ILO, including departments at ILO HQ, ILO field offices and ILO-led technical cooperation projects, with the balance relating to contracts signed with institutional clients and activities financed with earmarked contributions from governments.

Self-paying clients made up less than 10 per cent of the participant universe. Refer to the Annex of the implementation report for a complete list of approved agreements during the reporting period.

LARGE-SCALE FUNDING AGREEMENTS AND COMPETITIVE BIDS

During the 2018-19 biennium, the Centre continued to achieve progress in securing larger-scale funding agreements in order to increase its training revenue, as per the target set out under indicator 3.2.

A large-scale contract is defined as a funding agreement for training services worth more than €500,000. By the end of 2019, revenue from large-scale agreements made up approximately 31 per cent of all earned revenue from training services, providing the Centre with a more stable and secure base of revenue for future years and mitigating the risk of the Centre's over-dependence on a few single sources. Some of the significant large-scale contracts secured in 2018-19 were: the Digitizing Implementation Monitoring and Public Procurement project and the Integrated Public Financial Management Reform project, awarded respectively by the Governments of Bangladesh and Nepal through World Bank funding for a cumulative value of €12,105,571; the renewed agreement with the Vocational Training Institute (INSAFORP) of El Salvador; the second phase of the ACTION/Portugal Project



on Strengthening the Social Protection Systems of the PALOP and Timor-Leste; the second phase of the project on Promoting Responsible Business Conduct in Supply Chains Intermediaries funded by Disney Worldwide Services; and the EU-funded Archipelago project on Strengthening Employability through Quality Vocational Training in the Building and Public Works Sector.

Regarding competitive bids for training activities, the Centre submitted 28 full proposals with a success rate of 50 per cent, thus exceeding the target of 38 per cent set under indicator 3.3. A major breakthrough in bidding was the acquisition of the two earlier mentioned World Bank-funded projects in Bangladesh and Nepal. The Centre sought to proactively identify new sources of bidding opportunities, which led to the award of bids by ten different contracting parties, many of which were new development partners.



“Thanks to the training, we have improved our advocacy strategy and we can now see concrete results.”

Jefri Butar Butar, Head of Department, Indonesian Employers Association (APINDO)

LEVERAGING PARTNERSHIPS AND DIVERSIFYING SOURCES OF FUNDING: DIMAPPP-CDPE

The “Digitizing Implementation Monitoring and Public Procurement Project (DIMAPPP)” is a World Bank-funded programme covering several areas helping to develop the public procurement system in Bangladesh. One important stream, about “Capacity Development and Professionalization (CDP)”, was awarded to the Centre.

The project made a significant contribution to the diversification of the Centre’s resource base, having a forecast revenue of USD12.5 million over a period of less than four years. It is the largest single project that the Centre has ever taken on. It builds on a long-standing and renewed partnership with the World Bank and the Government of Bangladesh, taking this to a new level of close cooperation. The project will significantly contribute to the outreach of the Centre with a total of 10,000 participants to be trained in face-to-face events and distance learning activities.

The objectives of the assignment are to:

- enhance the capacity of 32 selected public sector agencies (SPSOs) by implementing a comprehensive programme following the establishment of 18 different types of training, including long, short and specialized training, workshops and orientation programmes (for a total of 320 training activities, with the participation of around 10,000 trainees; durations varying from a few hours to three weeks);
- developing and implementing an accreditation programme with different tiers of professional certification; and
- improving procurement capacity with institutionalization of SPSOs.

The Centre is managing DIMAPPP-CDP on behalf of the Central Procurement Technical Unit (CPTU). The DIMAPPP-CDP project comprises five main areas: A) Improving Procurement Management of selected public sector agencies (SPSOs), Implementation Monitoring and Evaluation Division (IMED) and CPTU; B) Procurement Professionalization/accreditation Programme; C) Comprehensive Procurement training programme; D) Further Policy Reforms; E) Improvement of the sustainability of Engineering Staff College Bangladesh (ESCB). A special feature of the project is the partnership with ESCB, which is both a beneficiary of the project Component E and a subcontractor, delivering about half of the training activities included in the project.

For more information, please see: <https://cptu.itcilo.org>



Expenditure

| High-level indicator of organizational performance | Target | Results | Variance |
|--|-------------|---------------|----------------|
| 4.1: Total fixed expenditure of the Centre | €44 645 000 | €43 913 000 | (€732 000) |
| 4.2: Percentage of corporate overhead costs in relation to total costs | 25 per cent | 24.5 per cent | (0.5 per cent) |
| 4.3: Number of streamlined business and administrative processes | 6 processes | 8 processes | 2 |

OVERVIEW

The Centre was able to decrease its overall fixed expenditures, thus coming in well under its set target, as is the case for its corporate overhead costs. During the biennium, various projects were undertaken in various areas to continue the streamlining project. This was highly successful as the Centre managed to complete a further two processes over its set target, thus achieving 33 per cent more than planned.

FIXED EXPENDITURE

This indicator shows that the Centre's results for the period were €732 000 (a comfortable 1.5 per cent) below its target. Several factors contributed to this result. The most significant factor related to savings in regular budget staff costs due to: vacant positions filled later in the year or that remained vacant at the end of the biennium; new recruits hired at lower levels;

**THE CENTRE
OPERATED UNDER A
ZERO-REAL GROWTH
BUDGET**

and a change in the United Nations International Civil Service Commission (ICSC) methodology to conduct the cost of living survey for the purposes of determining post adjustment levels in some duty stations. In addition, savings were in information and technology costs incurred in hardware and software maintenance, technical assistance and Internet costs due to an IT infrastructure management review. Depreciation was also lower than forecasted as a result of postponing renovation of the Africa 10 and 11 pavilions to the next biennium. This permitted the Centre to absorb higher than planned costs in areas such as campus maintenance, utilities, legal and financial expertise, and to undertake minor investments in small IT equipment and training materials.

Expenditure

CORPORATE OVERHEAD

Management continues to closely monitor corporate overhead expenditure. Significant efforts have been made and are still ongoing in the area of procurement to contain costs. As a result the Centre has achieved savings in its new service contracts. In 2018, the Centre also transferred several positions to the training activities department due partly to re-structuring of certain contracts and streamlining. These actions also impacted the final results for the biennium as the Centre was able to achieve a reduction of 2 per cent, representing an additional 0.5 per cent on its target of 25 per cent, while operating under a zero real growth budget.

STREAMLINING OF BUSINESS PROCESSES

During the biennium, the Centre made significant progress towards its ongoing streamlining efforts and surpassed its target by 33 per cent. Overall, eight projects were completed. With the input and assistance of staff and ICTS, the following work was completed: automatic invoicing process; one-stop shop for cost centre budget transfer requests; implementation of the financial report writer tool for automated reports; e-Leave management system; one-stop shop for activity budget transfer requests; automated approval of adjustment entries in Oracle including a full review of documentation filing; a new treasury process including e-payments to suppliers within the SEPA area; and a new dashboard in the Centre's Business Intelligence platform reporting on some of the KPIs included in the Centre's Programme and Budget.

Bringing about such changes required significant efforts, involving extensive consultations with colleagues from many areas including the Information and Communications Technology Services, developing new policies and procedures for users, testing and piloting the new or revised automated systems as well as implementing and delivering training in their use. In all cases, this has had a significant impact on the work of staff at the Centre. Overall, staff have adapted well to these changes.

Streamlining of the invoicing process resulted in a significant impact on two areas as a result of the automation of several steps within the process. This resulted in a saving of approximately 57 working days in Financial Services and FIS-PATU combined. The process is now more efficient, and the paper-based work has been eliminated altogether.



One-stop shops for cost centre and for activity budget transfer requests were developed, tested, piloted and implemented during the biennium. Budget transfer requests can now be submitted online. They are automatically directed to the concerned budget holder for approval and the system automatically informs Financial Services of the action required. This has simplified and standardized the processes and eliminated a significant number of emails. The tools also contain electronic filing systems that are accessible by all concerned.

In 2018, implementation of the financial reporting tool fully automated the preparation of financial statements presented to the Board and to management. This led to savings in time during the biennium as the Financial Services can now quickly access information on the Centre's financial position and performance. In late 2019, the Business Intelligence system (IBI) was upgraded to introduce various new information items. Most importantly it now provides management with up-to-date information on its many performance indicators as well as some additional financial and non-financial information. These two sources of information provide management with critical information on the Centre's performance to carry out its oversight responsibilities and assist in its decision-making.

An e-Leave management system was implemented in 2018 providing an automated process for leave management and up-to-date information on leave balances. The system improved the overall efficiencies of leave management.

Two processes that mainly affect Financial Services were also reviewed, streamlined and automated. The first one relates to the financial process for adjusting entries in the Oracle ERP that are now fully supported by an approval workflow. The second one relates to the Centre's treasury management process that has been improved to better align forecasted cash inflows and outflows as well as investments. This also links to the introduction of e-banking to pay SEPA area suppliers: the process is now fully automated and permits secure uploads of information to the Centre's main operating banking institution. Changes in these two processes have resulted in overall time savings, changed the way Financial Services work and led to a significant reduction in paperwork, as all information is now kept online.

“I would think that it must be mandatory for especially all regulators, public officials, and public institutions to have training on social protection. They must come to the ITCILO and go through the basic training because it's fundamental.”

John Kwaning Mbroh, Director of Standards and Compliance for the National Pensions Regulatory Authority in Ghana

Governance

| High-level indicator of organizational performance | Target | Results | Variance |
|---|--|---|-------------|
| 5.1: Enhanced leadership and management capacities | 50 per cent of staff with managerial responsibility will have completed the leadership development programme | 66 per cent of staff with managerial responsibility completed leadership programmes | 16 per cent |
| 5.2: Enhanced facilitation skills in the teaching faculty | (24) professional staff accredited as facilitators with the International Facilitator Association | Three staff members succeeded in obtaining the certification as facilitators. One staff member was re-certified | (21) |
| 5.3: Establishment of a reward and incentive scheme | Scheme successfully piloted and four awards granted for each year of the biennium | Scheme successfully piloted | - |
| 6.1: Unqualified external audit opinion and compliance with IPSAS | Unqualified external audit opinions in 2018 and 2019 | Unqualified audits for 2018 and 2019 | - |
| 6.2: Rate of implementation of high-priority recommendations made by external and internal auditors | Internal audit: 75 per cent External audit: 70 per cent | Internal audit: 85 per cent External audit: 70 per cent | 10 per cent |
| 6.3: Compliance with ISO/IEC 27001:2013 | Retain certification | Full compliance | - |
| 7.1.: Retention of Green Flag status | Green flag status retained | The Green Flag status has been constantly retained over the last five years. The plan is to continue this practice since this certification is complementary to the new ones | - |
| 7.2: Waste reduction | Reduction of 10 per cent in the per capita volume of undifferentiated waste | The reduction of 10 per cent in the per capita volume of undifferentiated waste has been overachieved. Considering the composition of the community this target can be maintained but probably not further improved | - |
| 7.3: Eco-certification | Feasibility study of a project to complement the current education-oriented Green Flag certification with a more business-oriented one (LEED, ISO) | The analysis has been included in the detailed technical design documents submitted to the City of Turin and to the MAECI for approval | - |



OVERVIEW

During the biennium, the Centre has further developed the skills base of its staff and maintained the level of investment in staff training and development, strengthening leadership and managerial capacities, developing technical, pedagogical and IT-enhanced skills, promoting cohesion within and among teams and diversifying language capacity. This was achieved through i) collective training targeting functional needs and priorities; ii) individual training that addresses specific job-related or career-oriented needs; iii) team retreats and coaching; and iv) language courses. The Centre received unqualified audits in both years of the biennium and continues to implement recommendations made by the external and internal auditors. Lastly the Centre retained its ISO/IEC 27001:2013 certification throughout the biennium. The Centre continued its ongoing campus-wide awareness campaign about energy saving and eco-sustainability issues. Greenhouse Gas (GHG) inventory reports, including waste inventories, were produced and submitted to UNEP / Greening the Blue Initiative. In consultation with ILO Geneva and UNFCCC, unavoidable emissions were neutralized through the procurement of carbon offsets.

LEADERSHIP AND MANAGEMENT CAPACITIES, TECHNICAL COMPETENCIES AND FACILITATION SKILLS

In keeping with indicator 5.1 the Centre developed and launched a new leadership and development path, which was followed by more than half of the senior managers.

**3 STAFF MEMBERS
BECAME CERTIFIED
FACILITATORS**

Some managers also individually enrolled in face-to-face and online intensive leadership programmes offered by prestigious universities.

During the biennium, staff members were also offered an opportunity to enrol in the open standard courses organized by the Centre or to attend specific plenary sessions of the Centre's academies. There was a growing demand during the biennium for individual trainings to address more specific managerial, technical, or pedagogical skills, such as leadership, social media and communication, IT and innovation, gender and diversity, green jobs and others. Given the importance of developing language skills and diversity, promoting multilingualism and enhancing the ability to perform professional duties, the Centre continued its internal Language Programme. With regards to indicator 5.2, five staff participated in the certification process, resulting in three staff becoming accredited as certified facilitators.

Other initiatives that took place during the biennium included:

Well-Being and Counselling: The Centre continued the well-being and counselling programme as a voluntary initiative to provide psychological support in case of need. To provide a safe learning and working environment

free from any harassment, abuse of power, or intimidation, the Centre issued new policies and procedures to address cases of interpersonal conflicts in the learning community. As part of this institutional endeavour, selected officials underwent specialized training to investigate cases of harassment with a view to establish a pool of trained investigators.

Health and Safety in the Workplace: As part of the improvement plan stemming from the Centre-wide occupational safety and health audit carried out in 2017, in 2019 the Centre, working in conjunction with the Joint Committee on Occupational Safety and Health, conducted an objective, risk based assessment of work-related stress according to best practice methodology. This concluded with a finding of low risk. A mandatory, modular and blended training programme structured in three phases was designed in 2018. A new dedicated page was created on the Staff Development Platform and two face-to-face editions of module one were implemented in 2019 for 63 staff.

Staff Exchange and Mobility: The Centre has actively pursued the opportunity 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.

REWARD AND INCENTIVE SCHEME

In its Programme & Budget 2018-19, the Centre introduced a reward and incentive scheme to support and promote an organizational culture that recognizes staff members and teams who have made an outstanding contribution to the Centre's strategic goals in support of the ILO's mandate and values. The scheme was conceived to encourage and recognize results achieved through the highest levels of teamwork and innovation.

UNQUALIFIED AUDITS

The external auditor issued an unqualified audit opinion for both the 2018 and 2019 financial statements, confirming the Centre's compliance with IPSAS.

IMPLEMENTATION OF HIGH-PRIORITY AUDIT RECOMMENDATIONS

While the implementation of internal and external high-priority recommendations is progressing well, many require significant efforts to implement as they are sometimes quite far-reaching in the Centre. In many cases, this also requires additional resources and significant staff time. The target achieved in the implementation of high-priority internal audit recommendations was higher than the set target, the Centre being able to achieve an implementation rate of 85 per cent. The Centre met its target of 70 per cent in terms of high-priority external audit recommendations. Management will continue to prioritize the implementation of the remaining recommendations made by both the internal and external auditors as much as possible as these are considered important to ensure that the Centre adopts best practices and ensures that there is a proper internal control framework in place.

COMPLIANCE WITH ISO/IEC 27001:2013

An external audit was carried out resulting in the retention of its ISO 27001 Certification in 2019. It was the first time that the Centre has been through the entire process since it obtained the ISO certification for the first time in 2016. The United Nations High-Level Committee on Management adopted ten personal data protection and privacy principles at the end of 2018, as a basic framework for the processing of “personal data”, encouraging organizations to adhere to these principles and review existing policies and guidelines on the processing of personal data. As the Centre manages a considerable amount of personal data, two policies were issued. The first policy, targeting the staff, covers the protection of personal data. It is based on the existing ILO guideline, but reflects and integrates the data protection principles issued by the HLCM. The second policy specifically targets the users of the Centre’s websites and platforms. Available on the Centre’s website, it provides our visitors with indications regarding the information gathered by the Centre on its websites and reflects the Centre’s commitment to data security and personal privacy. Applicants and participants will also now be asked whether they want to receive news about the Centre’s courses, and their choice will be automatically added in the Customer Relationship Management system and respected in e-mail promotions. The extensive, cross-cutting SecurityFirst programme continued to increase overall campus security. Staff, procedures, physical equipment are regularly monitored in light of recommendations issued by UNDSS for United Nations premises in Italy.

RISK MANAGEMENT

During the period, the Risk Management Committee (RMC) continued to monitor external and internal risks in order to ensure that the Centre is protected through the implementation of mitigation measures and that the remaining risks are within limits acceptable to the Centre. The objective of the Centre’s Enterprise Risk Management is to ensure that the Centre effectively manages risks that could affect the achievement by the Centre of its objectives, priorities, outcomes and mission as defined in its Strategic Plan through a systematic monitoring system. The Corporate Risk Register provides information on the Centre’s business risks, mitigation measures already put in place as well as those outstanding mitigation measures to be implemented in order to lower the current risk assessment. It is based on probability of occurrence and impact on the operations of the Centre. As per the principles of the current policy, rules and procedures issued in 2016, all staff members are expected to identify, assess and manage risks related to their area of work as this is essential for strategic planning and good corporate governance as well as integral to best management practices. A formalized process is in place to permit the escalation of risks identified at all levels to the RMC. Full information on risks as well as their assessments is then used for discussions by the Committee members and in turn, support the overall Corporate Risk Register of the Centre.

GREEN FLAG AND ECO-CERTIFICATION

The annual process to retain the Green Flag awarded by the Foundation for Environmental Education was successfully completed. A feasibility study was completed for both LEED and WELL certifications and all related technical requirements are being incorporated in the design of the renovated Africa 10 and 11 pavilions.

WASTE REDUCTION

Implementation of the technical solution to measure and reduce waste was completed and specific clauses were introduced in the new catering and cleaning contracts as of January 2019. The Centre was also able to achieve its target of reducing its volume of undifferentiated waste per capita by 10 per cent.



Cross-cutting policy drivers

| High-level indicator of organizational performance | Target | Results | Variance |
|---|---|---|-----------------|
| A.1: Number of new training products introduced to market each year. | Three per year | Six | 0 |
| A.2: Percentage of open courses using the e-campus. | 50 per cent | 83.3 per cent | 33.3 per cent |
| A.3: Establishment of a learning laboratory. | To be established in 2018 | Ongoing | Delayed |
| B.1: Percentage of training activities scoring two or higher on the Gender Marker. | 48 per cent | 45.5 per cent | (2.5 per cent) |
| B.3: Percentage of women among professional staff. | 47 per cent of women among professional staff | 46.5 per cent | (0.5 per cent) |
| B.4: Percentage of professional staff from non-European countries. | 38 per cent of professional staff from non-European countries | 36 per cent | (2 per cent) |
| C.1: Percentage of training activities incorporating at least one learning tool or session on International Labour Standards (ILS). | 50 per cent | 35.1 per cent | (14.9 per cent) |
| C.2: Percentage of training activities incorporating at least one learning tool or session on Social Dialogue and Tripartism. | 50 per cent | 24 per cent (reporting started in 2019) | (26 per cent) |
| C.3: Percentage of participants stating that ILS had been explicitly referenced during training. | 75 per cent of participants in activities with an ILS marker of 2 or higher | 90.1 per cent | 15.1 per cent |

OVERVIEW

Cross-cutting policy drivers gave the work of the Centre new impetus during the reporting period. In 2018, as a first step and in consultation with internal stakeholders, the Centre drew up Action Plans for each cross-cutting policy driver. The Action Plan on the Promotion of Gender Equality and Diversity and the one on the Promotion of Learning and Innovation were released in 2018, while the Action Plan on the Promotion of International Labour Standards, Social Dialogue and Tripartism was launched in 2019.

Institutional mechanisms were established to facilitate the implementation of these Action Plans, taking the form of a Gender and Diversity Advisory Council reporting to the Director and a Coordination Group involving representatives from Technical Programmes linked to workers' and employers' activities, international labour standards and governance. Actions to promote learning and innovation are coordinated by the Learning Innovation Programme.



Promoting
Innovation

POLICY DRIVER A: INNOVATION AND LEARNING

During the biennium, the Centre initially improved its rate of product innovation through the Innovation Fund which resulted in 14 new learning products: six products related to self-guided eLearning, six products related to virtual and augmented reality and two products related to new learning formats. These product lines contributed strategically to the diversification of learning modalities (and learning portfolio) and the increase in outreach. In addition, a series of new learning formats were launched which accelerated the development of design thinking labs, innovation labs and hackathons. In 2019, the main focus was to invest in immersive learning solutions (Virtual Reality and Augmented Reality). An institutional VR strategy was developed, and six projects were defined that will offer immersive learning solutions to participants. The expertise developed during the investment year was presented at the annual Innovation Day in February 2020.

The Centre then sought to nurture a culture of learning and innovation among its staff, by convening two institutional Innovation events. The first one took place during the Board Meeting in October 2018 and showcased all the institutional innovation products through the use of interactive video-walls.

The second one was the exposure to new learning formats (Hackathons) during the ILO Global Tour in 2019 where technological mega shifts that will define the Future of Learning and Work were explored. Two staff development initiatives were launched to further increase the use of the e-Campus across the Training Department and an e-Campus online community of practice was launched where staff can send their e-Campus questions.

“This was a huge change for us. Before this training, we were still working with Excel sheets. Now we have all members’ data and we can segment our members on the basis of the industry. This helped us a lot to plan our activities for next year and prepare our budget. Even our management was impressed.”

Bellaro Mupurua, Communication Coordinator, Namibian Employers’ Federation

In addition, two shifting mind-set events were conducted on the following topics: “Big data and the Future of Work”, and “Behavioural change and immersive learning through body swaps”. A Shifting Mindset study visit on Virtual Reality took place in Bologna at the EON Reality Headquarters.

The Centre also forged ahead with the upgrade of its physical innovation infrastructure and the future set-up of a Learning Innovation Lab in Pavilion Africa. A feasibility study was launched to see what type of different activities will be organized in the dedicated lab and an architectural plan was developed. The construction projects are scheduled to start in late 2020 and due to be finalized in one year.

The Centre’s learning innovation activities were acknowledged by the United Nations Innovation Network in both 2018 and 2019 through its global publication’s quarterly updates that included mention of all innovation activities taking place at the Centre. In 2019, various training representatives were invited for the United Nations system-wide launch of the United Nations Innovation Toolkit in Madrid. Articles on innovation are not only submitted on the Centre’s blog but are now also part of the revised website under a section titled “Stories” at <https://www.itcilo.org/stories>. Partnerships were established with the different Innovation Facilities at the ILO and the Centre is now officially recognized as a supporting partner in upscaling innovation at the ILO in general.



POLICY DRIVER B: GENDER EQUALITY AND DIVERSITY

The Gender Equality and Diversity Action Plan adopted in 2018 for the period 2018-2021 bears witness to the Centre's continued commitment to advancing gender equality, women's empowerment and diversity through learning and capacity-building. Actions taken with staff and participants during the first two years of the Action Plan comprised a large-scale event on Diversity and a series of master classes on key ILO gender-related priorities. The use of the Gender Marker continues to be a compulsory requirement in all training activities. The Gender Marker indicates that during the reporting period, 45.5 per cent of all activities were found to have fully integrated gender issues (G-Marker Score 2 and above) – a slight decrease of 3.8 per cent compared to the previous biennium. This decrease appears to have been due to the high number of male participants in large-scale field-based training projects in South Asia, where the Centre is called on to train staff from institutions that have a low female representation and which allow for a limited degree of gender integration in their contents. To address this trend, in-house training was offered to all staff of the Training Department on how to better assess the gender dimensions of their activities, and this activity will be strengthened and repeated in the future.

The Centre also took practical steps towards increasing its capacity to offer an inclusive environment to all, including persons with disabilities. The Centre is part of the ILO network on diversity and has been actively collaborating with the ILO to ensure that disability inclusion is high on the agenda. Work is under way to improve the accessibility standards to the Centre's Campus physical and digital environment and a further push in this direction was given by the adoption of the United Nations Disability Strategy, to which the Centre is fully committed. A midterm assessment of the Gender Equality and Diversity Action Plan in 2019 confirmed that strategic priorities must still be pursued – while keeping in mind the challenges of a zero-growth staff budget.

Reinforcement and empowerment of the Gender and Diversity Focal Points will continue to be prioritized – through training, coaching and management support at all levels - to ensure that the capacity and responsibility for furthering gender and diversity objectives is truly mainstreamed and owned across all services and units of the Centre.

The Centre's drive to promote gender parity and diversity reached the target.

“These trainings are key for the work of the public office holders because we rarely have other trainings. The main trainings are the ones held here at the ITCILO.”

Jean Claude El Khazen, Labour Inspector at the Ministry of Labour in Lebanon



POLICY DRIVER C: TRIPARTISM, SOCIAL DIALOGUE AND INTERNATIONAL LABOUR STANDARDS

In 2018, the Centre launched an ILS marker system similar to the Gender Equality and Diversity marker system in order to promote the mainstreaming of ILO messages on Tripartism, Social Dialogue and International Labour Standards (ILS). Results for the biennium show that 35.1 per cent of training activities incorporated at least one learning tool or session on ILS. About 90.1 per cent of the participants in these activities stated, through the end-of-activity evaluation, that ILS had been explicitly referenced during training. In 2019, the Centre also launched a Social Dialogue and Tripartism marker system. The first results will be published in 2020 once a full annual reporting cycle has been completed.

Further to the marker systems, in 2018-19 the Centre undertook a number of initiatives to promote tripartism, social dialogue and ILS. Among these initiatives, the Centre updated the self-guided training modules on ILS and on Social Dialogue and Tripartism, now available free of charge on the e-campus. Starting in 2020, completion of the module will be a requirement for all newly-recruited staff of the Centre. The Centre also established a Quality Assurance Mechanism to facilitate in-house peer-review of selected training products and suggest practical measures to better mainstream ILO messages on ILS, social dialogue and tripartism.

Turin School of Development

OVERVIEW

In the 2018-19 academic year, the TSD continued to provide Masters courses to a multicultural student body with different education and employment profiles. The School enrolled 214 students from 83 countries, including 105 women and 109 men.

The education and advocacy functions of the TSD are based on the principles and values of the ILO and the United Nations. The subjects covered by academics and practitioners are aimed at further promoting new generational expertise at global level, considering the 2030 Agenda for Sustainable Development.

**214 STUDENTS FROM
83 COUNTRIES**

The Masters programmes are designed to introduce students to the academic and practical aspects of each technical area. Since the 2018-19 academic year, the School has developed and launched a new Master on “Social Innovation for Sustainable Development”, which was officially added to the TSD portfolio starting from the 2019-20 academic year. This combines social innovation with sustainable development goals. The TSD continues to develop its solid international reputation and it is fully embedded into the training programmes offered by the Centre. This unique partnership between the Centre, the University of Turin, the Polytechnic of Turin and other partner universities worldwide, combined with senior practitioners from the ILO, the United Nations system and key professional bodies is attracting more and more global interest. In 2019, there was a confirmed need to further strengthen the governance structure of the School, including the research cluster. This will be addressed by the TSD Director and his team in the coming academic year.

“I would invite all of Africa to come to the ITCILO, to participate in this training. We could always improve our social policies and make sure that what we implement contributes to the general interest and fights against poverty in our countries.”

Bhechyoth Modeste Ayeby, Deputy Director of Regulation at the Ministry of Employment and Social Protection in Côte d'Ivoire

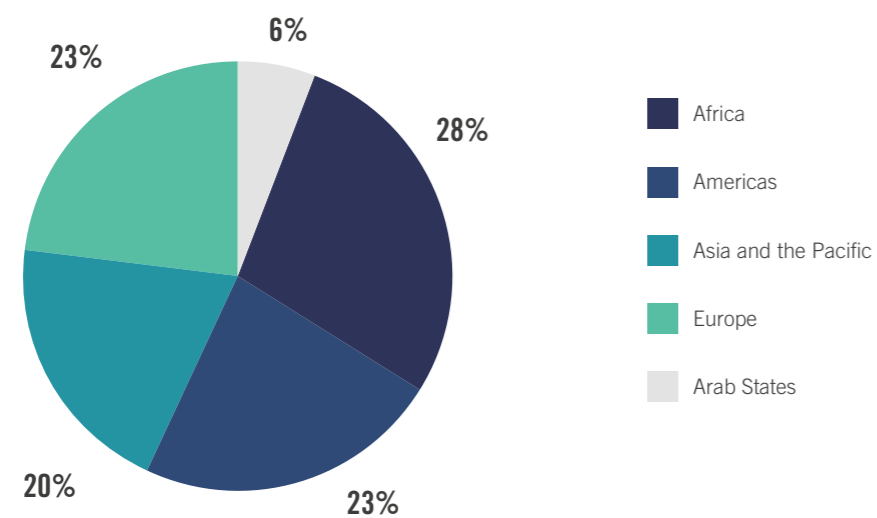


Turin School

MASTERS OF THE TURIN SCHOOL OF DEVELOPMENT

| Masters | Number of participants (2018-19) |
|---|-------------------------------------|
| Master in International Trade Law - Contracts and Dispute Resolution | 21 |
| Master in Intellectual Property | 35 |
| Master in Public Procurement Management for Sustainable Development | 28 |
| Master en Gouvernance et management des marchés publics en appui au développement durable | 22 |
| Master in Applied Labour Economics for Development | 12 |
| Master in Management of Development | 35 |
| Master in Occupational Safety and Health | 18 |
| Master in World Heritage and Cultural Projects for Development | 17 |
| Máster en patrimonio mundial y proyectos culturales para el desarrollo | 11 |
| Master in Industrial and Employment Relations | 15 |
| TOTAL NUMBER OF PARTICIPANTS | 214 |

REGIONAL BREAKDOWN OF PARTICIPANTS



Financial results

OVERVIEW

In accordance with Article 8 of the Financial Regulations, a report on the implementation of the Programme and Budget for the financial period 2018-19 is set out below. This report is presented in summary form and reflects the final budget results for the period for which the Programme and Budget was approved by the Board at its 80th Session (October 2017).

REVENUE (PART A)

Voluntary contributions (Chapter I)

Over the biennium, voluntary contribution revenue was €304,000 higher than budgeted, mainly as a result of a variation of €279,000 due to the difference in exchange rates applied at the time of budget proposal preparation and the time of recording the amount in the accounts.

External revenue (Chapter II)

Overall, revenue from training activities and advisory services (Item 20) for the period were nearly at the budgeted level. However, media production revenue (Item 21) was well below the budgeted level. This is mainly due to the fact that only revenue items earned from external clients are recorded under this line item. The Centre has re-aligned its overall strategy for media production to ensure that digital design and multimedia services are now prioritized over more traditional publication work. All internal work of this service type carried out in support of training activities is categorized under training and advisory services revenue. Miscellaneous revenue (Item 22) was €882,000, i.e. well over the budgeted level as a result of sales of items recorded from the Centre's new boutique and the cafeteria, a higher social life surplus and higher returns on US Dollar investments, among others.

Other (Chapter III)

The use of the previous years' surpluses (Item 30) was €363,000 below the anticipated level of €1.5 million. This was mainly as a result of the Centre using other funding sources available to training activities. Any funds not utilized are kept for use in future periods.



Financial results

| | Item | PART A – REVENUE | 2018-19 Approved Budget | 2018-19 Actual Results | 2018-19 Variance |
|-----|------|--|----------------------------|---------------------------|---------------------|
| I | | Voluntary contributions | | | |
| | 10 | International Labour Organization | 6 867 | 7 146 | 279 |
| | 11 | Government of Italy (ex-lege) | 15 700 | 15 700 | – |
| | 12 | Piedmont Region (Italy) | – | 25 | 25 |
| | 13 | Government of Portugal | 500 | 500 | – |
| | 14 | City of Turin | – | – | – |
| | | Total voluntary contributions | 23 067 | 23 371 | 304 |
| II | | External revenue | | | |
| | 20 | Training activities and advisory services | 52 225 | 52 096 | (129) |
| | 21 | Media production | 2 050 | 826 | (1 224) |
| | 22 | Miscellaneous | 2 000 | 2 882 | 882 |
| | | Total external revenue | 56 275 | 55 804 | (471) |
| III | | Other | | | |
| | 30 | Past surpluses to training activities | 1 500 | 1 137 | (363) |
| | 31 | Past surpluses to the business process review | – | 20 | 20 |
| | 32 | Past surplus to the HRS IT applications | – | – | – |
| | | Total revenue | 80 842 | 80 332 | (510) |
| | | PART B – EXPENDITURE | | | |
| IV | | Fixed expenditure | | | |
| | 40 | Regular Budget staff | 32 177 | 30 629 | (1 548) |
| | 41 | Consultants | 864 | 919 | 55 |
| | 42 | Facilities | 3 669 | 4 508 | 839 |
| | 43 | Security | 843 | 863 | 20 |
| | 44 | General operating costs | 1 466 | 1 932 | 466 |
| | 45 | Missions and representation | 503 | 494 | (9) |
| | 46 | Governance | 680 | 686 | 6 |
| | 47 | Information and technology costs | 2 999 | 2 741 | (258) |
| | 48 | Depreciation of property and equipment | 1 300 | 1 141 | (159) |
| | 49 | Other | – | 402 | 402 |
| | | Total fixed expenditure | 44 501 | 44 315 | (186) |
| V | | Variable expenditure | | | |
| | 50 | Variable Budget (VB) staff | 5 222 | 4 961 | (261) |
| | 51 | Project Budget (PB) staff | 358 | 1 057 | 699 |
| | 52 | External collaborators | 9 740 | 11 851 | 2 111 |
| | 53 | Missions | 1 347 | 1 845 | 498 |
| | 54 | Participants' costs | 13 751 | 10 236 | (3 515) |
| | 55 | Books, training aids and materials | 1 146 | 495 | (651) |
| | 56 | Training facilities and services outside Turin | 2 292 | 1 301 | (991) |
| | 57 | Other | 373 | 289 | (84) |
| | 58 | Costs related to revenue from media production | 1 312 | 371 | (941) |
| | 59 | Costs related to miscellaneous revenue | 200 | 523 | 323 |
| | | Total variable expenditure | 35 741 | 32 929 | (2 812) |
| VI | 60 | Contingency | 600 | – | (600) |
| | | Total expenditure | 80 842 | 77 244 | (3 598) |
| | | BUDGET (DEFICIT) SURPLUS³ | – | 3 088 | 3 088 |

EXPENDITURE (PART B)

Fixed expenditure (Chapter IV)

Regular budget staff expenditure (Item 40) totalled €30.6 million and was more than €1.5 million below the proposed budget of €32.2 million. During the period, some vacant positions were filled later in the period, filled temporarily for a lesser period or remained vacant at the end of the biennium. In addition, the United Nations International Civil Service Commission (ICSC) changed its methodology for conducting cost-of-living surveys for the purposes of determining Post Adjustment levels in some duty stations. This resulted in an overall decrease of approximately 2.9 per cent for the professional and higher categories.

The Facilities expenditure (Item 42) totalled €4.5 million which is €839,000 higher than the proposed budget. As the campus is ageing, the Centre is facing an increasing amount of maintenance work in order to maintain the overall infrastructure at its current level. During the period, the Director also approved additional funding in order to carry out additional maintenance to address recommendations made in late 2017 in the Centre's Occupational Safety and Health audit as well as to address recommendations made in the Gender and Diversity audit. Additional maintenance work in other various areas of the campus was also required. During the biennium, the prices of heating, electricity and water services significantly increased and additional funding was also needed to cover these increased costs.

General operating costs (Item 44) totalled €1.9 million, which was €466,000 higher than the proposed budget. The main reasons were the need for further expertise in the areas of videoconferencing support, legal consultations, independent external reviews of the financial positions of major new vendors, training course development and promotion, technology updates and accessibility compliance for an online course on disabilities.

Information and technology costs (Item 47) totalled a little more than €2.7 million which was €258,000 below the proposed budget. The main reasons are that savings were achieved as a result of the postponement of maintenance activities on software and hardware, the decreased cost of Internet services and a temporary decrease in technical assistance.

“Highly recommend the Communication for Development course at the ITCILO. I learned so much about innovation for social change and had so much fun building communication strategies from scratch with experts from all over the world.”

Marina Humblot, Communication Consultant at the ILO

Other fixed expenditure (Chapter IV)

Other fixed expenditure (Item 49) totalled €402,000. This amount related to two specific items: the doubtful debts accounts and related write-offs of non-collectable accounts receivable; and the net realized exchange losses and revaluation at the end of each year. These amounts were funded from the contingency reserve as no approved budget proposal is generally included in the biennial budget of the Centre.

**THE CENTRE ACHIEVED
ITS CONTRIBUTION
TO FIXED COSTS WITH
EFFICIENCY GAINS**

Variable expenditure (Chapter V)

The variable expenditure (Items 50 to 58) fluctuate in relation to the volume and content of the training activities, advisory services and media production as well as the ways in which they are carried out. While the total revenue from training activities and advisory services was nearly at the level of the proposed budget, its related variable expenditure was a substantial 7.0 per cent lower, indicating overall savings in related costs due to changes in the activity costing and automation which led to reduction in certain costs. Media production revenue was lower than the proposed budget and the related variable expenditure were also lower by a similar percentage. Overall, the Centre achieved its contribution to fixed costs (CFC) more economically and with efficiency gains. Costs related to miscellaneous revenue (Item 59) were higher than the proposed budget as purchases of items to be sold in the boutique are recorded under this line item. This is in line with the increased miscellaneous revenue also earned by the Centre.

OPERATING RESULTS

The total revenue for the biennium was €80.332 million and the total expenditure including other items was €77.244 million, resulting in a biennial budget surplus of €3.088 million.

CAMPUS IMPROVEMENT FUND

The Campus Improvement Fund had a balance of €1.508 million at the beginning of the period. There were no allocations from the 2016-17 net budget surplus. Net expenditure totalled €88,000 for the period and an accounting adjustment was made to the Fund in 2018 relating to prior year's transactions. This left a balance of €1.323 million.

INNOVATION FUND

The Innovation Fund had a balance of €9,000 at the beginning of the period. In May 2018, the Officers of the Board approved an allocation of €300,000 from the 2016-17 net budget surplus. Expenditure for the period totalled €250,000 and went to support further innovations in learning and training activities, leaving a balance of €59,000 at the end of the period.



Annex

SUMMARY OF APPROVED AGREEMENTS IN 2018

PROJECTS ACQUIRED THROUGH BIDDING

| United Nations System | Value (€) | Duration |
|--|-----------------------------|-----------|
| Government of the People's Republic of Bangladesh Central Procurement Technical Unit (CPTU), Implementation Monitoring and Evaluation Division, Ministry of Planning ¹ | 10 656 078 | 2018-2022 |
| France – Région Île-de-France - Pôle Ressources Humaines Formation pour les représentants syndicaux et cadres de la région Ile-de-France | 145 000 | 2018-2021 |
| European Commission DG-DEVCO Strengthening internal capacities of the European Commission, DG DEVCO and EU Delegations on Promoting Inclusive and Decent Employment | 288 000 | 2018-2020 |
| United States' Millennium Challenge Agency for Morocco Analyse des besoins et réalisation des formations pour l'intégration de l'approche genre et inclusion sociale | 135 940 | 2018-19 |
| World Bank for Vietnam Conducting a Training of Trainers (TOT) Training Course for Public Procurement Trainers | 21 833 | 2018 |
| World Health Organization Development of an eLearning course for the WHO European Measles and Rubella Laboratory Network | 100 122 | 2018 |
| Italy - ENI Mapping of ILO Fundamental Conventions | 11 110 | 2018 |
| United Kingdom - Humanitarian Leadership Academy Design, development and delivery of blended learning initiatives within the humanitarian sector | N. A. Framework Contract | 2018-2020 |
| World Food Programme Provision of Learning and Development Services | N. A. Framework Contract | 2018-2021 |
| European Commission (DG-DEVCO) Infrastructure, sustainable growth and jobs, subcomponent 10: Employment creation (Labour Market and Employment - formal and non-formal) ² | N. A. Framework Contract | 2018-2020 |

1_Proposal submitted in 2017 and contract signed in 2018.

2_Submission in 2017 and notification in 2018.



Annex

DIRECT AGREEMENTS

| United Nations System | | Value (€) | Duration |
|--|--|-----------|----------|
| World Health Organization | | 209 660 | 2018-19 |
| United Nations High Commissioner for Human Rights | | 190 058 | 2018-19 |
| United Nations Department of Economic and Social Affairs | | 153 215 | 2018 |
| United Nations Volunteers | | 131 420 | 2018-19 |
| United Nations Children Fund | | 75 409 | 2018 |
| United Nations Environment Programme | | 71 444 | 2018 |
| United Nations Development Programme | | 47 663 | 2018 |
| United Nations Economic Commission for Europe | | 42 715 | 2018 |
| Food and Agriculture Organization | | 39 121 | 2018 |
| UN Secretariat | | 27 500 | 2018 |
| UN WOMEN | | 5 513 | 2018 |
| International Trade Centre | | 3 680 | 2018 |
| World Food Programme | | 1 600 | 2018 |

| Multi-bilateral Partners and Development Agencies | | Value (€) | Duration |
|---|--|-----------|-----------|
| Italy | Ministry of Labour and Social Policy | 485 000 | 2018-2020 |
| Italy | Ministry of Labour and Social Policy | 204 278 | 2019 |
| Portugal | Employment and Vocational Training Institute (IEFP) | 291 638 | 2018 |
| Japan | Ministry of Health, Labour and Welfare through the ILO-Japan Partnership | 216 114 | 2018 |
| Italy | Agenzia Nazionale Politiche Attive del Lavoro (ANPAL) | 69 721 | 2018-2020 |
| Germany | Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) | 304 953 | 2018 |
| Ireland | Department of Jobs, Enterprise and Innovation | 40 000 | 2018 |
| France | Expertise France | 30 000 | 2018-19 |

| International Financial Institutions | | Value (€) | Duration |
|--------------------------------------|--|-----------|----------|
| The World Bank Group | | 123 622 | 2018 |

| Direct Trust Funds | | Value (€) | Duration |
|--------------------|---|-----------|----------|
| Panama | Ministerio de Trabajo y Desarrollo Laboral | 245 500 | 2018 |
| Bangladesh | Bangladesh Agricultural Research Council, Ministry of Agriculture | 33 233 | 2018 |

| | | | |
|--------------|--|--------|------|
| South Africa | Gauteng Provincial Legislature | 49 636 | 2018 |
| Nigeria | Bureau of Public Procurement of Nigeria | 75 648 | 2018 |
| Nigeria | The Nigeria Incentive-Based Risk Sharing system for Agricultural Lending | 49 548 | 2018 |
| Ethiopia | Federal Small and Medium Manufacturing Industry | 39 314 | 2018 |
| Ghana | Ghana Ports and Harbours Authority | 27 030 | 2018 |
| Cameroon | Ecole nationale d'administration et de magistrature | 29 440 | 2018 |
| France | Mairie de Suresnes | 16 095 | 2018 |
| France | Île-de-France Region | 39 833 | 2018 |

| Direct Trust Funds – Training Institutes and Universities | | Value (€) | Duration |
|---|--|-----------|-----------|
| El Salvador | Instituto Salvadoreño de Formación Profesional (INSAFORP) | 1 276 373 | 2018-2021 |
| | School of International Studies of Zhejiang University (SISZU) | 106 500 | 2018 |
| | Nanjing University | 100 800 | 2019 |
| | Jinan Human Resources and Social Security Bureau | 52 900 | 2018 |
| China | Xi-An Jiaotong University | 49 100 | 2019 |
| | Nankai University | 42 000 | 2019 |
| | School of Labour and Human Resources of Renmin University | 30 000 | 2018 |
| | University of Science and Technology of China (USTC) | 24 000 | 2018 |
| | Shanghai Jiaotong University | 12 700 | 2019 |
| Rwanda | College of Business and Economics | 12 700 | 2019 |

| Direct Trust Funds – Social Security Institutions | | Value (€) | Duration |
|---|--|-----------|----------|
| Panama | Caja de Seguro Social de Panamá | 39 763 | 2018 |
| Malaysia | Social Security Organization | 27 260 | 2018 |
| Burkina Faso | Caisse Nationale de Sécurité Sociale | 14 720 | 2018 |
| Sudan | National Pensions and Social Insurance Fund | 24 330 | 2018 |
| Mozambique | Instituto Nacional de Segurança Social | 62 140 | 2018 |
| Oman | Civil Service Employees Fund | 18 830 | 2018 |
| Ghana | Social Security and National Insurance Trust | 16 220 | 2018 |
| Oman | Public Authority for Social Insurance | 16 220 | 2018 |
| Saudi Arabia | Public Pension Agency | 16 220 | 2018 |
| Indonesia | Indonesian Social Security Employment Agency | 39 050 | 2018 |
| Morocco | Caisse Marocaine des Retraites | 8 840 | 2018 |

| Social Partners – Employers' and Workers' Organizations | | Value (€) | Duration |
|---|--|-----------|----------|
| Jordan | Jordan Chamber of Industry | 84 970 | 2018-19 |
| Netherlands | Dutch Employers' Cooperation Programme (DECP) | 91 000 | 2018 |
| | Cooperatives Europe | 40 000 | 2018 |
| | BUSINESSMED | 11 991 | 2018 |
| Germany | Friedrich Ebert Stiftung (FES) | 48 140 | 2018 |
| Japan | Japan International Labour Foundation (JILAF) | 19 000 | 2018 |
| | IndustriAll Global Union | 35 205 | 2018 |
| | European Trade Union Institute (ETUI) | 29 769 | 2018 |
| | International Transport Workers' Federation (ITF) | 29 774 | 2018 |
| Private Sector | | Value (€) | Duration |
| Austria | Common Sense eLearning & Training Consultants | 36 500 | 2018 |
| Germany | CHARE EEIG | 36 560 | 2018 |
| Qatar | Qatar Financial Centre Authority (QFCA) | 25 959 | 2018 |
| Colombia | Consultoría en gestión de riesgos Suramericana s.a.s. | 28 928 | 2018 |
| Italy | ENI S.P.A. | 11 000 | 2018 |
| Foundations | | Value (€) | Duration |
| Italy | Compagnia di San Paolo | 350 000 | 2018 |
| Netherlands | Fair Wear Foundation | 85 035 | 2018 |
| Germany | Savings Banks Foundation for International Cooperation (SBFIC) | 22 000 | 2018 |
| Other non-governmental organizations | | Value (€) | Duration |
| United Kingdom of Great Britain and Northern Ireland | British Red Cross | 21 263 | 2018 |
| Switzerland | Caritas | 21 000 | 2018 |
| United Kingdom of Great Britain and Northern Ireland | Humanitarian Leadership Academy | 53 405 | 2018 |
| | Mediterranean Universities Union (UNIMED) | 21 479 | 2018 |

SUMMARY OF APPROVED AGREEMENTS IN 2019

PROJECTS ACQUIRED THROUGH BIDDING

| | Value (€) | Duration |
|---|-----------|-----------|
| Government of Nepal - Public Procurement Monitoring Office (PPMO) | 1 449 493 | 2019 |
| SEQUA gGmbH - Partner of German Business, Germany (Archipelago Project) | 599 995 | 2019-2022 |
| Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Germany | 55 395 | 2019 |

DIRECT AGREEMENTS

| United Nations System | Value (€) | Duration |
|-----------------------|-----------|-----------|
| FAO | 263 093 | 2019 |
| UN Women | 137 225 | 2019 |
| UN DESA | 155 529 | 2019 |
| UNDP | 133 405 | 2019 |
| UNICEF | 29 112 | 2019-2020 |
| United Nations | 52 070 | 2019 |
| UNV | 42 669 | 2019 |
| OHCHR | 110 170 | 2019 |
| WHO | 299 090 | 2019 |
| UN ESCWA | 12 600 | 2019 |
| ITU | 16 170 | 2019 |

| Multi-bilateral Partners and Development Agencies | | Value (€) | Duration |
|---|---|-----------|-----------|
| Belgium | Wallonie Bruxelles International | 280 000 | 2019-2020 |
| France | French Government | 25 000 | 2019 |
| France | Institut national du travail, de l'emploi et de la formation professionnelle (INTEFP) | 20 922 | 2019 |
| France | Expertise France | 15 000 | 2019 |
| Germany | Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH | 274 574 | 2019 |
| Ireland | Department of Business, Enterprise and Innovation | 20 000 | 2019 |
| Italy | Azienda Sanitaria Locale T03 | 90 000 | 2019-2020 |

| | | | |
|----------|--|---------|-----------|
| Japan | Ministry of Health, Labour and Welfare - through the ILO-Japan Partnership | 216 114 | 2019 |
| Portugal | Ministry of Labour, Solidarity and Social Security, Strategy and Planning Office | 750 000 | 2019-2021 |
| Portugal | Institute for Employment and Vocational Training (IEFP) | 300 000 | 2019 |
| Spain | Ministerio de Trabajo, Migraciones y Seguridad Social (MITRA-MISS) | 123 836 | 2019 |
| Sweden | Swedish Public Employment Service | 9 001 | 2019 |

International Financial Institutions

| | Value (€) | Duration |
|--|-----------|----------|
| The World Bank Group | 108 744 | 2019 |
| Islamic Development Bank | 42 559 | 2019 |
| African Development Bank | 16 655 | 2019 |
| Asian Development Bank | 67 230 | 2019 |
| International Monetary Fund (IMF) | 40 095 | 2019 |
| Social Development Bank, Saudi Arabia | 69 583 | 2019 |
| Sparkassenstiftung für internationale Kooperation e.V (SBFIC), Germany | 25 000 | 2019 |

Direct Trust Funds

| | Value (€) | Duration | |
|------------|---|----------|------|
| Azerbaijan | State Oil Fund | 2 690 | 2019 |
| Bangladesh | Skills and Training Enhancement Project (STEP) - Directorate of Technical Education, Ministry of Education | 38 643 | 2019 |
| Belarus | National Statistical Committee | 19 430 | 2019 |
| | Republican Unitary Enterprise "Data Computing Center of the Ministry of Finance" | 9 000 | 2019 |
| | National Agency of Investment and Privatization State Institution | 4 090 | 2019 |
| | National Institute of Education | 8 180 | 2019 |
| China | Republican scientific and practical center for medical technologies, informatization, administration and management of health (PSPC MT) | 6 750 | 2019 |
| | Ministry of Human Resources and Social Security | 77 900 | 2019 |
| Georgia | National Agency of Public Registry | 9 000 | 2019 |
| | Municipal Development Fund | 5 530 | 2019 |
| Kazakhstan | Ministry of Environmental Protection and Agriculture | 5 530 | 2019 |
| | Electric Power and Energy Saving Development Institute JSC | 16 360 | 2019 |
| Kyrgyzstan | Ministry of Health | 6 750 | 2019 |
| Nigeria | National Industrial Court of Nigeria | 57 820 | 2019 |
| Panama | Ministerio de Trabajo y Desarrollo Laboral | 17 880 | 2019 |

| | | | |
|--------------|---|---------|------|
| Paraguay | Ministerio de Trabajo, Empleo y Seguridad Social | 17 619 | 2019 |
| Qatar | Permanent Mission of the State of Qatar to the United Nations Office in Geneva | 7 910 | 2019 |
| Saudi Arabia | Ministry of Labour | 100 563 | 2019 |
| South Africa | Gauteng Provincial Legislature (GLP) | 45 441 | 2019 |
| Tajikistan | State Institution "Project implementation unit for access to green and rural development finance" - Ministry of Finance | 2 250 | 2019 |
| Thailand | Office of the Judiciary of Thailand | 121 838 | 2019 |
| Timor-Leste | Comissão Nacional de Aprovisionamento (CNA) | 24 950 | 2019 |
| Ukraine | Ministry of Social Policy | 8 193 | 2019 |
| Uzbekistan | Project Implementation Unit "Emergency Medical Services Project" World Bank financed project | 2 250 | 2019 |

Direct Trust Funds – Training Institutes and Universities

| | Value (€) | Duration | |
|---|--|--|--------|
| China | China Scholarship Council | 340 000 | 2019 |
| | Northwestern Polytechnical University (NWPU) | 58 800 | 2019 |
| | Zhejiang University | 22 400 | 2019 |
| | Shanghai Jiaotong University | 31 500 | 2019 |
| | Northwestern Polytechnical University (NPU) | 59 500 | 2019 |
| | Jilin University | 31 500 | 2019 |
| | University of Electronic Science & Technology of China (UESTC) | 49 000 | 2019 |
| | China Agricultural University (CAU) | 59 500 | 2019 |
| | Zhejiang University (ZJU) | 52 500 | 2019 |
| | Southeast University (SEU) | 52 500 | 2019 |
| | Tianjin University (TJU) | 35 000 | 2019 |
| | China Institute of Industrial Relations (CIIR) | 42 000 | 2019 |
| | Nanjing University of Finance and Economics (NUFE) | 21 000 | 2019 |
| | Xi'an Jiaotong University (XJU) | 54 500 | 2019 |
| | Harbin Institute of Technology (HIT) | 47 500 | 2019 |
| | Nankai University (NKU) | 54 500 | 2019 |
| | Nanjing University (NJU) | 61 500 | 2019 |
| | Fuzhou University (FZU) | 54 500 | 2019 |
| | Shandong University (SDU) | 37 000 | 2019 |
| | Japan | Huazhong University of Science & Technology (HUST) | 44 000 |
| Renmin University, School of Labour and Human Resources | | 27 080 | 2019 |
| Japan | Kobe University, Japan | 25 751 | 2019 |
| Netherlands | Maastricht Graduate School of Governance | 10 000 | 2019 |

| | | | |
|--|---|-------|------|
| United Kingdom of Great Britain and Northern Ireland | Oxford Brookes University | 9 703 | 2019 |
| Germany | Bonn-Rhein-Sieg University of Applied Science | 1 980 | 2019 |
| Portugal | IDEFE - Institute for the Development and Economical, Financial and Entrepreneurial Studies / ISEG - Lisbon School of Economics & Management Universidade de Lisboa | 500 | 2019 |

| Direct Trust Funds - Social Security Institutions | Value (€) | Duration |
|--|-----------|----------|
| Seychelles Pension Fund | 37 675 | 2019 |
| Caja de Seguro Social de Panamá (CSS) | 39 527 | 2019 |
| Caisse Nationale de Sécurité Sociale (CNSS), Gabon | 22 351 | 2019 |

| Social Partners – Employers' and Workers' Organizations | Value (€) | Duration |
|--|-----------|----------|
| Dutch Employers' Cooperation Programme (DECP) | 192 128 | 2019 |
| International Organisation of Employers (IOE) | 1 900 | 2019 |
| BUSINESSMED | 12 685 | 2019 |
| Danish Industry | 21 345 | 2019 |
| Performing Arts Employers' Associations League Europe (PEARLE) | 2 650 | 2019 |
| European Trade Union Institute (ETUI) | 64 741 | 2019 |
| International Transport Workers' Federation (ITF) | 35 692 | 2019 |
| Motor Industry Staff Association (MISA), South Africa | 37 554 | 2019 |
| Japan International Labour Foundation (JILAF) | 19 000 | 2019 |

| Private Sector | Value (€) | Duration |
|---|-----------|----------|
| Disney Worldwide Services, Inc., USA | 537 970 | 2019 |
| Qatar Financial Centre Authority | 25 581 | 2019 |
| Management & Training International (MTI), Bangladesh | 22 611 | 2019 |
| Electricité de France | 20 200 | 2019 |
| Caribbean Export Development Agency | 6 750 | 2019 |

| Foundations | Value (€) | Duration |
|---|-----------|----------|
| Fondazione Compagnia di San Paolo | 400 000 | 2019 |
| Fair Wear Foundation | 44 707 | 2019 |
| United States Council for International Business - USCIB Foundation, Inc. | 22 000 | 2019 |
| Friederich Ebert Foundation (FES) - Cotonou Office | 23 530 | 2019 |
| JCKKRJ Sorrell Foundation | 5 000 | 2019 |
| Swisscontact Nicaragua | 26 044 | 2019 |

| Intergovernmental Organizations | Value (€) | Duration |
|--|-----------|----------|
| Organisation of American States (OAS) | 7 500 | 2019-20 |
| European Commission – DG DEVCO | 14 100 | 2020 |
| European Border and Coast Guard Agency FRONTEX (EU), Poland | 2 250 | 2019 |
| African Regional Labour Administration Centre (ARLAC), Zimbabwe | 20 000 | 2019 |
| International Centre for Migration Policy Development (ICMPD), Austria | 4 100 | 2019 |

| Other | Value (€) | Duration |
|--|-----------|-----------|
| Economic Community of West Africa (ECOWAS) | 55 314 | 2019-2020 |
| LEGACOOP, Italy | 15 000 | 2019 |

INFO

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