

INTERNATIONAL TRAINING CENTRE OF THE ILO

# **IMPLEMENTATION REPORT 2020-21**

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# FOREWORD

This report summarizes the work carried out by the International Training Centre of the International Labour Organization (the Centre) in 2020-21. The International Labour Organization (ILO) is a specialized agency of the United Nations (UN) system with the mandate to promote decent work and social justice for all; the Centre offers individual and institutional capacity development services to support its constituents worldwide to make the ILO decent work agenda actionable.

2020-21 has been an extraordinary biennium despite a volatile operational environment caused by the COVID-19 pandemic. In March 2020, the outbreak of the pandemic forced the Centre to suspend all its face-to-face training activities. The Centre responded by implementing strict cost control measures and repurposing its face-to-face training activities as online learning activities, taking advantage of earlier investments into its electronic campus. The Centre also rolled out in quick succession a number of digital learning and collaboration solutions for its institutional partners to support them in their own leap forward into the digital learning area.

The shift in the operational model of the Centre has been successful. In the 2020-21 biennium, the Centre almost tripled the number of its participants and generated a surplus of about €5.4 million. The Centre also significantly increased its profile as a provider of innovative digital learning and collaboration solutions among ILO constituents worldwide and across the United Nations System. The success of the new operational model was acknowledged by the Board of the Centre in its October 2021 meeting and the new strategic direction has since been affirmed in the Strategic Plan for 2022-25 and in the Programme and Budget of the Centre for 2022-23.

The outlook for 2022 reconfirms the feasibility of the new operational model – as of July the Centre was well on track to achieve its performance targets for the biennium. I take this opportunity to thank the Board of the Centre for its trust, and the staff of the Centre for their hard work and commitment to achieve such positive results.

Giuseppe Casale  
Director a.i.  
July 2022

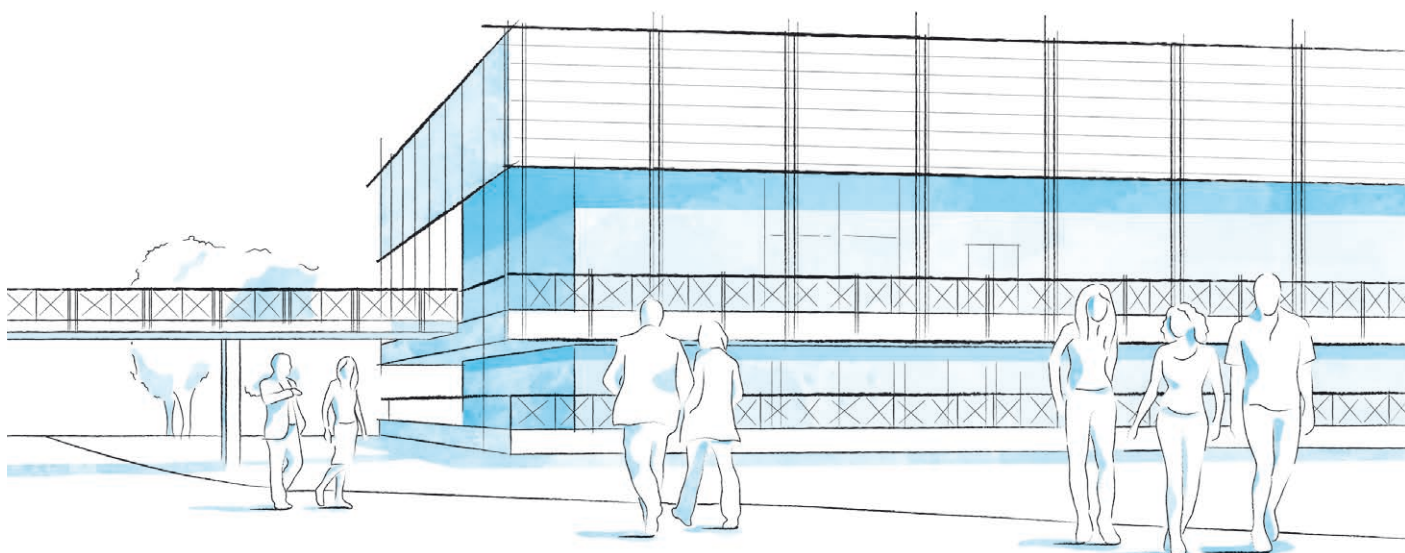
# 1. ABOUT THE CENTRE

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

The main target groups of the Centre's capacity development services are ILO constituents – workers' and employers' organizations and governments. The Centre also offers learning services for ILO staff, staff of other UN agencies and 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, promoting fundamental principles and rights at work and strengthening tripartism and social dialogue. The Centre plays a key role in the implementation of the 2019 ILO Centenary Declaration, and supports ILO constituents to successfully facilitate Future of Work Transitions and to promote employment-right growth hand to hand with the 2030 UN Agenda for Sustainable Development. The Centre draws a mandate for the delivery of individual, institutional and system-level capacity development services from the 2019 ILO Capacity Development Strategy and is one of the network hubs in the innovation eco-system laid out in the 2020 ILO Innovation Strategy. The Centre is at the frontline of extending capacity development services to ILO constituents in the context of the broader ILO wide efforts to support the socio-economic recovery of Members States after the COVID-19 pandemic.

The International Training Centre of the ILO is located in Turin (Italy) on the campus of the UN system-wide Learning Hub. For more background information on the Centre go to [www.itcilo.org](http://www.itcilo.org).



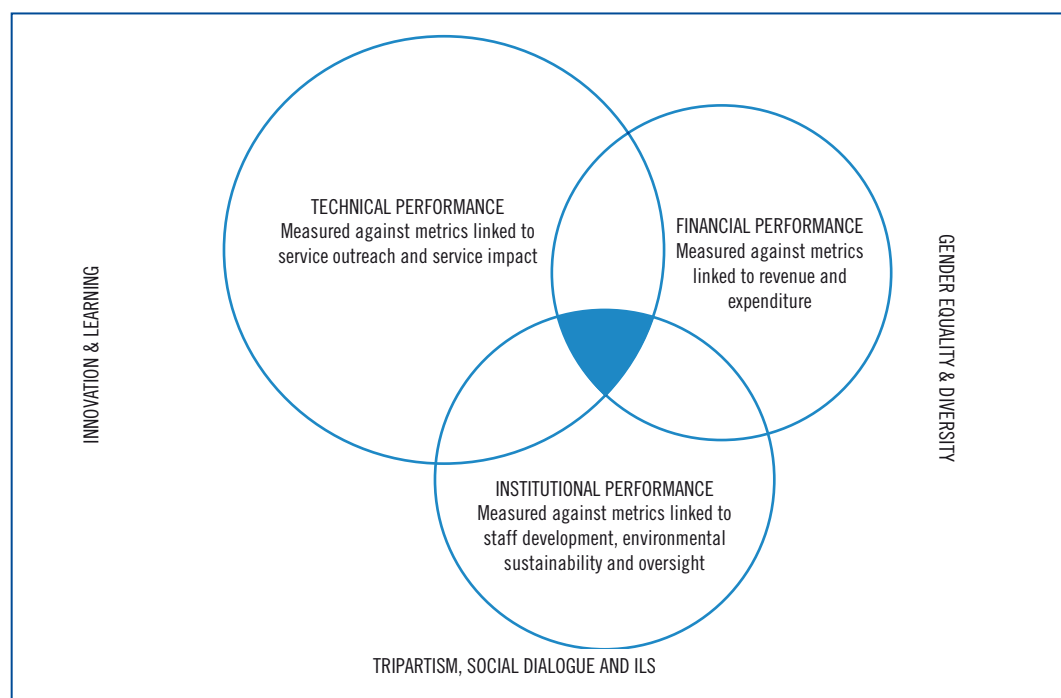
## 2. SUSTAINABILITY STRATEGY

The leitmotiv of the Centre is to be a sustainable training organization. Sustainability, here, is defined as endurance of the organization over time, as a result of maintaining dynamic balance between its non-financial and financial objectives. The dynamics of the sustainability equation are expressed in the image of a vortex with constant circular movement.

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 tracked along 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 any one pillar 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.

### *THE STRATEGY FRAMEWORK ILLUSTRATED*



Source: 2018–21 Strategic Plan of the Centre, p.12

### 3. SERVICE PORTFOLIO

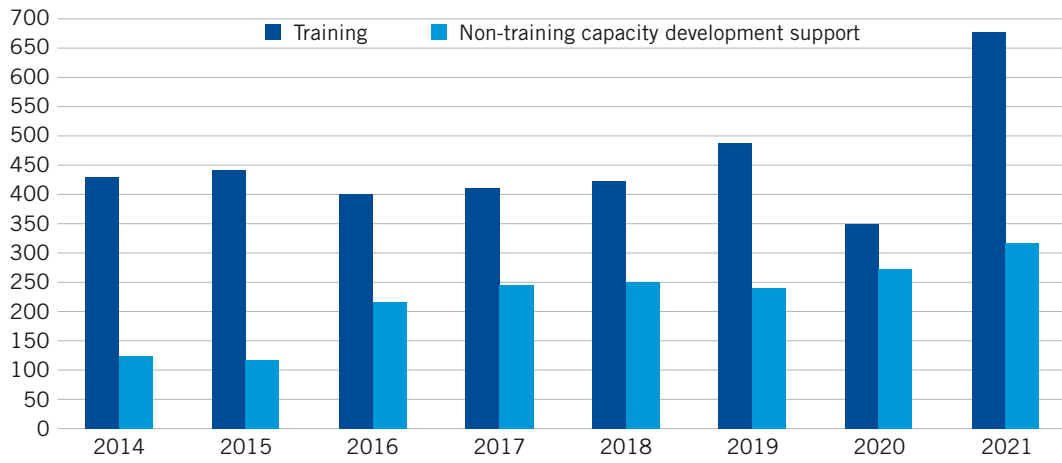
The capacity development services of the Centre covers services for individual learners and services for organizations. Services for individual learners focus on training while services for organizations entail strategy advice, training material development, communication and advocacy services, meetings and event facilitation, project management services and data/digital services for knowledge management purposes.

#### *THE SERVICE PORTFOLIO OF THE CENTRE ILLUSTRATED*

Training	Non Training services		
Standard courses (including Masters programmes)	Training Product Development	Consultancies	Meeting and event facilitation
Customized courses	Project Management support	Communication and Advocacy Services	Knowledge Management solutions

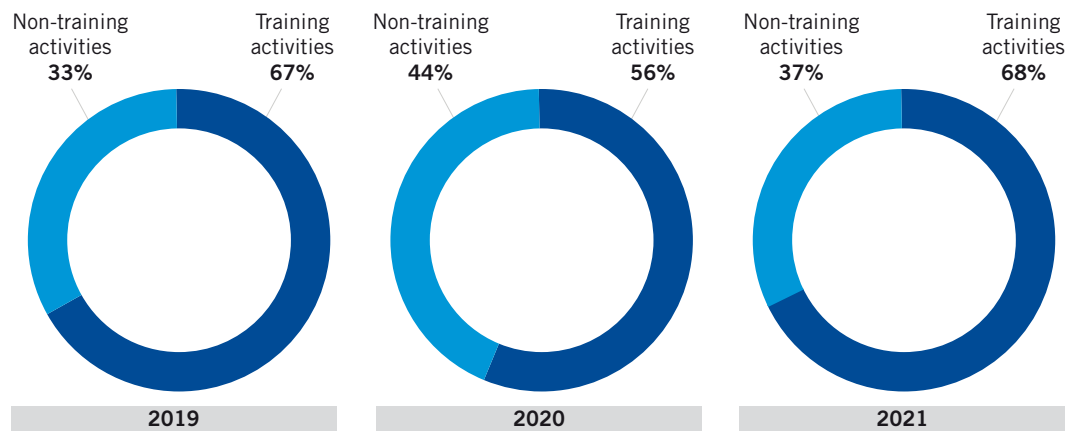
In the past, the bulk of the capacity development services of the Centre used to be related to group training delivered face-to-face on campus or in the field. Over the years, both the share of distance learning activities and the share of non-training services for institutional clients has increased. The diversification of its service portfolio enabled the Centre to successfully mitigate the impact of the COVID-19 pandemic on its operations, by way of sharply shifting from face-to-face training towards distance learning. This included the stepping up of the provision of institutional capacity development services when faced with demand from constituents for digital learning and collaboration solutions. See also the chapters on outreach and impact for more information.

*BREAKDOWN OF ACTIVITIES BY CATEGORY (2014-21)*



Source: MAP. Media development activities started to be recorded in MAP in early 2016, with the introduction of the new MAP.

*SHARE OF NON-TRAINING ACTIVITIES IN THE SERVICE MIX OF THE CENTRE*

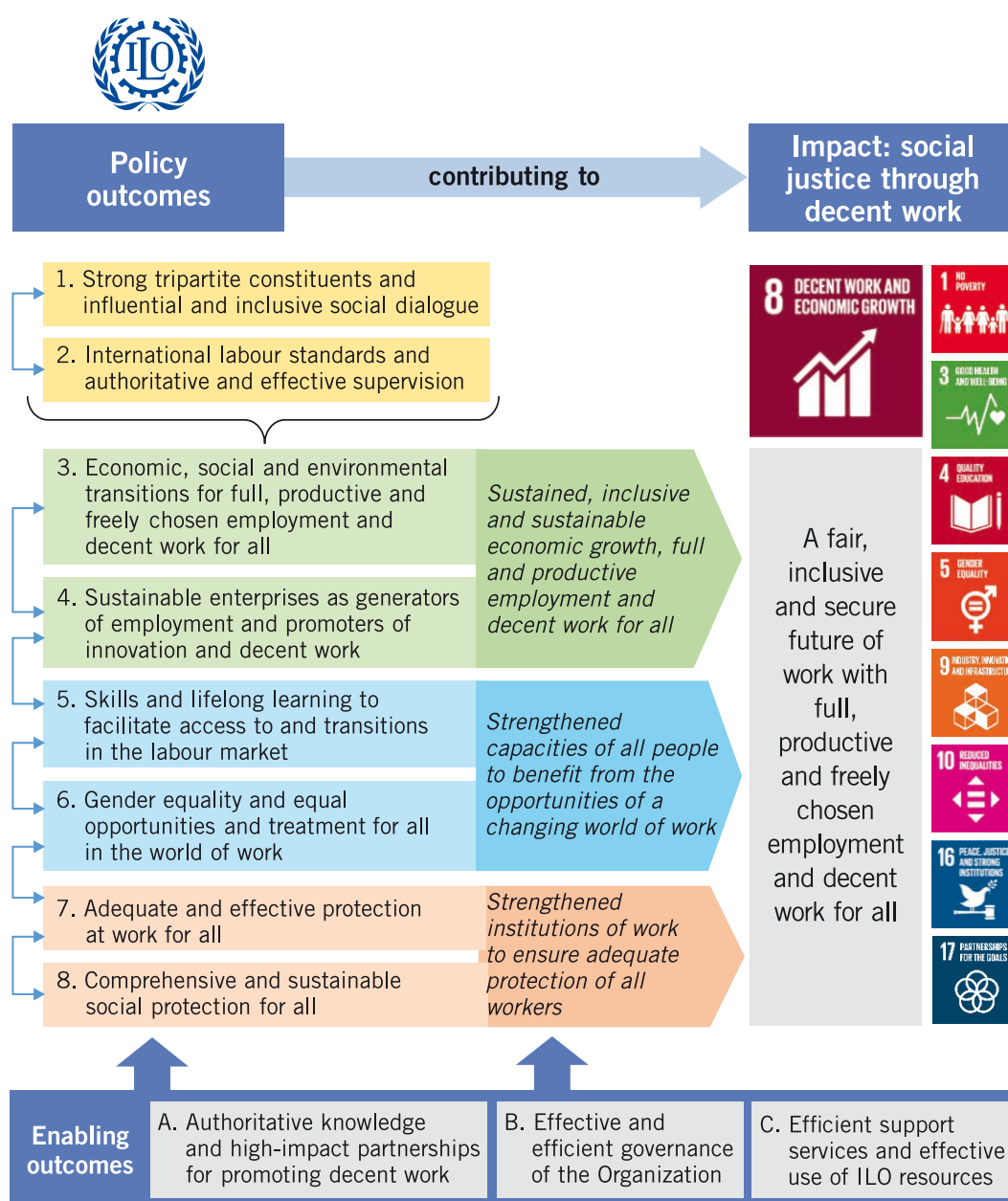


Source: MAP

# 4. AREAS OF EXPERTISE

The areas of expertise of the Centre are framed by the higher-level strategy frameworks of the ILO, namely the 2018-21 ILO Strategy Framework and 2020-21 ILO Programme & Budget. The latter takes inspiration from the 2030 UN Agenda. In the 2020-21 biennium, the ILO P&B prioritized eight inter-connected policy outcomes and three enabling outcomes. The areas of expertise of the Centre were categorized according to this results-based management framework.

## SUMMARY OF THE ELEMENTS OF THE ILO RESULTS FRAMEWORK 2020-21



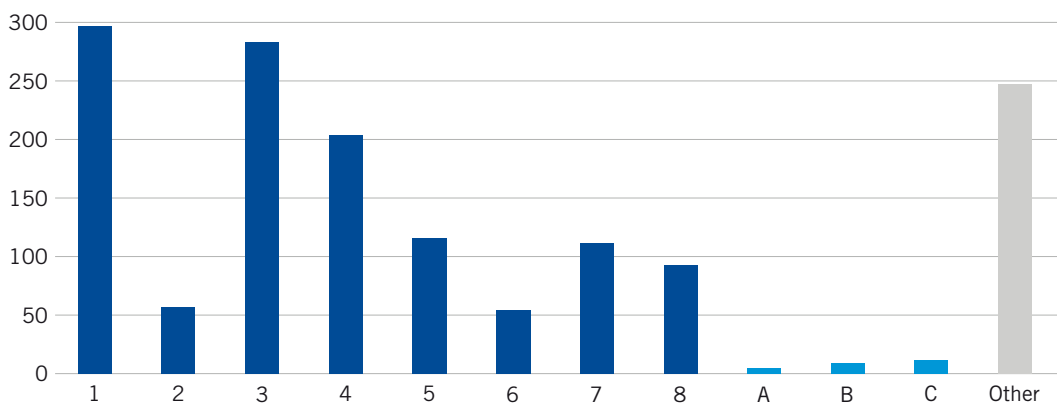
Source: adapted from ILO 2020–21 P&B



In 2020-21, four out of five activities of the Centre were directly linked to these higher-level policy outcomes of the ILO. Almost one quarter of all activities were reported under outcome 1: Strong tripartite constituents and influential and inclusive social dialogue. Other major thematic clusters were economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all, and sustainable enterprises.

The activities not directly linked to the outcomes of the ILO P&B related to learning innovation activities, dialogue events and product development assignments for ILO development partners, mostly from the UN system.

*ACTIVITIES OF THE CENTRE BY ILO POLICY OUTCOME (2020-21)*



Source: MAP

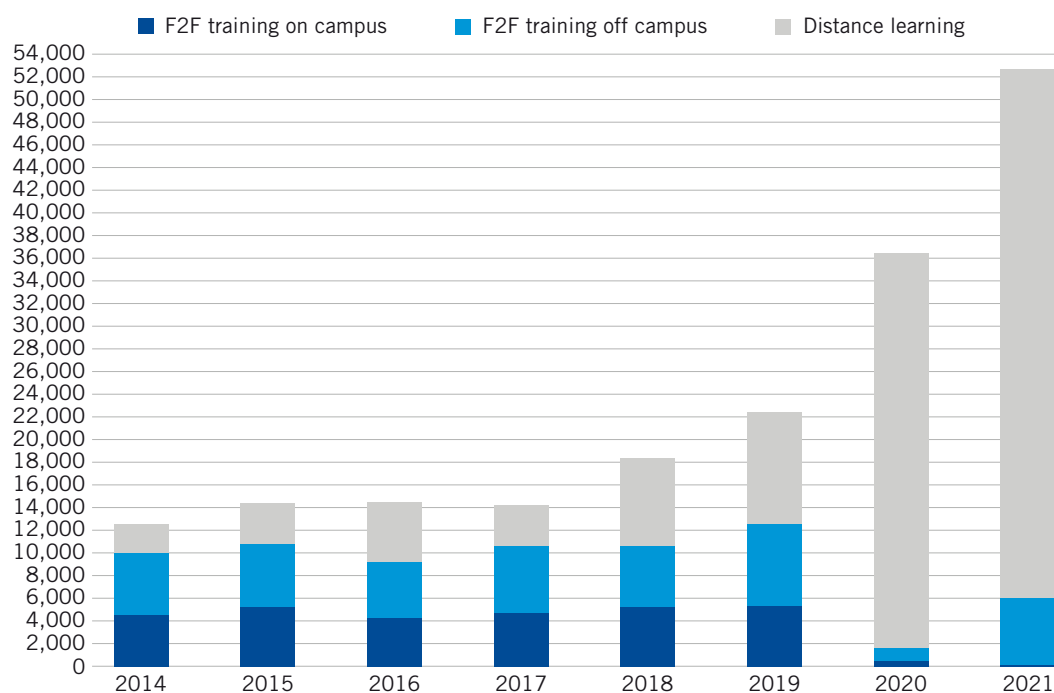
# 5. OUTREACH

The 2020-21 biennium saw a major expansion in the number of participants reached by the Centre either directly with learning services or indirectly by way of capacity development services offered to institutional beneficiaries.

## Learning services

During the biennium 2020-21, **the number of enrolments into the training activities of the Centre strongly increased.** The number of distance learners went from 23,609 enrolments in 2018-19 to 124,863 enrolments in 2020-21, off-setting the decrease in the number of face-to-face participants from 23,395 to 7,891. The shift in focus from face-to-face training to distance learning was triggered by the impact of the COVID-19 pandemic as it forced the repurposing of face-to-face training activities to distance modalities. Another important factor explaining the fast growth of active distance learners was the rollout of new online learning services developed before the COVID pandemic, as part of the longer term digital transformation strategy of the Centre. The COVID-19 pandemic did neither cause nor trigger but accelerated the digital transformation of the Centre started years before.

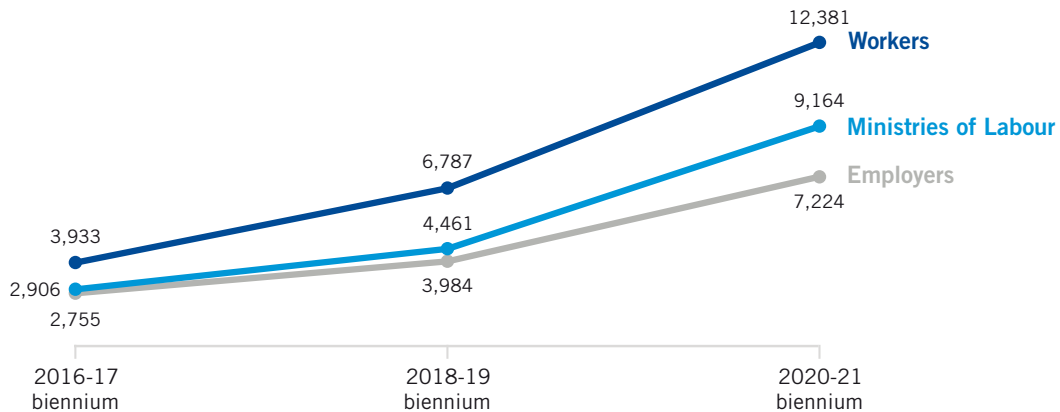
*NUMBER OF PARTICIPANTS BY TYPE OF TRAINING (2014-21)*



Source: MAP and eCampus. For 2014-17, blended learning participants are included in face-to-face training on/off campus. For 2018-20 the number of distance learners is included. Distance learning: Count of active distance learners

**ILO constituents were among the primary beneficiaries of the growth drive.** Among the total number of participants, almost 29,000 of them belonged to the core constituency of the ILO (workers' representatives, employers' representatives and governments' officials) – an increase of more than 300% over the original target set for the biennium. The results show that digital technology can be a pathway for reaching a larger number of beneficiaries from the ILO constituency in a cost-effective manner.

### *GROWTH OF TRAINING OUTREACH OF THE CENTRE TO ILO CORE CONSTITUENTS (2016-21)*



Source: e-campus, MAP, SOLICOMM, both face-to-face training and online learning

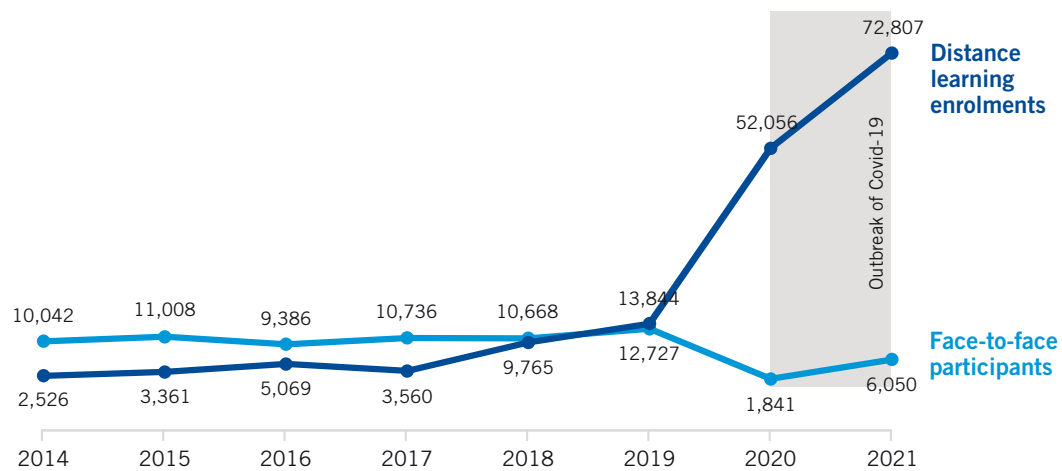
#### *How workers organizations in Argentina use virtual reality for learning and training*



Accelerated by the pandemic, the Workers Activities Programme in ITCILO has found new applications for Virtual Reality in learning and training. The question that the ACTRAV team explored was: How can we use VR in a practical way to help strengthen workers' organizations? [Fundación UOCRA](#), the country's largest construction workers' union, accepted the challenge. The organization has extensive experience in social dialogue and was keen to learn the best ways to use VR solutions for vocational training, as well as to teach about occupational safety and health. In 2021, the ACTRAV team organized a tailored learning activity for UOCRA involving live webinars, self-guided distance learning modules, and a series of sessions in VR using Oculus headsets. Participants were also trained how to formulate digital strategies for trade union leaders and how to use VR in social dialogue. For more information watch this video: <https://vimeo.com/536312647/a0914e62b1>

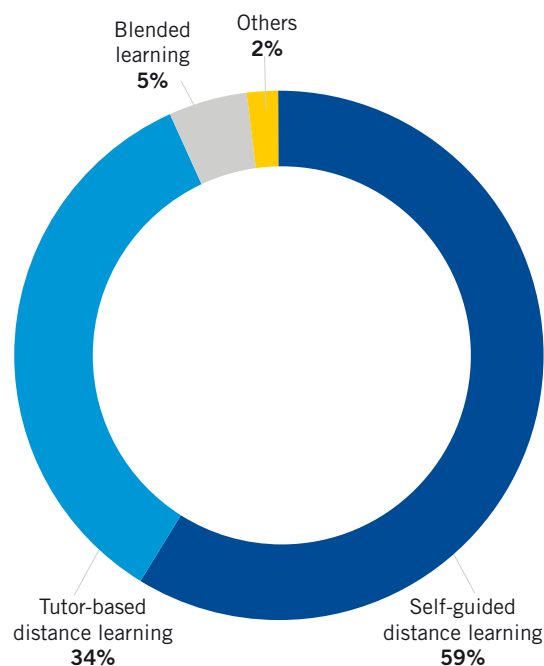
"These tools and technologies are going to **increase and improve our proximity to the workers.**"  
– Fernando Augusto Paoletti, Fundación UOCRA

### DISTANCE LEARNING OUTREACH VERSUS FACE-TO-FACE TRAINING (2014-21)



**The online learning services of the Centre were widely accessed.** Online learners took readily advantage of free self-guided distance learning courses of the Centre, accessible 24 hours a day in different languages via the e-campus of the Centre. The most popular self-guided distance learning courses related to aspects of Occupational Health and Safety, International Labour Standards and sustainable business practices. Self-guided distance learning was the first touch-point with the Centre for many participants, followed by tutor-supported courses that involved multi-hour sustained learning effort.

### UNIVERSE OF ONLINE LEARNERS BY TYPE OF DISTANCE LEARNING (2020-21)



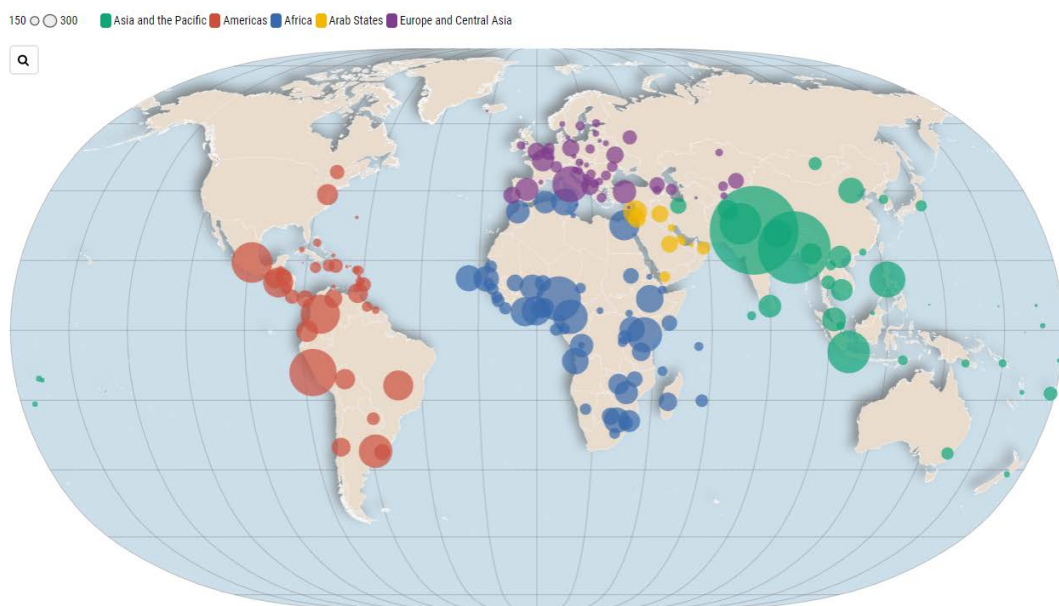
Source: MAP and e-campus

*THE TOP TEN SELF-GUIDED DISTANCE LEARNING COURSES BY NUMBER OF ENROLMENTS (2020-21)*

Course Name	Participants	% of total enrolments in free courses
Fire Safety Management Course	8588	14%
Introduction to International Labour Standards	7253	12%
Essentials of fire safety inspections	6881	11%
Business and Decent Work: An Introduction to the MNE Declaration	4870	8%
Supporting SMEs during COVID-19	3733	6%
Financial Education	3114	5%
OHCHR HRC E-learning tool	2879	5%
CLE1: Introduction to ILS	2290	4%
Training for Rural Economic Empowerment	1898	3%
Disability in the Workplace: A Global Perspective	1857	3%

Source: e-campus

**The universe of learners further diversified.** On the back of its online activities, the Centre further expanded its outreach among learners in less developed countries and at the same time managed to reach out better to learners from middle income and higher income countries like Argentina, Brazil, Egypt, India, Mexico, Nigeria, the Philippines but also Italy and the United States. Digital learning solutions clearly played a part in allowing learners across the world to bridge the physical distance between ITCILO and their country of residence.

*REGIONAL BREAKDOWN OF ITCILO LEARNERS (2020-21)*

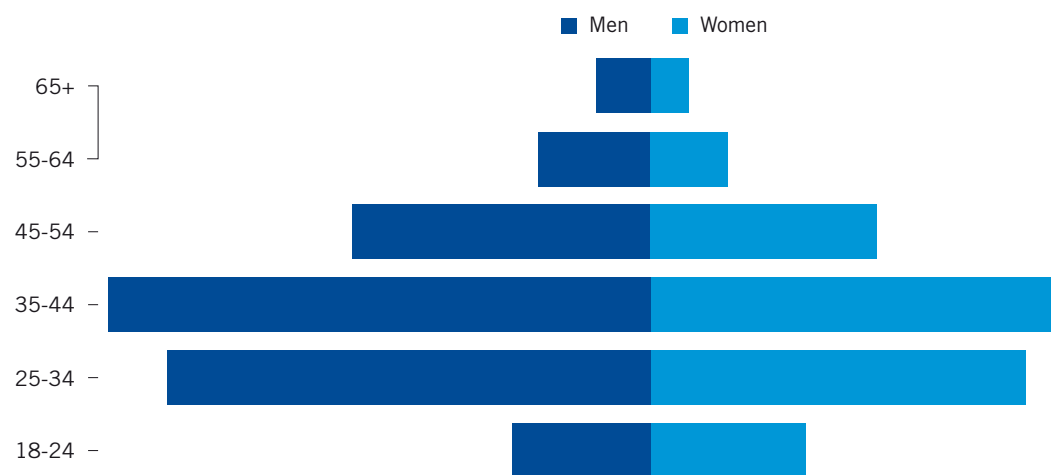
Source: MAP, SOLICOMM and e-campus

**The learning services of the Centre were frequently sought by United Nations staff.** In the 2020-21 biennium, the number of ILO staff enrolled in the online learning activities of the Centre almost tripled compared to the previous biennium and passed 3000 active distance learners. They were joined by more than 4300 staff from other international organizations who enrolled in online courses.

**The Centre reached larger numbers of women and younger professionals.** At the same time, the number of women enrolling into learning activities strongly increased from 20,400 in the 2018-19 biennium to more than 53,400 in the 2020-21 biennium (40% of all learners).

The average age of the learners decreased in the 2020-21 biennium from about 44 years to 42 years, driven by the strong weight of distance learners – the figures reconfirm that online learning can be more inclusive since it lowers access barriers for junior professionals (who would often not be eligible for staff development activities involving overseas travel). Women constituted the majority of learners in the age between 18-24 years, another step towards full gender balance.

#### *BREAKDOWN OF THE PARTICIPANT UNIVERSE BY GENDER AND AGE COHORT (2020-21)*

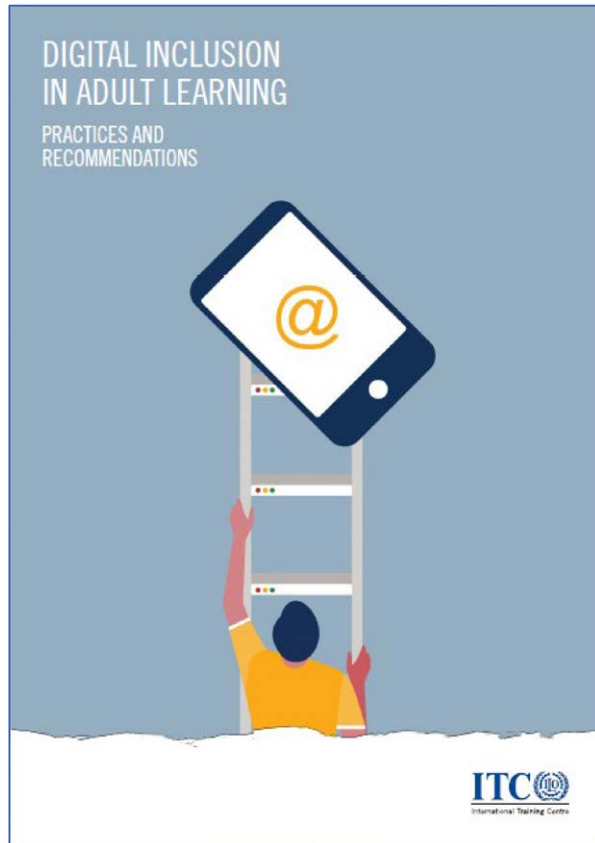


Source: e-campus and MAP

**The Centre worked hard to make its learning services digitally inclusive** and digitally accessible also for **learners with disabilities**.

Digital inclusion is in the spotlight of the Centre's ongoing digital transformation, a process that aims to address the evolving needs of learners worldwide. In 2021 the Centre commissioned research on digital inclusion as a foundational building block to (1) create an action-oriented framework that systematically integrates digital inclusion into our work in the world of learning and training, (2) focus on learning inclusion challenges and finding inspiration from good global practices, and (3) build a community of practice for professionals who are interested in radical digital inclusion. The research findings were documented in a paper presented during a digital inclusion summit in July 2021 and global digital inclusion best practices were displayed during a virtual knowledge fair. The publication



can be accessed here: <https://www.itcilo.org/events/digital-inclusion-knowledge-fair>



On a parallel track, the Centre sought to make its online learning services accessible to the extent possible also for people with disabilities. For example, the Centre piloted the use of live sign language in tutor-supported courses, promoted the use of mobile learning technologies, video and coaching via social media applications like WhatsApp and WeChat. Furthermore, all the new public-facing web sites and platforms went through accessibility testing.

**The Centre firmed its stand on digital rights.** As the Centre has moved toward digital and cloud-based services, gathering more data from its beneficiaries, systematic attention was laid with respect to personal data protection, the protection of privacy and, more generally on cybersecurity. The Centre continued developing its policies and procedures in this area based on its ISO 27001 Security Certification. The Centre also embarked on an update of its copyright policy to better reflect digital media. Topics that will require future attention are safeguards related to the digital identity of both participants and staff and the application spectrum of Artificial Intelligence. The work of the Centre in the field of digital human rights is guided by the UN digital roadmap.

DIGITAL  
HUMAN RIGHTS


United Nations

THE UNITED NATIONS SECRETARY-GENERAL'S  
ROADMAP FOR DIGITAL COOPERATION

## ENSURING THE PROTECTION OF HUMAN RIGHTS

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Human rights apply both online and offline. Digital technologies provide new means to exercise human rights, but they are too often used to violate human rights. Data protection and privacy, digital identity, the use of surveillance technologies, online violence and harassment, are of particular concern.

### THE WAY FORWARD

1. **PLACE HUMAN RIGHTS AT THE CENTRE** of regulatory frameworks and legislation on digital technologies.
2. **GREATER GUIDANCE ON THE APPLICATION OF HUMAN RIGHTS STANDARDS** in the digital age
3. **ADDRESS PROTECTION GAPS CREATED BY EVOLVING DIGITAL TECHNOLOGIES**
4. **DISCOURAGE BLANKET INTERNET SHUTDOWNS** and generic blocking and filtering of services
5. **HUMAN RIGHTS-BASED DOMESTIC LAWS** and practices for the protection of data privacy
6. **CLEAR, COMPANY-SPECIFIC ACTIONS TO PROTECT PRIVACY RIGHTS** and other human rights
7. **ADOPT AND ENHANCE SAFEGUARDS RELATED TO DIGITAL IDENTITY**
8. **PROTECT PEOPLE FROM UNLAWFUL OR UNNECESSARY SURVEILLANCE**
9. **HUMAN-RIGHTS BASED LAWS AND APPROACHES** to address illegal and harmful online content
10. **TO ENSURE ONLINE SAFE SPACES, TRANSPARENT AND ACCOUNTABLE CONTENT GOVERNANCE FRAMEWORKS** that protect freedom of expression, avoid overly restrictive practices and protect the most vulnerable
11. **UNITED NATIONS SYSTEMWIDE GUIDANCE ON HUMAN RIGHTS** due diligence and impact assessments in use of new technologies

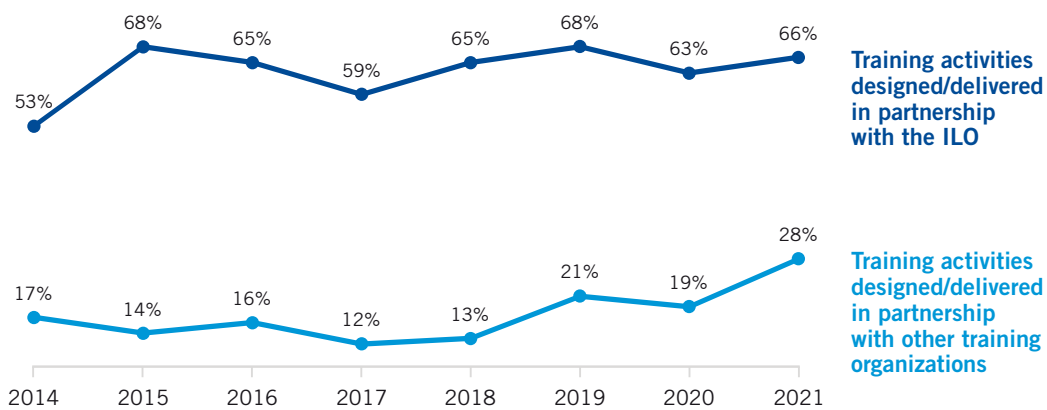
LEARN MORE AT: [UN.ORG/DIGITAL-ROADMAP](https://www.un.org/digital-roadmap)

Source: [https://www.un.org/techenvoy/sites/www.un.org.techenvoy/files/general/Digital\\_Human\\_Rights\\_Summary\\_PDF.pdf](https://www.un.org/techenvoy/sites/www.un.org.techenvoy/files/general/Digital_Human_Rights_Summary_PDF.pdf)



**The Centre co-created learning contents** with ILO and local partner organizations. In 2020-21, almost two out of three activities of the Centre (64%) were designed and/or delivered in partnership with ILO, reaffirming once again the strategic dimension of this learning alliance. Also, 25% of all activities were designed and/or delivered in partnership with national or regional-level training organizations, combining global expertise with deep knowledge of the local context. In the latter case, the trendlines since 2014 show that the digital learning activities pushed in response to COVID-19 have significantly lowered the barriers for co-creation since transaction costs related to physical travel do not apply.

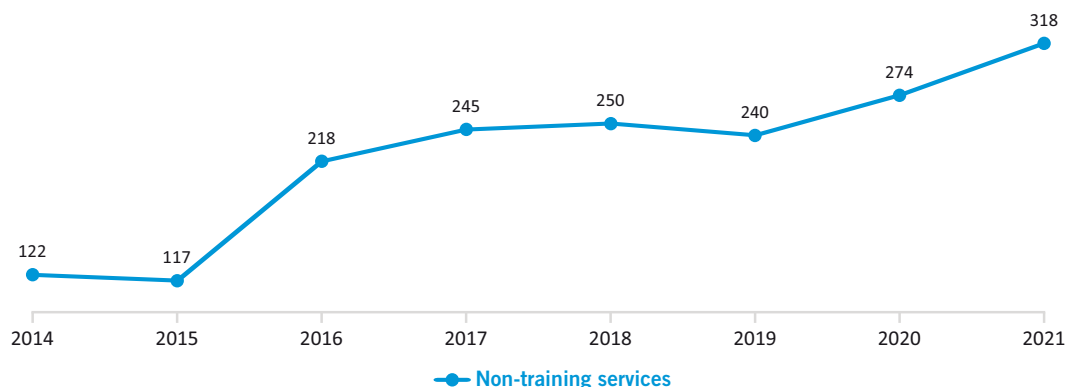
### STRATEGIC PARTNERS OF THE CENTRE (2014-21)



### Learning service providers

**The Centre's portfolio of institutional capacity development services has expanded on the back of strong demand for digital learning and collaboration solutions.** In 2020-21, the Centre implemented 592 activities for institutional clients, a 13% increase over the 2018-19 biennium when 490 contracts were executed. Many clients procured more than once during the reporting period, among them prominently ILO, but also governments, workers' and employers' organizations, and other UN agencies.

### NUMBER OF ACTIVITIES LINKED TO INSTITUTIONAL CAPACITY DEVELOPMENT (2014-21)



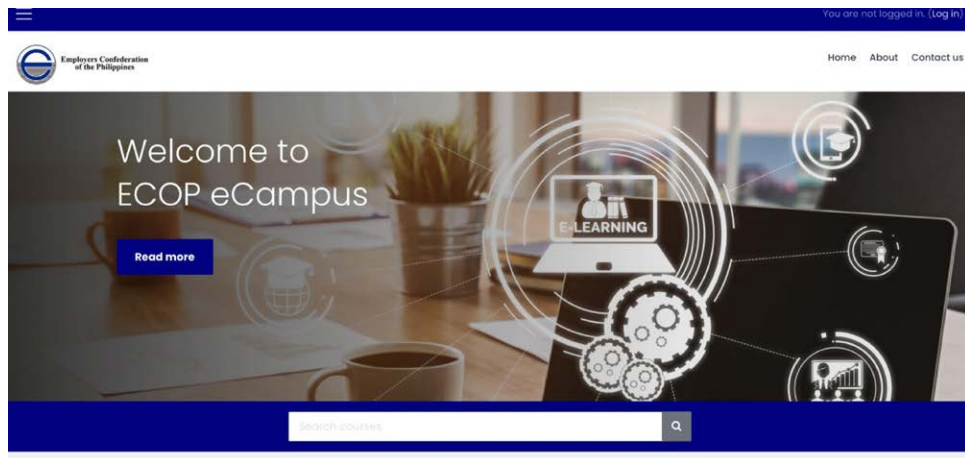
The majority of the assignments concerned product development support (44%), followed by conferences and event facilitation services, consultancies and project management support and tailed by communication and advocacy services and knowledge management services. The Centre also managed several larger technical cooperation projects. In terms of contract value, project management support and training product development weighed more heavily in the portfolio.

Through the assignments for institutional clients, the Centre reached at least another 25,000 participants in the world of work during the 2020-21 biennium, among them 3,000 learners on learning platforms, and maintained for ILO constituents, at least 17,000 participants who actively engaged with the communication and advocacy campaigns, and 5,000 participants who took part in face-to-face and online conferences, meetings and dialogue events. Following, each category of institutional capacity development support is briefly illustrated.

#### Product development support

The Centre was commissioned on numerous occasions to assist in the **development of online courses, the design and operational assistance of online learning platforms for local partner organizations**. Often, these advisory services were assembled in service packages under contract of the ILO and delivered in close partnerships with experts from ILO Field Offices and ILO Policy Departments. In most cases, the assignments reached out to local partner organizations belonging to the ILO constituency, including Trade Union training institutes, Employers and Business Membership Organizations, labour inspectors and Occupational Safety and Health training institutes, and Labour Administration and Industrial Relations training centres.

### *How digital learning is shaping the world of work in the Philippines*



Source: <https://www.google.com/search?client=safari&rls=en&q=ECOP+e-campus&ie=UTF-8&oe=UTF-8>

The COVID-19 pandemic has confronted ILO constituents across the world with unprecedented challenges but the Employers Confederation of the Philippines (ECOP) saw it also as an opportunity for online learning. The ECOP has always aimed to advance employers' interests in all labor, social, and employment issues through proactive engagement and representation at the national, regional, and international levels. In 2020, with the financial support of the Walt Disney Company, the ITCILO partnered with ECOP to help launch their new eCampus platform. The platform quickly turned into a major interface for capacity development between ECOP and its members.

The eCampus is a learning management system platform that allows ECOP to offer courses and programmes, either fully online or through a blended approach. The platform offers courses on topics such as industrial relations, human resource management, occupational safety and health, entrepreneurship, management development, and employee development. It complements online and face-to-face training programmes and allows participants to learn anywhere and anytime. One of participants' favorite features has been the messaging system. Many are using it to share their insights about the lessons, share company best practices, and ask questions and seek advice from the instructors. The eCampus has also helped the ECOP Training and Development Department roll out training services by:

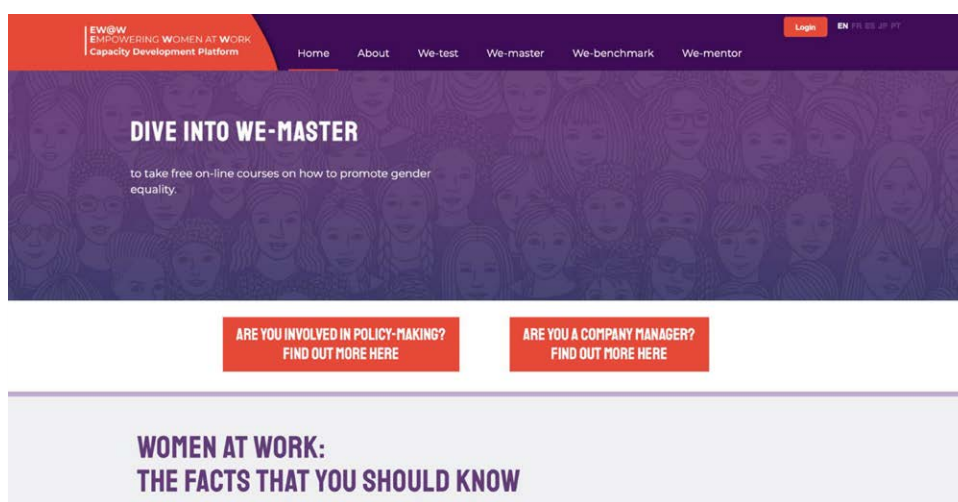
- Serving as a repository of training materials (videos, articles, PowerPoint presentations, and other relevant learning content);
- Allowing the automation of formulating training certificates;
- Enabling the control the access of recorded videos and sessions;
- Evaluating the participants;
- Keeping track of students activities.

"The eCampus platform has given us a competitive advantage by allowing us to become one of the few, if not the only, business organization in the Philippines to also be a training institution that makes use of an e-learning platform."

– **Jose Roland A. Moya**, Director General of ECOP

On request, the Centre also provided **operational and maintenance support for these platforms**. These follow-up services comprise, among others, the hosting of the platforms on the Centre's server, curation of learning content, provision of learning analytics services, technical support for users and digital certification support. In cases where the Centre remains linked to its local partners during rollout and thus takes co-responsibility for the learning services, the number of individual learners reached via institutional intermediary is tracked as a metric and reported as indirect beneficiary. In 2020-21, the Centre reached 3,000 trainees through learning platforms maintained on behalf of its institutional intermediaries, while in the previous biennium this outreach channel did not yet exist.

### *The Empowering Women @ Work Capacity Development Platform*



Source: <https://www.google.com/search?client=safari&rls=en&q=EW%40W+platform&ie=UTF-8&oe=UTF-8>

G7 countries have committed to reduce gender gaps in labour force participation by 25 per cent by 2025. Since many multinational corporations have their headquarters in G7 countries, creating positive impacts and results for women's economic empowerment at the highest level of corporations can have important ripple effects for their operations and supply chains across the world.

The EW@W Capacity Development Platform helps to advance the G7 gender agenda by training and developing awareness, knowledge, illustrative practices and lessons learned in some of the priorities for the **future of women at work**: equal pay for work of equal value, work-life balance and care, and violence and harassment in the world of work. The EW@W Capacity Development Platform has been developed as part of the **WE EMPOWER G7 Project**, funded by the European Union (EU); implemented by UN Women and ILO in collaboration with its capacity development arm ITCILO.

One of the resources accessible via the platform is an 45-minute-long online module designed to empower policy makers and organizations to: Acknowledge the need to achieve gender equality at work; focus on pay equity, its benefits and the risk of non-intervention; and get inspired by examples of laws, policies, strategies and tools that work to advance non-discrimination and pay equity. The free self-paced module, available in English, French and Japanese, is made up of four units, exploring the what, why, how and which of the gender pay gap through engaging storytelling:

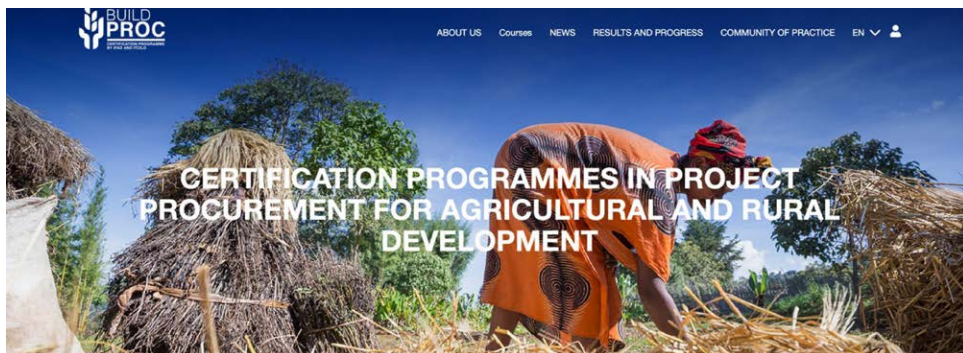
- UNIT 1: WHAT is the gender pay gap?
- UNIT 2: WHY is it important to address pay gaps?
- UNIT 3: HOW can countries adopt transformative policies on pay equity?
- UNIT 4: WHICH are some examples of promising policies and practices?

## Project management services

Another service offered by the Centre is the **management of development cooperation projects**. Project management support relates to a set of generic project cycle management tasks including human resource management, financial controlling, administration, monitoring and evaluation. Project management tasks are distinct from technical inputs linked to training, strategy advice, product development support or other capacity development services of the Centre and are delivered by designated project managers and project administrative assistants.

In the 2020-21 biennium, the Centre managed three large-scale training projects funded by the World Bank and the International Fund for Agricultural Development, and smaller projects funded by the Governments of Italy and Portugal. The Centre furthermore won bids for a women empowerment project in Egypt funded by the local office of the European Delegation and for a youth employment project in the African region funded by the French Development Agency and co-implemented with ILO.

### *BUILDPROC: Leveraging public funds for better development impact*



Source: <https://ifad-buildproc.org/>

The BUILDPROC project is funded by IFAD and facilitated by ITCILO. This capacity building initiative aims to build procurement management capacity for borrower and recipient countries in a sustainable and holistic way. The project targets the entire IFAD portfolio of projects. As of end 2021, approximately 185 IFAD projects were active and 55 are in development in 98 countries. BUILDPROC project trainees are guided and supported by a team of ITCILO experts and internationally renowned consultants. Together, they navigate a learning path that includes three certification programmes of progressively complex modules. At the end of the training, they earn a Diploma in Project Procurement Management for Agricultural and Rural Development. The project was launched in February 2021 and will run through to end 2023. The first online edition of the M1 certification programme in November 2021 focused on Fundamentals, Principles and General Practices of Project Procurement and reached 135 participants.



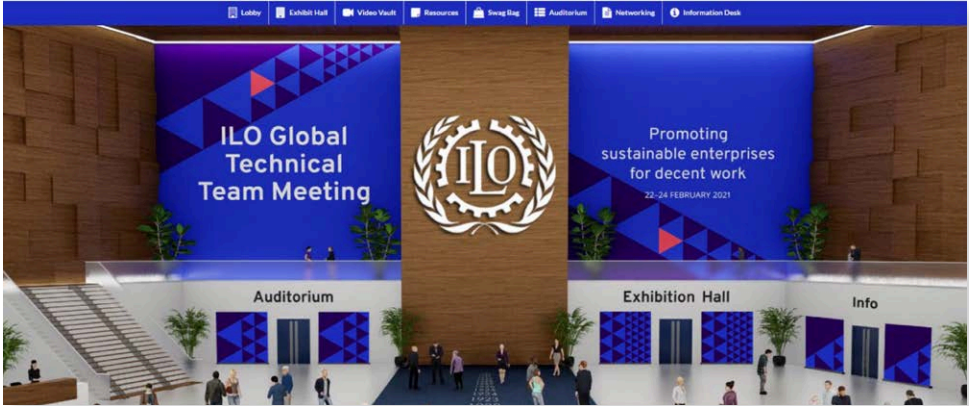
“Personally, I have been motivated by the quality and level of training. The trainers delivered courses with professionalism and appropriate learning tools. **The case studies and weekly assignments pushed me to review the lessons learned.** The exchange of experience with colleagues from other countries has also been very enriching.”

**Nephtali Niyibizi**  
PROCUREMENT OFFICER


## Conferences and dialogue events

The Centre has a long history of **moderating face-to-face conferences and dialogue events**; for example, in January 2020 the Centre hosted the global ILO Office Directors meeting with more than 200 ILO officials on its campus in Turin. After the outbreak of the COVID-19 pandemic in March 2020, the Centre shifted focus towards online events, initially drawing on its webinar capabilities and later **introducing a suite of virtual conferencing applications** in partnership with specialized service providers. These virtual event facilitation services met fast growing demand from the ILO, other UN agencies and institutional intermediaries linked to ILO constituents in the field. For example, in 2020 the Centre hosted on behalf of the ILO SKILLS Department the global SKILLS CTAs forum in Virtual Reality on the ARTHUR platform ([www.arthur.digital](http://www.arthur.digital)) and facilitated a global ZOOM meeting of UN Volunteers. The Centre also ran several virtual conferences with vFair ([www.vfair.com](http://www.vfair.com)) for the ILO Enterprise Department and other partners. Together, these events attracted more than five thousand participants. The estimate is high conservative since it excludes all live webinars not run via the e-campus.

*Virtual exhibitions*



The 2021 Global Technical Team meeting of the ILO Enterprises Department hosted a virtual exhibition facilitated by ITCILO on good practices how sustainable enterprises act as generators of employment, and promoters of innovation and decent work. The virtual exhibition took place on 24 February 2021 and attracted 400 visitors from across the ILO. Project leaders, sustainability experts, and business creators showcased their best practices and innovative business solutions in 20 booths. Visitors could watch, read, and download resources related to a project or approach. Live webinars, Q&A sessions, and engaging chats connected individuals on a range of topics like supporting enterprises in the ecological transition, and productivity and working conditions. A midday plenary session also gave visitors space to further reflect on the nexus between innovation and digitization. Visitors departed the exhibition with increased knowledge on sustainable business practices, new connections from across the ILO, and an inspired common purpose to promote decent work in all enterprises.



"We've got to appreciate that the world is optimizing digitalization and technology. But we have to keep the human element using innovation to our advantage."

**Vic van Vuuren**  
ILO ENTERPRISES DEPARTMENT DIRECTOR

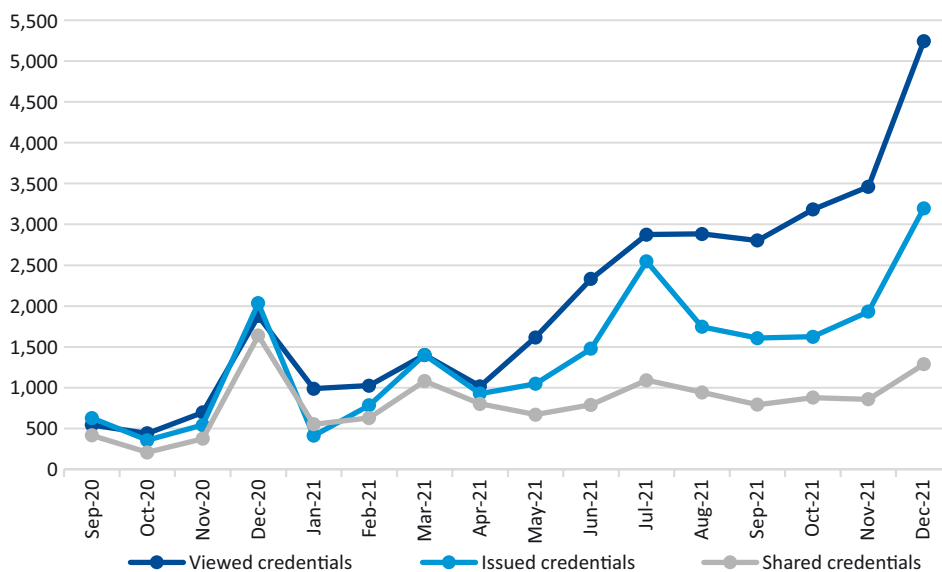
## Knowledge management solutions

The Centre assisted ILO and ILO constituents in the **development of digital knowledge sharing applications**. In 2020, the initial thematic focus of these digital collaboration solutions was on knowledge sharing in the fight against the COVID-19 pandemic, and more particular to furnish constituents with digital resources to connect and share information through online communities of practice and other collaboration methods. Several of these knowledge management platforms have since evolved to host also self-guided distance learning courses or even tutor-supported training, evolving into portals for ILO projects and local institutional intermediaries. The Centre also ran online hackathons and ideation challenges to assist its clients to crowd-source intelligence.

In 2021, the picture has further evolved, driven by continued strong demand from ILO constituents and ILO development for **data & digital innovation services to collect, visualize and use data to promote decent work and social justice**. The Centre consequently invested in the establishment of a data analytics function placed in the Office of the Director Training, recruited several data analysts and embarked on the pilot test and rollout of digital services to **create value from data**. For example, in 2021 the Centre piloted the use of data visualization applications with Flourish ([www.flourish.studio](http://www.flourish.studio)), cloud-based actor network mapping solutions using kumu ([www.kumu.io](http://www.kumu.io)) and advised its local partners on the rollout of digital credentials, in each case drawing on its first hand experience.

### *Advising local partner organizations on digital credentials*

In September 2020, ITCILO piloted the use of digital certificates to reward the learning achievements of its participants. The credentials are stored securely in the blockchain, can be linked to digital CVs and may easily be shared with third parties, where applicable also as PDF file for print out. The certificates were strongly welcomed by participants and proved to reduce the quality assurance costs for ITCILO. ITCILO therefore went on in 2021 to roll out digital certificates throughout its portfolio and to phase out printed documents. As of end 2021, more than 22,000 certificates had been issued and shared more than 13,000 times, further increasing the visibility of the Centre. The Centre also started to deliver advisory services on the design of digital credential systems for local partner organizations.



Source : Accredible, all figures for the 2020-21 biennium.

## Communication and advocacy campaigns

Mostly at the request of the ILO, the Centre designed and delivered a number of **communication and advocacy campaigns** to promote decent work and social justice. The main focus of these campaigns were social media like Facebook, LinkedIn and Twitter. The Centre also ran tailored communication for development campaigns involving the production of digital media content like videos and podcasts. The flagship activity of the Centre during the reporting period was the Elimination of Child Labour campaign run in 2021 on behalf of the ILO FUNDAMENTALS Unit and the 8.7 Alliance. 17,000 participants actively engaged with the campaigns, by posting, re-tweeting, signing up or enrolling into follow-up activities.

### *Communication for development: Protecting migrant workers' rights in Italy*

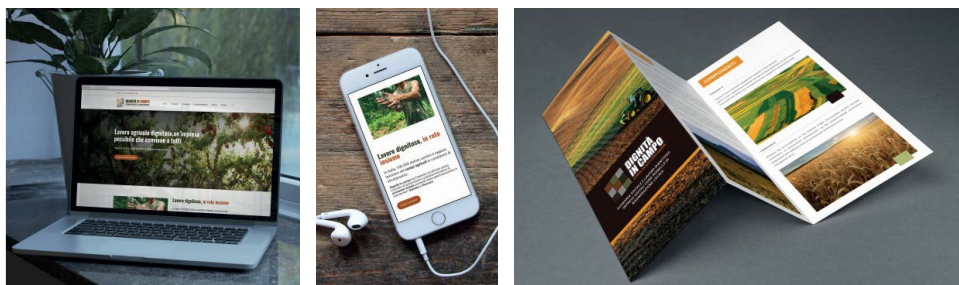


Each year, a forecasted wave of seasonal workers washes over Italy. These workers, searching for temporary jobs in agriculture, often accept what they find – even if it is illegal, infringes upon their rights or does not offer basic protections. In Italy's agricultural sector alone, 100,000 women, men and children work in extremely vulnerable conditions.

The “Dignità in Campo” project implemented by the Centre since 2018, with funding from the Italian Ministry of Labour, examines the realities in two Italian cities: Saluzzo, in the north, and Syracuse, in the south. It shines a light on the main problems in the sector today and lays out a better path forward, one that involves cooperation with farm owners, government officials, trade unions and civil society.

“It is a mistake to believe that illegal hiring happens in only one part of this country. It is a universal phenomenon, and it involves everyone.” Jean René Bilongo, Federation of Agro-Industrial Workers of the Italian General Confederation of Labour.

As part of the project, the Centre ran in 2020 a series of awareness-raising, strategic communication and capacity-building interventions. The narrative of the communication for development campaign rejects the mantra of mainstream media, without concealing the real issues in the world of agriculture in Italy. The Centre has developed a series of communication products, including a documentary film, a project website, and a fully fledged digital and print campaign. These multimedia materials highlight the efforts of those who work every day to improve the situation. From politics to trade unions, from farm workers to local organizations, a single goal unites everyone: infusing agricultural work with dignity and eliminating all forms of illegal hiring. For the full documentary go to: <https://vimeo.com/521867401>.





## Consultancies

The consultancy services rendered by the Centre focus on organizational development support for institutional partners, among them training arms of local ILO constituent organizations, but also training institutes run by third parties including International Finance Institutions and Multilateral Development Banks. The Center has developed its own methodological approach to assess the institutional capacity of learning service providers, inspired by the International Standards Organization (ISO) standard 29993 but adapted to the context of the work of constituents and putting special emphasis on digital transformation. In the 2020-21 biennium, the Centre carried out capacity assessments for a wide spectrum of organizations including the African Regional Labour Administration Centre, the Capacity Development Resource Centre of the Asian Development Bank, the European Trade Union Institute and AGRITERRA.

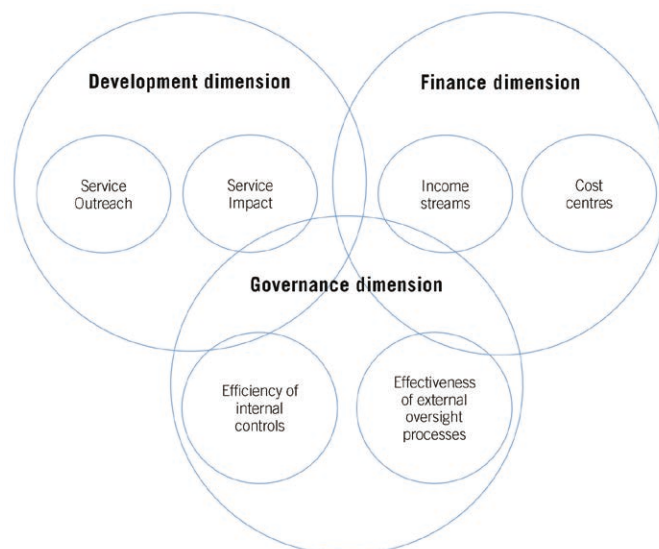
### *The strategy canvas for assessing the capacity of learning service providers*

Three interlinked but distinct dimensions for sustainable institutional performance are distinguished:

- **Development dimension:** the Development dimension relates to the capacity of the entity to contribute to the increased performance of a critical mass of stakeholders.
- **Finance dimension:** the Finance dimension relates to the capacity of the entity to generate the revenue required to at least cover its operational costs.
- **Governance dimension:** the Governance dimension relates to the capacity of the entity to operate according to standards deemed acceptable by market stakeholders.

Each performance dimension is further specified along certain critically important result areas with indicator catalogues to track performance over time, mindful of cause-effect relationships playing out across dimensions. Many of these indicators are generic, i.e. applicable across the institutional spectrum of training organizations, but the choice of metrics and the determination of performance thresholds is always context-specific.

#### **Critically important result areas for the sustainability of a learning service provider**



For more information on the institutional capacity assessment methodology of the Centre go to: <https://www.itcilo.org/capacity-assessment>

# 6. IMPACT

In the 2020-21 biennium, the Centre maintained highest service standards notwithstanding the turbulent operational environment, and its upgraded e-campus successfully passed the ‘stress-test’ caused by the surge in the number of online learners. The Centre digitized and further upgraded many of its quality assurance processes for activities aimed at individual learners. The Centre also better structured the monitoring and evaluation processes underpinning its institutional capacity development services in order to be able to attribute treatment with higher confidence to increased organizational performance; focus was laid in the 2020-21 biennium on event facilitation services, communication and advocacy campaigns and strategy advisory services.

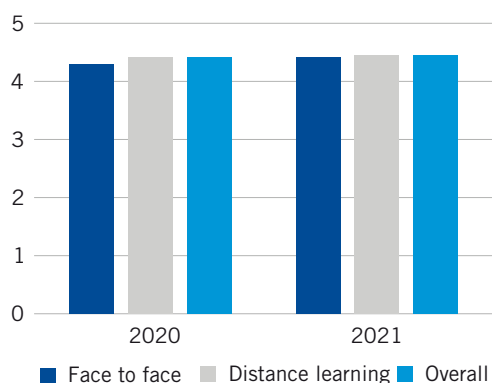
## Individuals

The 2020-21 results show that overall **participant satisfaction rates were maintained at the same high levels seen before the COVID-19 pandemic**. The average score was 4.46 (down from 4.49 in 2018-19) on a scale from 1-5 where 1 denotes poor satisfaction and 5 denotes high satisfaction. Importantly here, the vast majority of participants were online learners and thus rated their online learning experience while the baseline had mostly captured face-to-face learners. The results imply that the fast growth in the number of online learners has not negatively affected the quality of the online learning offer.

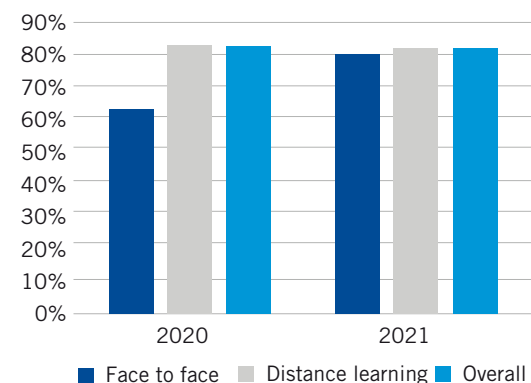
As importantly, the 2020-21 statistics show that more than **8 out of 10 participants demonstrated increased knowledge at the end of the training activity**. On average, 82% of learners showed improved results in Knowledge Assessment Tests administered before and after training, down one percentage from the baseline of 83%.

Bearing in mind that the vast majority of participants were online learners, this proves that as far as satisfaction rates and knowledge acquisition levels are concerned, distance learning renders similar outcomes as face-to-face training.

*PARTICIPANT SATISFACTION RATES IN F2F AND DL*



*KNOWLEDGE ACQUISITION RATES IN F2F AND DL*



The results of the 2021 external evaluation of training impact in 2020 show that more than **9 out of 10 former participants (94.3%) stated that they were able to apply the newly acquired knowledge** in their work setting. **55% of all respondents provided concrete knowledge application examples.** The findings relate to online learning only since almost no face-to-face training could take place under COVID conditions. The online training impact still under COVID-19 pandemic conditions in 2021 will be assessed in the 2022 external evaluation (allowing for at least nine months of time lapse between treatment and evaluation). Going forward in a post-COVID environment, future evaluations will separately assess online learning and face-to-face training impact to allow for cross-comparisons.

### *Key findings of the 2021 external training impact evaluation*

The 2021 external evaluation of the training activities of the Centre focused on activities fully carried out in online modality using one or more of the Centre's distance learning and online collaboration tools. The evaluation covered a sample of twenty distance learning training activities carried out during 2020 and reaching more than 9000 participants. The sample has been drawn purposefully to capture a variety of different distance learning approaches and methodologies. It included a variety of paid and free, open and tailor-made, tutor-supported and self-guided courses that took place via various platforms using a diverse set of tools including eCampus, Solicomm, webinars, and virtual reality. The activities were chosen to cover a diversity of regions, and most of the selected activities included more than twenty enrolled participants.

The evaluation criteria were based on the OECD DAC evaluation principles, and the used methodology combined both quantitative and qualitative analysis of findings.

The key evaluation findings were:

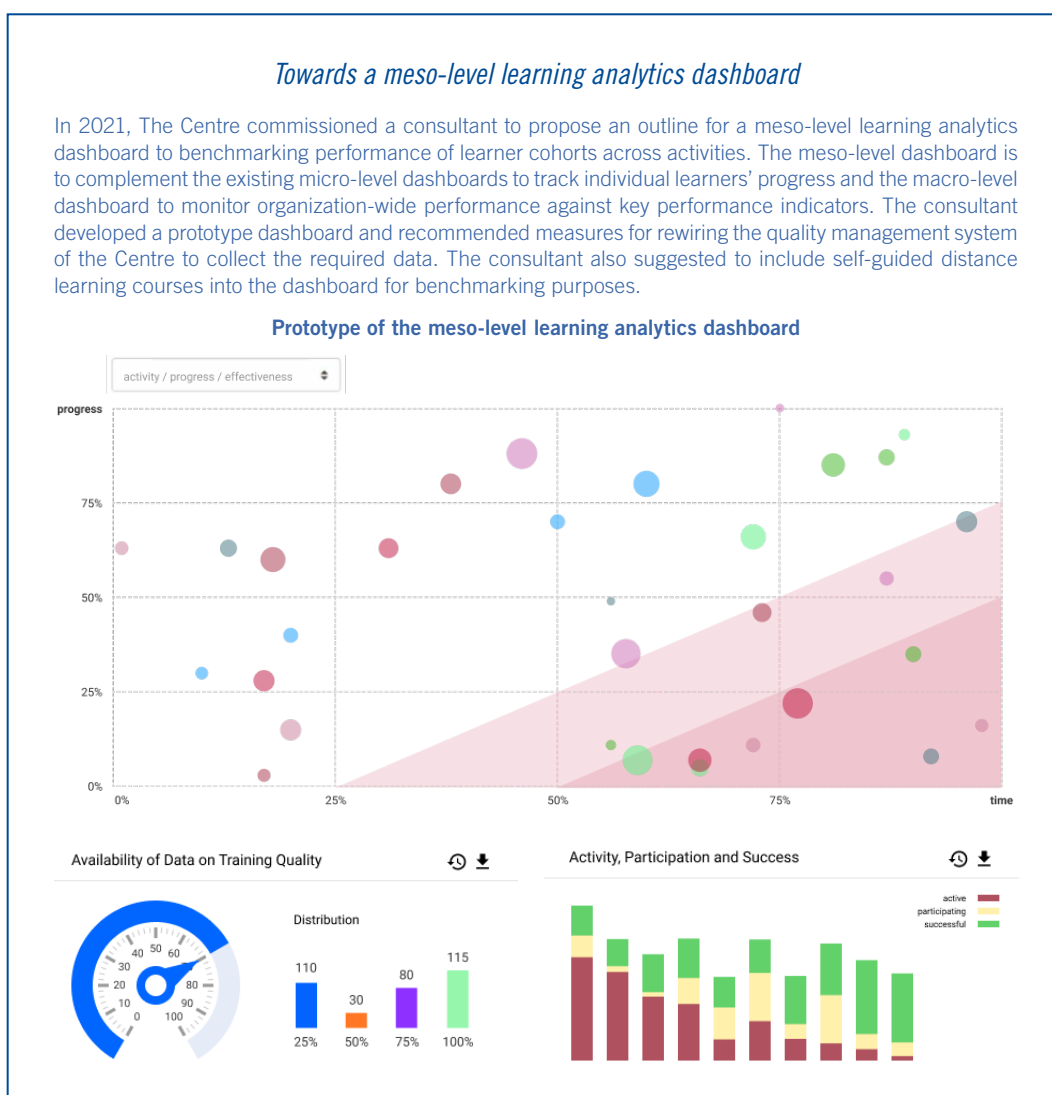
- The Centre has successfully served its target groups during 2020 despite the massive disruption caused by the COVID-19 outbreak.
- The relevance of the Centre's online training activities was high, effectively meeting the demands and needs of its target groups.
- The Centre was able to massively increase the number of participants.
- The Centre's online training activities have been a highly effective instrument to strengthen the capacity of ILO constituents and other ILO development partners. As the online transition was primarily driven and influenced by the actual needs and demands of the partners, it is clearly viewed as a great success in achieving the Centre's mission and strategic plans.
- The reviewed training activities effectively achieved their immediate objectives. Many participants found their engagement with the activities beneficial, contributing to their professional practice and development. The simple formula, good objectives lead to good outcomes, was observed in the review process.

The evaluation report furnished the recommendations based on the three dimensions of the ITCILO's strategy framework (Technical performance, financial performance and Institutional performance). It recommended that the Centre develop an operational plan on how to best reach their target groups in different regions with appropriate educational technologies and media to get the right mix of online training activities. It also recommended that the Centre focus on the development of tutor-based distance learning that facilitates interaction between tutors and learners as well as among participants. Additionally, the report recommended that the Centre expand its role to provide educational 'consultation' and online training packaging services, helping its partners to build their online training capacity as a knowledge hub, and to develop a dual online training provision model.

View the evaluation report digital brief and download the full report [here](#).

The Centre made **significant investments in training quality management**, as part of its ongoing efforts to fully align its quality management system with the International Standard Organization (ISO) standards for learning service providers outside the formal education system (ISO 29993). In 2020, an important milestone along this continuous quality improvement journey was the introduction of digital certificates. In 2021, the Centre commissioned a review of its approach to learning analytics. Learning analytics is the measurement, collection, analysis and reporting of data about learners and their contexts, for purposes of understanding and optimising learning and the environments in which it occurs.

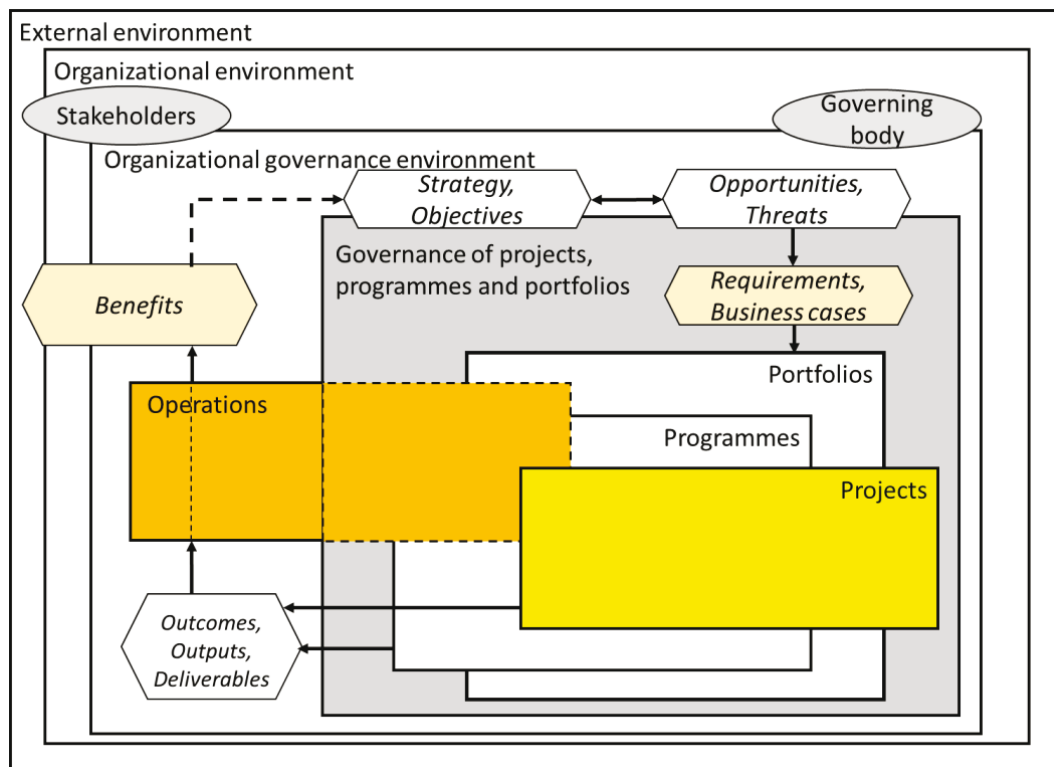
As a result of these reviews, the Centre in 2021 created a data analytics function in the Office of the Director Training and recruited two experts on learning and marketing data analytics. The Centre automated several quality management processes and commissioned consultancy services on the establishment of meso-level learning dashboards to benchmark performance of learner cohorts. The Centre also tightened its data security protocols and undertook an update of its (digital) copyright policy. Also, the Centre added some [strategic data visuals](#) to its website, allowing the public to monitor updated outreach and impact data. Furthermore, since 2021 the Centre publishes on its website [digital briefs](#) about its quality management reports.



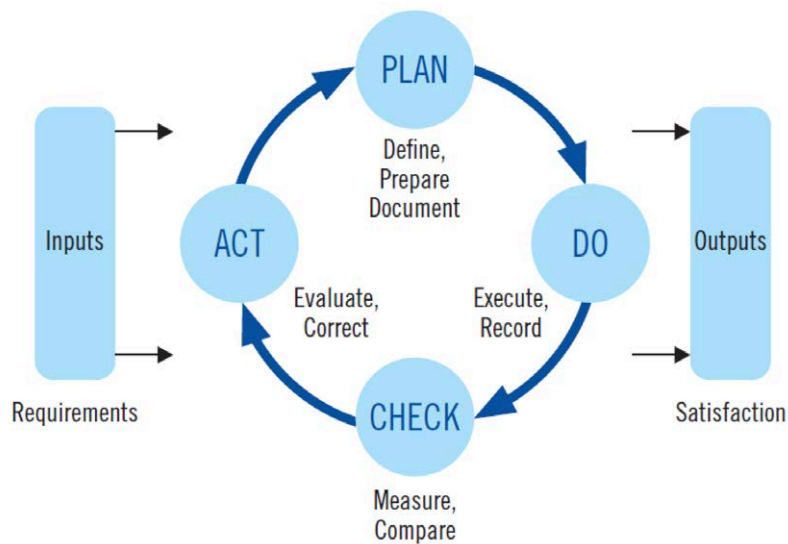
## Organizations

Each institutional capacity development assignment carried out by the Centre is treated as a project, structured along the Plan-Do-Check-Analyze cycle underpinning ISO standard 21502 for project management. Along the PDCA cycle, a series of quality control steps are performed, using standardized tools to collect information about the organization and to assess customer feedback with implementation progress.

### THE PDCA CYCLE UNDERPINNING ITCILO ASSIGNMENTS FOR INSTITUTIONAL CLIENTS



The Project Management ISO Context [The New ISO 21502 \(pmworldlibrary.net\)](http://The New ISO 21502 (pmworldlibrary.net))



Mindful of the increasing weight of non-training capacity development services in its portfolio, the Centre in 2020 commissioned **a review of the effectiveness of its channel-specific quality management approaches**. The review revealed that as far as event management services, communication and advocacy services and consultancy services were concerned, the existing quality control processes were only partly aligned with the ISO standards and that the main focus of the existing processes was on 'Plan' and 'Do' while less emphasis was laid on the evaluation of results. The review acknowledged that the Centre documented its activities and sometimes also commissioned ad hoc evaluations but found it less well prepared to systematically furnish proof of impact of its institutional capacity development activities.

In response to these findings, the Centre implemented in 2021 a series of measures to firm up its quality management system for institutional capacity development services. In a first step, **the Centre aligned its processes and tools for quality assuring its event facilitation services**. More in particular, new channel-specific performance indicators were introduced to better capture the results of these activities, both in quantitative and qualitative terms. Conferences, meetings and dialogue events have objectives that typically go beyond knowledge acquisition, like networking, trust-building and collective bargaining. Consequently, outcomes might not only link to knowledge acquisition but also increased trust or higher network strength (expressed for example as growth in number of connectors or higher rate of information flow). The corresponding key performance indicators need to be framed at the design stage of the activity in order to collect the baseline data, and they need to be assessed with quantitative and qualitative tools after treatment – a difficult task since partners often struggle to specify their exact event expectations and are not always willing to invest in exit surveys and follow-up evaluations.

In a second step, **the Centre introduced additional quality control tools to verify the results of its advisory services**. For example, the Centre standardized and digitized its capacity assessment tools at the Do stage of the PDCA cycle, added exit meetings and exit surveys as mandatory steps at the Check stage and starting 2022 will convene stakeholder meetings with former partners in order to solicit client feedback on earlier assignments at the Analyze stage. The Centre also tracks return-customer ratios as a proxy for customer satisfaction with service outcomes and collects customer testimonials. When agreed by the client, the Centre also carries out follow-up evaluations of the impact of earlier advisory services.

### *Findings of the 2021 follow-up evaluation of the institutional capacity of the African Regional Labour Administration Centre*

In 2021, the Centre was commissioned by the ILO Regional Office for Africa to evaluate the progress made in the implementation of the recommendations flowing from its 2016 capacity assessment of the African Regional Labour Administration Centre (ARLAC). The 2021 progress evaluation used the same analytical framework as the 2016 baseline assessment, but also took into account that the market environment within which ARLAC operates had fundamentally changed since 2017 due to the impact of COVID-19.

The 2016 baseline assessment had found ARLAC to be comparatively weak in the technical performance dimension and the financial performance dimension due to limited outreach and low revenue. The 2021 progress evaluation showed that ARLAC performance had clearly improved. The technical performance of ARLAC was now considered sustainable, acknowledging its resilience in the face of the COVID-19 pandemic while raising some concerns about training quality management and the lack of structure of its non-training services; the financial performance of ARLAC was considered partly sustainable, with some concern about arrears in the payment of membership fees but at the same time acknowledging the improved cost efficiency of ARLAC operations; and the Governance performance was considered sustainable, with effective internal controls but heavy governance mechanisms.

The review report showed that a key reason for the resilience of ARLAC throughout the COVID pandemic was its decision to push the digital transformation of its portfolio in direct response to the 2016 recommendations of the Centre. Therefore, the organization had the capabilities in place to repurpose and grow its portfolio when the pandemic struck in 2020.

#### The ARLAC e-learning portal



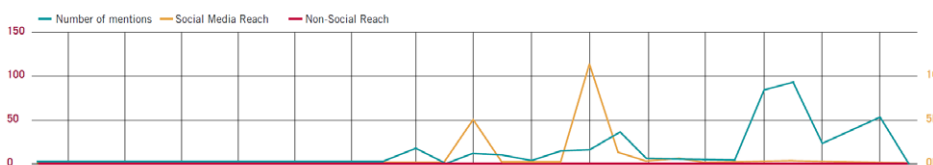
Source: <https://elearning.arlac.org>

By the end of 2021, **the Centre also moved on to upgrade the quality assurance processes and tools underpinning its communication and advocacy campaigns.** The starting point for this exercise was a review of the concept of ‘participant’. Unlike training activities or event facilitation services where enrolment serves as proof of participant status, communication and advocacy campaigns do not call for upfront registration and outreach tends to be more diffuse. It was therefore decided that in order to be reported as participant in the Centre’s outreach statistics, people would have to engage first with the campaign by way of posting, endorsing, liking or pledging in response to a message. Using this measure and relying on data logs as source of verification, it was established that during the 2020-21 biennium, at least 17 thousand people had engaged with the Centre (many of them repeatedly) and were thus counted as participants.

By the end of 2021, it was decided to pilot the concept of conversion – or change in behaviour – as key performance measure of future campaign outcomes. For the purpose of the pilot, change in behaviour after engaging with a communication campaigns will be considered equal to knowledge application after training, and is to be verified by way of follow-up evaluations at least six months after treatment. To verify conversion, the Centre will combine quantitative and qualitative assessment methods like sample surveys, testimonials and tracer studies.

### Assessing the results of the 2021 Elimination of Child Labour campaign

The 2021 global campaign to combat child labour was anchored under global website that included information about child labour, reflected the latest Global Estimates on child labour released by the ILO, displayed 2021 Action Pledges submitted by stakeholders, and much more. The campaign included three dedicated newsletters: a general monthly newsletter, a newsletter for pledge makers, and a newsletter for social media managers. The general monthly newsletter provided a weekly video and three tips on how to get involved that month, inspired by the Practical Guide and our internal editorial plan. The other two newsletters provided specialized information for specific stakeholders. The campaign had a social media presence on Facebook, LinkedIn, Twitter, and Instagram. The campaign did not target messages for specific channels, opting instead to post the same things across platforms. All accounts, except Twitter, were opened at the end of 2020. The hashtag #child labour 2021 reached over 14 million views on social media. 133,00 people visited the campaign website and more than 9,900 people activity **engaged** with the campaign organizers by way of posts, pledges and endorsements. The communication campaign was to built up momentum for the 2022 Global Child Labour Conference in South Africa in May 2022, and the **conversion** rate (i.e, the ratio of engaged people who change their perceptions about child labour) after engaging with the campaign will be assessed in 2022 after the conference.





## 7. FINANCIAL POSITION

- 1) The Centre's financial results for the 2020-21 biennium were impressive, considering that the period started with the halt in March 2020 of all face-to-face training activities as a result of the COVID-19 pandemic. During the period, with different levels of teleworking arrangements were in place for staff, activities were converted to online modalities and thus mostly remained like that during the rest of the biennium. The Centre also saw significant growth in its training outreach as well as in the delivery of its advisory services to constituents, and this had a significant impact on the final financial results of the Centre in both years. While many cost containment measures were implemented in early 2020 for the first year of the biennium, these were mostly eliminated or relaxed in the second year, however the level of expenditure was still below the approved budget in several areas as the Centre continued to face the many challenges of the pandemic. For 2020-21, the Centre achieved an overall budget surplus of some 5.4 million euros.
- 2) The International Public Sector Accounting Standards (IPSAS) results and financial position as well as the budget results for the 2020-21 biennium were as follows:

(In thousands of Euro)

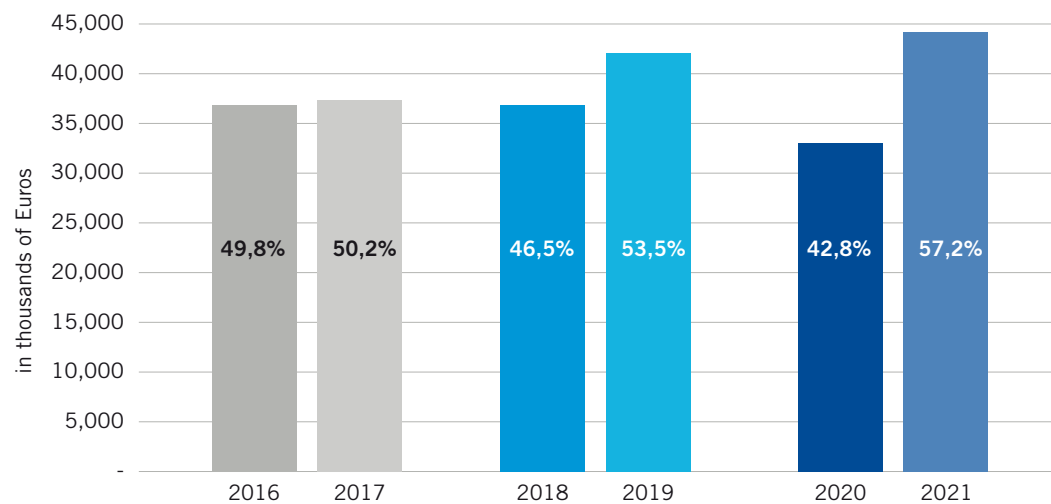
	2021	2020	2019	2018
Revenue	44 604	33 395	42 464	36 917
Expenditure	37 463	32 205	41 252	36 931
<b>Net IPSAS surplus (deficit)</b>	<b>7 141</b>	<b>1 190</b>	<b>1 212</b>	<b>(14)</b>
Assets	49 989	39 772	40 265	37 134
Liabilities	25 442	22 301	23 942	21 874
<b>Net assets</b>	<b>24 547</b>	<b>17 471</b>	<b>16 323</b>	<b>15 260</b>
<b>Budget surplus</b>	<b>3 325</b>	<b>2 087</b>	<b>2 138</b>	<b>950</b>

Source: ITCILO 2021 Financial Statements

## Revenue

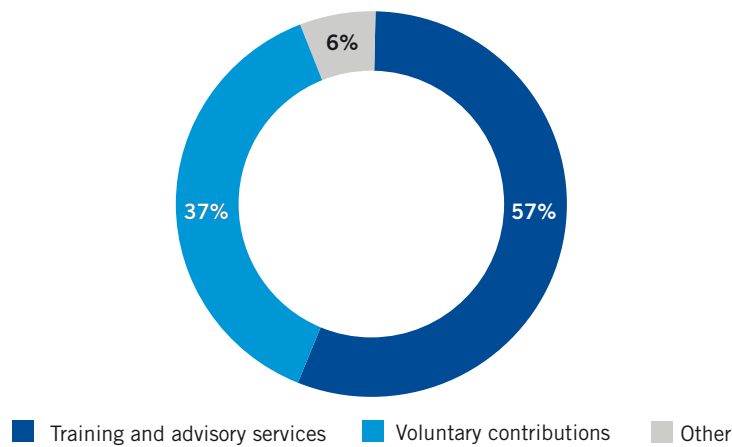
The following graph shows the total IPSAS revenue over three biennia. Prior to the 2020-21 biennium, the Centre's total revenue generally followed a pattern over a two-year cycle whereas the Centre's total revenue was higher in the second year. In 2020-21, the pattern increased further due to the start of the pandemic in March 2020, whereby the Centre's total revenue were greatly affected while training modalities went from face-to-face to online learning. In the second year of the biennium, as a result of the continued increase in the Centre's outreach, and while online modalities continued to be used in the delivery of activities, the revenue level increased significantly by more than 33 per cent over the previous year, and reached an overall 57.2 per cent of the biennium total revenue.

### TOTAL REVENUE, THREE BIENNIUM COMPARISON



Source: ITCILO 2021 Financial Statements

In 2020-21, more than 57 per cent of total revenue was earned from training and advisory services while voluntary contributions received from the Italian Government, the International Labour Organization, the City of Turin, the Piedmont Region and the Government of Portugal represented 37 per cent of the total. The balance, representing 6 per cent, came from other miscellaneous sources, such as investments and K-activities.

*REVENUE BY SOURCE*

Source: ITCILO 2021 Financial Statements

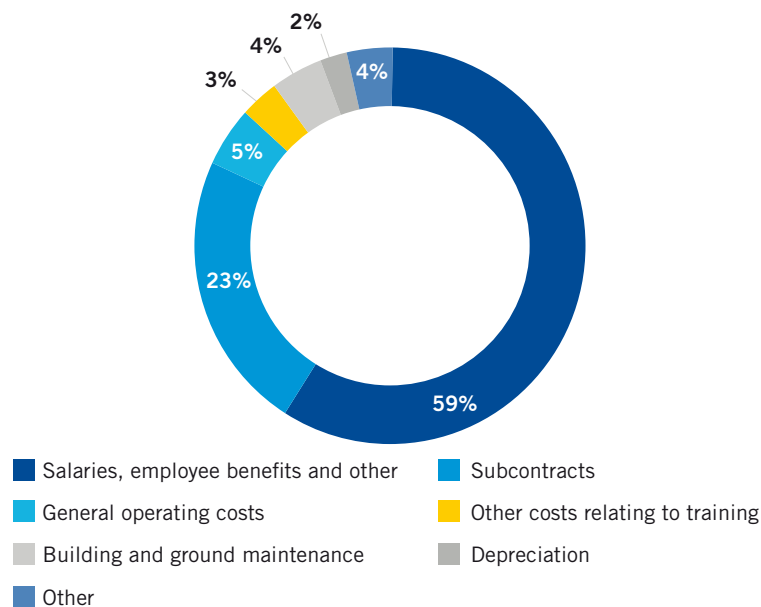
Overall, the total training and advisory services revenue for the 2020-21 biennium totaled 44.08 million euros, an impressive achievement as it increased by more than 47 per cent when compared to 2020, when such revenue had decreased by 35 per cent when compared to financial year 2019. The net contribution from this type of revenue has had a large impact on the 2020-21 financial results of the Centre, as the CFC ratio remained high, with an average of some 63 per cent, as compared to some 45 per cent in the previous biennium 2018-19.

Overall, the voluntary contributions increased in the 2020-21 biennium mostly as a result of the Government of Italy's contribution of 3 million euros for the renovation of the Africa 10 and 11 pavilions on campus. The ex-lege contribution of 15.8 million euro as well as the 3.2 million euro for training activities remained constant. The voluntary contribution from the International Labour Organization totaled USD 8.966 million and when converted to euros, provided a similar level of revenue as observed in 2018-19. In addition, starting in 2021, the Centre accounted for a voluntary contribution from the ILO being applied towards the After Service Health Insurance costs of the Centre retirees in the amount of 806 000 euros. In 2020, the Centre received the contribution of 180 000 euros from the City of Turin relating to the expenditures incurred in 2019 and 2020.

## Expenditure

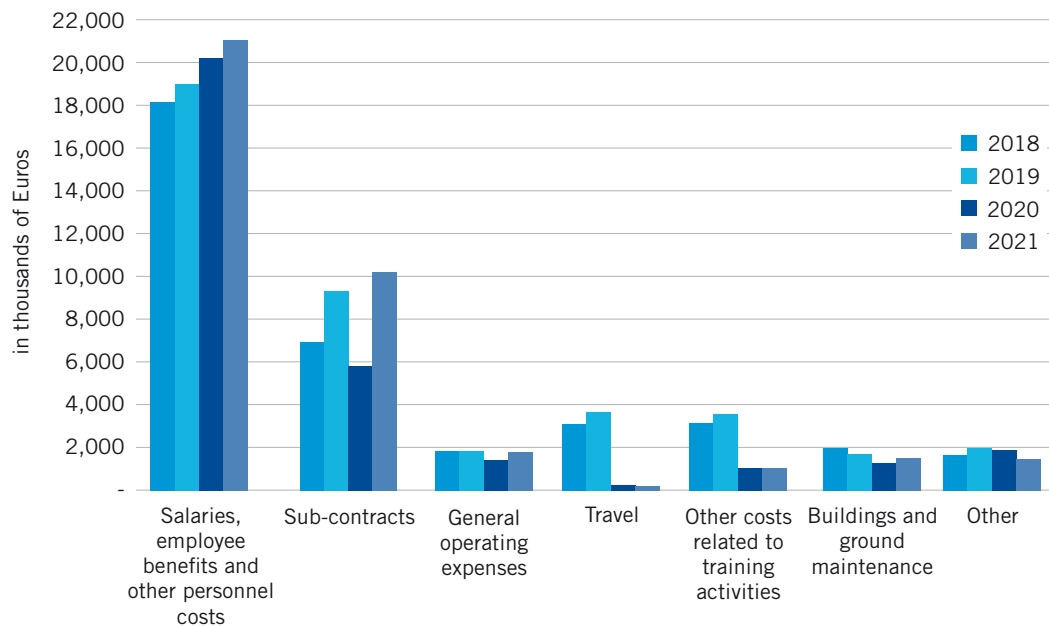
Expenditure totaled €69.7 million over the period and were distributed as follows:

### TYPES OF EXPENDITURE



Source: ITCILO 2021 Financial Statements

The following graph shows the total IPSAS expenditure over the past four years or two biennia. In 2020-21, as a result of cost-containment measures and health measures needing to be adhered to, various categories of costs showed a significant decrease when compared to the previous biennium. As a result of online modalities being used during the majority of the biennium, costs relating to face-to-face training on campus and in the field decreased significantly. These would have covered accommodation and travel related costs, among others. Certain other expenditure were also impacted downwards such as maintenance of the campus, travel and other costs relating to governance.

*TOTAL EXPENDITURE, FOUR YEAR COMPARISON*

Source: ITCILO 2021 Financial Statements

Staff costs that include salaries, employee benefits and other personnel costs, increased by some 11 per cent during the 2020-21 biennium when compared to the previous biennium. This was mainly as a result of the additional contributions made to the Terminal Benefit Fund totaling 2.6 million euros which will ensure the financial sustainability of the Fund in the future and will cover the expected repatriation grant payments to professional staff and the end-of-service benefit payments to the general service staff. At the end of 2021, the Fund held approximately 3.6 million euros in funding available for future disbursements and showed a gap in funding of 6.9 million euros, which will be addressed over the next four biennia through increased annual contributions to the Fund. There was also additional costs of 806 000 euros towards to the ASHI for Centre retirees that were offset by the ILO contribution in the same amount, and agreed termination packages provided to various staff members who opted to leave the Centre during the biennium.

Subcontracts had decreased significantly in the first part of the biennium due to cost containment measures. Travel was also greatly affected throughout the biennium and the level of spending was extremely low.

Other costs relating to training activities also sharply decreased when compared to the previous biennium as the majority of the training activities were delivered online and thus, the Centre did not incur any accommodation and travel costs.

Significant financial information on all variances in revenue and expenditure are available in the 2020 and 2021 Financial Statements of the Centre.

As approved in May 2021, the total budget expenditure were revised to include institutional investments in two existing funds – the Campus Improvement Fund and the Innovation Fund – as well as in two newly created funds – the ICT Development Fund and the Fellowship Fund. Thus in 2021, the Board approved allocations from the General Fund to the four individual funds and the balances available at the end of the biennium are as follows:

Fund (in thousands of Euros)	2021 Allocations approved by the Board	31 December 2021 Balance available
Campus Improvement Fund	1 200	2 649
Innovation Fund	400	400
ICT Development Fund	300	300
Fellowship Fund	1 200	1 200

Corporate overhead during the biennium decreased from 25 per cent at the end of 2019 to 22 per cent during the 2020-21 biennium. The main drivers for overhead remain staff expenditure in the support functions including senior management, campus-related expenditure including maintenance and utilities, governance, and IT-related expenditure. The decrease of 12 per cent observed in this biennium resulted mainly from lower expenditure on facilities, general operating expenses, travel and governance, especially in light of the cost containment measures put in place during the financial year 2020 and the continued impact of the pandemic in 2021.

In the biennium, eight business processes were streamlined and automated. In 2020, quick invoicing, E-banking, digital certificates and the creation of suppliers were projects that resulted in new ways of working that increased efficiencies in various areas of the Centre and eliminated the use of paper and printing. In 2021, the following additional projects were completed:

- 1) **Activity budget approval process:** As part of the process of finalizing activity budgets with stakeholders and entering into funding agreements, an internal review procedure is in place to ensure that various policies and rules are complied with, such as the Centre's Activity Pricing Policy. The final review process requires a final approval by the Director of Training and this has now been automated in order to eliminate the approval on paper. This has also resulted in decreased printing costs and time consuming visits between pavilions. It has also included an archival area for audit purposes.
- 2) **Automated uploads of certain types of activity budgets:** A new tool has been put in place to upload detailed budgets relating to media production and K activities in the ERP Financial System (Oracle). Previously this was manually entered line by line and now, with this new tool, the upload can be done quickly and efficiently, resulting in a transfer of information through a dedicated screen at the click of a button. This now aligns such uploads to the other types of activities and has resulted in significant time savings in the Finance Services.
- 3) **K activities included in MAP:** While this project was completed in 2021, its start date was 1 January 2022. This inclusion now provides a full view of such activities with start and end dates, estimated revenue and expenditure as well as the number of expected participants. This information is used by the Training Department, the Facilities and Internal Services as well as

the Financial Services, in order to obtain overall campus information, as well as plan, monitor and close such activities. As MAP is also a forecasting tool, this provides better information on the complete list of activities carried out by the Centre.

- 4) **Various changes to Oracle and Soft Solution systems:** Many critical systems are used by staff in the normal course of business. While these were initially set up to meet the needs at the time, continuous changes are effected to improve their efficiencies as well as provide better information to streamline the work of staff and automate certain steps that may have remained paper-based. Such is the case for new reports being defined in both systems to report on various financial and non-financial data, used in daily recording of revenue and expenditure. One such report provides accommodation nights on campus including amounts paid at reception which assists Financial Services in completing the necessary reconciliations. Another area where changes were effected related to the simplification of Oracle sequence numbering of certain types of transactions which are no longer being modified each year and thus, decreases the year-end work for ICTS.

To the above, other projects are in the pipeline and at various stages of completion. Management and staff are continuously suggesting improvements in processes and the related rules and procedures, whether it is about improving a full process or changing parts of existing automated processes, to further improve the workflow, further decrease the time needed to complete the transaction, or creating better and easier reports to be used in their daily work. All ideas are explored and this has resulted in changes throughout the Centre during the biennium.

## 8. GOVERNANCE

Governance of the Centre includes the regular monitoring and assessment of the corporate risks, a process that includes a Risk Management Framework as well as a Risk Management Committee regularly reporting to the Director on the Centre's risks as well as any recommendations to mitigate further any risks not within the "risk appetite" of the Centre. On-going reviews and updates are made by management within each of their remit, with an escalation policy, to ensure appropriate mitigating actions are taken on a timely basis.

The Centre strives to be compliant to various best practices through the implementation of standards in areas of its operations. This includes ISO, IPSAS, Security UN standards, etc.

### Human resources services

2020-21 involved important challenges for the internal services of the Centre, including for the HRS. Specific initiatives on duty of care and staff well-being such as mandatory and ad hoc teleworking policies, coaching and mentoring have been put in place and further strengthened in the context of COVID-19 pandemic.

The monitoring of the prevention of the spreading of disease on campus premises required considerable coordination efforts in terms of the continuously evolving emergency occupational safety and health campus protocol, that was adjusted from time to time also in line with the general evolution of the situation in the Host Country and in the international context. This was seen as an essential pre-condition to maintaining business continuity during the COVID-19 pandemic. The Centre was one of the very few international organizations to resume work in physical presence, always in respect of the strict national health protocols.

The need for substantial changes in the work modalities lead to a thorough review of the telework policy and procedures culminated in the issue of a new circular on the subject matter at the end of 2021. This new policy and procedures followed earlier ad-hoc adjustments to cope with the contingencies throughout the biennium. The policy is inspired, inter alia, by the ILO teleworking policy and the ILO collective agreement on maternity protection.

Recruitment was mainly limited to temporary positions, positions of a specialized purely temporary nature, posts linked to projects and short-term needs, while competitions were frozen until the end of 2021. As required by the change in business model requirements and the new normal, lean and effective recruitment and selection procedures need to effectively support the capacity of the Centre to attract a skilled and diverse workforce. Concrete steps were taken in 2021 to improve and consequently address the timeliness of the recruitment process once the selection process be resumed in full through the newly implemented efficient and cost-effective electronic recruitment system, fully automating the application process and speeded up the screening process. Nevertheless, it is important to stress that according to the UN practice, the paramount consideration in the employment of the staff shall be the necessity of securing the highest



standards of efficiency, competence, and integrity. Due regard was given to recruit staff on an as wider geographical basis as possible.

During the biennium 2020-21, the HRS has started to be involved in becoming an agent of change in promoting the benefits of a multicultural and diverse organization through the promotion of positive initiatives that induce awareness, addresses any forms of bias, promote inclusiveness and respect for diversity. With regard to gender and diversity, progress has been made in the biennium, particularly with regard to gender parity in professional categories P1 to P4. However, further efforts are needed to improve gender balance in managerial positions at the P5 level and above as well in the GS category, with a view to achieving a more balanced geographic diversity that better reflects the ILO membership in all staff grades and categories.

During 2020-21, the Centre increased the use of HR digital services. More specifically: a) an e-recruitment system was implemented and started to be utilized with success; and b) an online Staff Training and Development Platform was developed and utilized for all staff training initiatives by 2021. Nevertheless, other areas also require digitalization, and the Covid-19 pandemic has shown how much of a priority this has become. New and enhanced tools and technologies will also be used to increase efficiency, to enhance the user experience and to support activities, particularly for recruitment outreach and on boarding.

## Financial services

The Centre received an unqualified audit opinion on its 2020 and 2021 financial statements. During the biennium, the external auditor carried out all work remotely from the Philippines as the external audit team was unable to travel to Turin as a result of the pandemic and the continued health challenges. During both annual audits, full online access was provided to the auditors in order to review all required documentation needed for the audit. This included access to the ERP Financial System as well as the audit folder and various other financial folders where supporting documentation is kept. The audits were carried out as planned within the set timeframes with much efforts on both sides, as Financial Services staff were fully teleworking during the year-end work for the 2020 financial year and partially teleworking for the 2021 financial audit. An unqualified audit opinion was confirmed for both the 2020 and 2021 IPSAS-compliant financial statements, and the Board adopted both sets of the financial statements as per the Financial Regulations.

Management, through the Treasurer, continues to monitor new IPSAS developments and how these could impact the financial statements of the Centre. As outlined in the 2021 Financial Statements document submitted to the Board, there are several new standards that must be adopted in 2023, as these were postponed by the IPSAS Board due to the pandemic.

During the financial year 2020, work on the implementation of several high-priority recommendations made by the external and internal auditors had to be deferred due to the pandemic. However in 2021, management put its priority on implementing the outstanding recommendations as there was a gradual return to the campus by staff, thus permitting the priority to be set on addressing some of the outstanding recommendations. At the end of 2021,

it had surpassed its target of 75 per cent and had implemented 87 per cent of the external audit recommendations under such areas as collective bargaining, recruitment and resource mobilization, all critical under the new business model of the Centre, as well as various other areas where rules and procedures required revisions. Regarding the internal audit recommendations, the target of 75 per cent was also surpassed and 89 per cent was achieved by the end of the biennium. The remaining recommendations relating to travel and external collaborators require the definition of automated systems, and planning is underway.

## Information and communications technology services

During 2020-21, the main focuses were on ensuring IT Governance during the pandemic, maximizing returns on the Centre's IT investment, and providing the Training Department with the agility needed to repurpose their services and to scale up their online learning offer. Agility, proper selection of technologies, digitalization of processes, compliance, prioritization and sustainable funding of competing IT investments were therefore key factors in the Centre accelerating its digital transformation during the pandemic. In addition to the support of and contribution to the Training Department's activities and projects in the area of digital learning and digital collaboration, the main priorities and highlights were:

- **Enabling remote work and digital collaboration:** for staff to work, communicate and collaborate remotely, a number of tools and services were progressively introduced (such as Microsoft One Drive and Teams) or their use expanded (such as Zoom);
- **Reinforcing ICT support, either remotely or in hybrid modality:** in support of the Centre's efforts to repurpose its training offer as distance learning and respond to growing needs and requests, several support service functions were reinforced and/or re-organised. This includes the service desk, the eCampus and the CRM support teams. This allows those teams to respond to an increased number of requests, to organize on-the-job training sessions on various new IT services and tools, and to put in place new services, such as the preparation and management of Virtual Reality headsets;
- **Responding to evolving software needs:** due to the shift to online training activities, software needs dramatically increased. Funds allocated to the replacement of IT equipment were initially shifted to the purchase of software licences needed by colleagues to perform new tasks, such as: e-learning interactive content authoring, video editing and streaming, webinar facilitation, and computer-assisted translation. The overall result was a marked increase in digital dexterity among staff. In 2021 a certain number of computers were also replaced with a more powerful model to better respond to the needs related to the Centre's digital services;
- **Ensuring proper IT Security and Risk Management:** the Centre expanded its use of and reliance on IT tools, platforms and services, especially on the cloud, at a time when all staff were working from home instead of being protected by the campus' IT Security Infrastructure. As it occurred across the UN system, the Centre has been the target of an increased number of cyberattacks. Nevertheless, the Centre's certification on Information Security (ISO 27001) has been confirmed both in 2020 and 2021. The scope of the audit included all the new tools and services deployed since the pandemic started. Moreover, as requested by the internal auditors, a Data Center failover was successfully performed at the end of November 2020, taking into account that the eCampus (the Centre's digital campus) is now widely used during weekends as well.

- As part of the Centre's efforts to improve the learning experience of its participants, the **eCampus has been redesigned**. Inspired by best practices in the online learning space and based on feedback from participants and colleagues, the new eCampus is much more than just an upgraded learning management system. The result of several months of effort from different teams, the main ingredients behind the redesign were: simplicity, intuitive navigation, clear progress monitoring, digital credentials, personalized dashboard, and improved accessibility. During 2021, the eCampus was further improved by integrating cloud-based live machine translation, video hosting, a virtual tour for new participants, etc.
- **Improving the digital accessibility of the Centre's digital services and platforms**. All the main web sites and platforms went through an assessment of their digital accessibility. A certain number of improvements were implemented as a result of this assessment.

## Facilities and internal services

During the biennium 2020-21, health and safety on campus remained of paramount concern.

From March 2021 onwards, the Centre's Facilities and Internal Services has closely collaborated with HRS and Medical Service to implement a rapid and capillary vaccination campaign, in alignment with the protocols periodically defined by the host country and UNDSS. As a result, more than 90% of the campus' community, including dependants of UN officials, have been vaccinated in military and public hospitals in Rome and in Turin.

Operations were slowed down during the various pandemic phases; nevertheless they have never been discontinued, making possible to account at the end of 2021 more than 24,000 bed nights spent on campus by participants to various programs and events.

The Centre continued its ongoing campus-wide awareness campaign on eco-sustainability issues. Greenhouse Gas (GHG) inventory reports, including waste inventory, have been produced and submitted to the UNEP's Greening the Blue Initiative. Unavoidable emissions have been neutralized through the procurement of carbon offsets. The process to retain the Green Flag awarded by the Foundation for Environmental Education has been successfully completed during the biennium.

According to the Memorandum of Understanding signed in 2019 between the Government of Italy and the ILO, the Africa 10 and 11 Pavilions renovation project proceeded and has received all the necessary authorizations. The related tender was launched in early 2021, in line with the updated timeline, and the contract has been awarded. Considering the impact of the pandemic and the progressively increasing shortage of raw materials, the inauguration is scheduled in October 2022.

## 9. CROSS-CUTTING POLICY DRIVERS

The Centre has defined a number of so-called cross-cutting policy drivers to give the purpose of its work – the promotion of Decent Work for All – better effect. Three policy drivers are distinguished:

- **Innovation and learning:** Nurturing an organizational culture that embraces learning and innovation among staff and participants.
- **Gender equality and diversity:** Promoting gender equality and diversity among staff and participants, and by mainstreaming gender equality and diversity messages across the learning products of the Centre.
- **Social Dialogue and Tripartism and International Labour Standards:** Mainstreaming messages on social dialogue, tripartism and International Labour Standards across the learning services of the Centre, and to take action to promote participation of the tripartite constituency of the ILO in all learning activities.

For each cross-cutting policy driver, the Centre has formulated an **action plan**, earmarked **seed finance** to fund supportive action and set up **committees or advisory councils** to monitor results. **Performance is tracked with a series of indicators** listed in the Annex of this document.

In the 2020-21 biennim, **several activities scheduled under the action plans had to be cancelled or postponed due to the COVID-19 pandemic**. For example, the annual diversity day scheduled for 2020 had to be cancelled and several committee and council meetings were temporarily adjourned. Also, due to the temporary freeze of all recruitments, the related efforts of the Centre to promote gender equality and diversity among its staff had to be put on hold. Not least important, the construction works on the new Learning Innovation Laboratory financed with a contribution from the Government of Italy were temporarily halted and are now rescheduled for completion in 2022.

Still, **the Centre recorded significant progress in the field of learning and innovation**. Several investments under the innovation fund into new digital learning and collaboration products were approved by the Centre to pave the way for the market introduction of a suite of digital learning and collaboration products in the course of the biennium, to seed-finance the pilot-test of digital certificates and to recruit data analytics experts on a temporary basis. The Centre also convened as scheduled its annual innovation day in January 2020 and again in October 2021.

The Centre also **defended its stance as promoter of gender equality, diversity and inclusion both among staff and participants**. For example, more than 40% of all participants were women, with fast growing numbers particularly among younger learners, More than 50% of all staff were women, reaching gender balance among professional staff up to P4 level during the 2020-21 biennium. The Centre reached participants from across the world and employed staff from more than 50 nationalities. The Centre undertook many efforts to lower access barriers for people with disabilities to learn with and work for the organization. Refer back to the chapter on outreach for more information.

The Centre also kept pushing for the integration of learning modules on International Labour Standards, Social Dialogue and Tripartism, and Inclusion of People with Disabilities into the World of Work, into its training activities. This process was supported by the completion of a number of free self-guided distance learning modules on these topics in 2020-21 that could be readily linked to other online learning. During the 2020-21 biennium, , **27% of all learning activities had made an explicit link to International Labour Standards and 92% of all learners recalled during the exit survey that ILS had been referenced during sessions. Also, 22% of all activities incorporated a module on Social Dialogue and Tripartism.**

# 10. TURIN SCHOOL OF DEVELOPMENT

In the 2020-21 biennium, the Turin School of Development continued to promote high-quality teaching and education for students coming from all over the world. Through its nine Masters, fully in line with the ILO Centenary Declaration and its related human centred approach, the School trained a multicultural body with different education and employment profiles.

With the advent of the pandemic in spring 2020, the TSD changed its approach, applying unprecedented and innovative teaching methods. The health uncertainty, linked to the international nature of the students, made it necessary to design synchronous and asynchronous face-to-face and distance learning activities that take place simultaneously. Though the method was different to common academic approaches, it has given excellent results, with due support from technology and careful redistribution of teaching hours.

With this reorganization of the education approach, in **the 2020-21 academic year**, 190 students from 88 countries successfully finished the masters including 97 women and 93 men. From the financial perspective, the number of self-paying participants stabilized and donor funds increased.

Despite the expectation of a lower number of participants, due to the travel restrictions, the TSD's promotional campaign has achieved a positive and encouraging response. The average number of applications received was maintained, as well as the number of participants enrolled.

The new Master in Social Innovation for Sustainable Development, introduced in 2019, was further consolidated and confirmed its soundness and its visibility thanks to the collaboration with the University of Turin and other renowned international institutions.

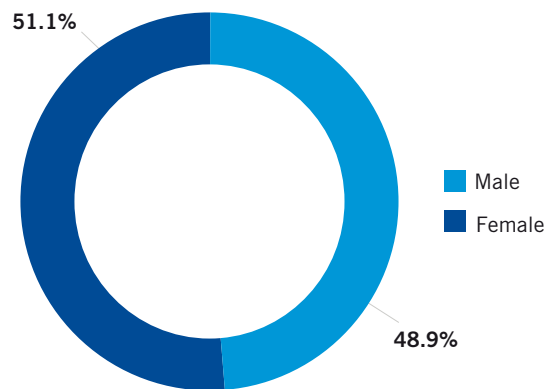
In 2021, the School developed and launched a new Master in Innovation, New Technologies & Global Economy, which was officially added to the TSD portfolio starting from the 2021-22 academic year. The Master examines in depth the mechanisms underlying innovation processes and their links with economic and social dynamics.

The TSD continued 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 experts from the ILO, the United Nations system and key professional bodies is attracting more and more global interest. An enhanced interest of other agencies and academic institutes such as UNIDROIT, OECD in Paris, the European Business School in Turin to cooperate with the TSD has been recognised.

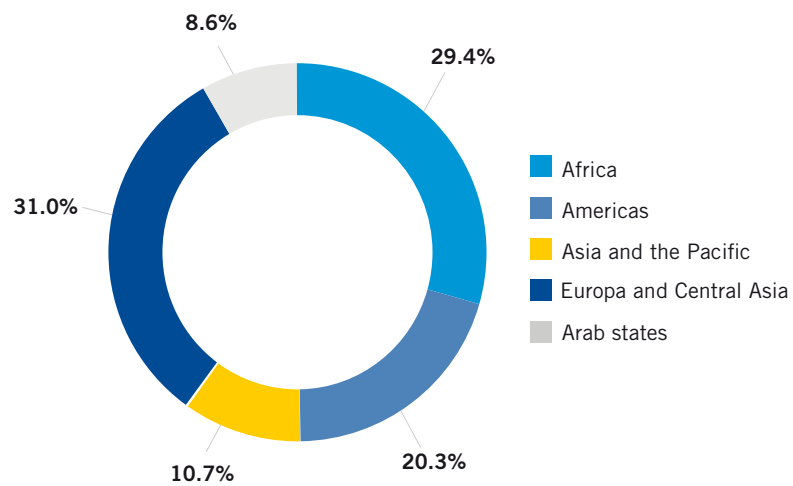
In the biennium 2020-21, the TSD has continued to develop research activities in the most relevant areas of interest of the Masters, in order to further enhance their scientific value towards more innovative areas such as the AI, the applied IT, the ethical approach in AI. The aim of these activities is to consolidate and strengthen the teaching competences of the TSD, and to increase its international visibility.

*MASTER'S PROGRAMMES OFFERED BY THE TURIN SCHOOL OF DEVELOPMENT*

Masters	No. of participants (2020-21)
Master of Laws in International Trade Law	18
Master of Laws in Intellectual Property	36
Master in Public Procurement Management for Sustainable Development	24
Master en Gouvernance et management des marchés publics en appui au développement durable	22
Master in Management of Development	24
Master in Occupational Safety and Health	14
Master in World Heritage and Cultural Projects for Development	16
Master in Social Innovation for Sustainable Development	15
Master in Industrial and Employment Relations	21
<b>TOTAL NUMBER OF PARTICIPANTS</b>	<b>190</b>



*REGIONAL BREAKDOWN OF PARTICIPANTS (2020-21 ACADEMIC YEAR)*



# ANNEXES

## Annex 1: INDICATORS OF THE RESULT-BASED MANAGEMENT FRAMEWORK OF THE CENTRE

	Baseline	Target	Results (2020)	Results (2021)	Results (2020-21)
<b>OUTCOME 1: Increased service outreach</b>					
1.1. Number of participants reached through face-to-face training activities, disaggregated by gender, tripartite constituents, place of training (field or campus) and showing the share of these face-to-face learners involved in blended learning activities (i.e. combined with distance learning activities, see indicator 1.2 below)	<i>(2018-19)</i>  Total number of participants: 23 395, with 43.5 per cent of them women Among them: • 2 231 employer participants • 2 684 worker participants • 2 698 labour ministry participants	<i>(cumulative number for the 2020-21 biennium)</i>  22 500 participants, with 45 per cent of them women Among them: • 800 employer participants • 200 worker participants • 3 000 labour ministry participants	1 841 (*) participants, with 32 per cent of them women Among them: • 59 employer participants • 68 worker participants • 80 labour ministry participants	6 050 (*) participants, with 26 per cent of them women Among them: • 82 employer participants • 797 worker participants • 168 labour ministry participants 5% involved in blended training  ----- <i>(*) Source MAP.</i>	7 891 (*) participants, with 27 per cent of them women Among them: • 141 employer participants • 865 worker participants • 248 labour ministry participants • 11% involved in blended training  ----- <i>(*) Source MAP.</i>
1.2. Number of participants reached through distance learning activities, disaggregated by gender, tripartite constituents and distance learning modality (e.g. MOOC, self-guided distance learning course, etc.)	<i>(2018-19)</i>  17 355 (*) active distance learners accounting for 23 609 (*) enrolments with 43 per cent of them women Among them: • 1 753 employer participants • 4 103 worker participants • 1 763 labour ministry participants  <i>*figures including e-Campus and SoliComm</i>	<i>(cumulative number for the 2020-21 biennium)</i>  20 000 participants, with 45 per cent of them women Among them: • 2 000 employer participants • 4 000 worker participants • 2 000 labour ministry participants	34 564 (*) active distance learners accounting for 52 056 (*) enrolments with 39.9 per cent of them women Among them: • 4 014 employer participants • 4 553 worker participants • 3 622 labour ministry participants  ----- <i>(*) Source e-Campus, SoliComm, MAP</i>	46 333 (*) active distance learners accounting for 72 807 (*) enrolments with 42 per cent of them women Among them: • 3 069 employer participants • 6 963 worker participants • 5 294 labour ministry participants  ----- <i>(*) Source e-Campus, SoliComm, MAP</i>	73 275 (*) active distance learners accounting for 124 863 (*) enrolments with 41 per cent of them women Among them: • 7 083 employer participants • 11 516 worker participants • 8 916 labour ministry participants  ----- <i>(*) Source e-Campus, SoliComm, MAP Active distance learners are counted once in the biennium even if they were ADL in both years.</i>
1.3. Percentage of training activities designed and/or delivered in institutional partnership with ILO technical departments and/or ILO field offices	<i>(2018-19)</i>  66.7 per cent	<i>(average for the 2020-21 biennium)</i>  66 per cent	63 per cent	66 per cent	64 per cent
1.4. Number of ILO staff trained by the Centre	<i>(2018-19)</i>  1 582 (Face-to-face) 1 133 (Active Distance Learners)	<i>(cumulative number for the 2020-21 biennium)</i>  1 600 (Face-to-face) 1 300 (Active Distance Learners)	186 (Face-to-face) 1 800 (Active Distance Learners)	20 (Face-to-face) 2 080 (Active Distance Learners)	206 (Face-to-face) 3 094 (Active Distance Learners)



	Baseline	Target	Results (2020)	Results (2021)	Results (2020-21)
1.5. Percentage of activities designed and/or delivered in partnership with other training organizations	(2018-19) 17.6 per cent	(average for the 2020-21 biennium) 25 per cent	19 per cent	28 per cent	25 per cent
1.6. Number of training organizations reached with Institutional capacity development advisory services	N/A	(target for the 2020-21 biennium) 10	4	6	8
1.7. Percentage of non-training capacity development assignments (Advisory services, media development support and material development support)	(2019) 33 per cent	33 per cent	43.7 per cent	32 per cent	35 per cent
<b>OUTCOME 2: Better service impact</b>					
2.1. End-of-activity level of participant satisfaction with overall quality	(2018-19) 4.49	(average for the 2020-21 biennium) 4.5	4.43	4.48	4.46
2.2. Percentage of participants who acquire new knowledge during training	(2018-19) 83 per cent	(average for the 2020-21 biennium) 85 per cent	83 per cent	82 per cent	82 per cent
2.3. Percentage of participants who apply the newly acquired knowledge after training	(2018-19) 71.4 per cent	(average for the 2020-21 biennium) 75 per cent	73 per cent	54.6 per cent of the participants of the online survey provided concrete knowledge application examples. 95.4 per cent agreed or strongly agreed that the courses were relevant to their needs. 92.3 per cent agreed or strongly agreed that the courses translated theory into practice. 94.3 per cent agreed or strongly agreed that they can apply the knowledge in their work setting.  ----- Source: External evaluation report on ITCILO's online training.	Not Applicable due to post- pandemic modification of the participants' survey to accommodate the online training modality
2.4. Alignment of the quality assurance framework of the Centre with global good practices	(2019) 75 per cent	Certification requirements for ISO 29993 met by the end of the biennium	78.5 per cent	80 per cent	TBC
<b>OUTCOME 3: Strengthened resource base</b>					
3.1. Statement V revenue earned from training activities and media production	(2018-19) €54.1 million	(2020-21 biennium) €50 million	€19.839.000	€28,976,000	€48,815,000
3.2. Revenue earned from training and media production activities linked to funding agreements with a contract value exceeding €500,000.	(2018-19) €16.8 million	(2020-21 biennium) €8 million	€2.947,722	€3,240,805	€6,188,527

	Baseline	Target	Results (2020)	Results (2021)	Results (2020-21)
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	(2018-19) 50 per cent	(average for the 2020-21 biennium) 33 per cent	32 per cent	33.3 per cent	32.7 per cent*  *The success rate is calculated on the total of bidding initiatives (including expressions of interest and concept notes).
<b>OUTCOME 4: Leaner cost structures</b>					
4.1. Percentage of corporate overhead costs in relation to total costs	25%	25%	23%	22% (cumulative number)	
4.2. Number of streamlined business and administrative processes	4 processes	8 processes	4	4	8
<b>OUTCOME 5: Skilled and motivated staff</b>					
5.1. A more efficient selection processes	200 working days	An average of 120 working days to complete selection process	No recruitments	99 days for one recruitment, following selection process for a position on the regular budget	
5.2. A learning organization that invests in human capital growth	68 per cent	70 per cent of staff will have engaged in at least one or more staff training activity	87 per cent including language courses (81 per cent excluding language courses)	81 per cent including language courses (72 per cent excluding language courses)	
5.3. Increase the use of HR digital services	2	New key HR processes that transition from paper to digital	Two (e-recruitment additional application features for the S/T and STD activities now online)	Improved the features of the short term roster and online Staff Training Platform	
<b>OUTCOME 6: Effective oversight</b>					
6.1. Unqualified external audit opinion and compliance with IPSAS	Unqualified external audit opinion	Unqualified external audit opinions in 2020 and 2021	Yes	Yes	
6.2. Rate of implementation of high-priority recommendations made by external and internal auditors	Internal audit: 87% External audit: 72%	Internal audit: 75% External audit: 75%	77%	88% (average of 87% and 89% and cumulative amount)	
6.3. Compliance with ISO/IEC 27001:2013	Certification achieved in 2016	Retain certification	Yes	Yes	
6.4. Security Operational Procedures	Current Security Operational Procedures	Updated, assessed and officialised	Yes	Yes	
<b>OUTCOME 7: Reduced environmental footprint</b>					
7.1. Eco-certification	Green flag status	Retain green flag status	Yes	Yes	
<b>POLICY DRIVER A: Innovation and learning</b>					
A.1. Biennium allocation from the Innovation Fund of the Centre for new product developments projects	(2018-19) €300 000	(2020-21 biennium) €400 000	0	0	0
A.2. Number of new training products introduced to market each year	(2018-19) 6	Three products per year	3	4	7

	Baseline	Target	Results (2020)	Results (2021)	Results (2020-21)
A.3. Number of participants who have benefited from learning experience hosted by the Innovation Learning Lab in the biennium (disaggregated by constituent group)	N/A	<i>(2020-21 biennium)</i> 500 participants (including 100 workers representatives, 100 employers representatives and 100 government representatives)	0	N/A	N/A
<b>POLICY DRIVER B: Gender equality and diversity</b>					
B.1. Percentage of training activities scoring two or higher on the Gender Marker	<i>(2018-19)</i> 45.5 per cent	<i>(average for the 2020-21 biennium)</i> 50 per cent	26 per cent	24 per cent	25 per cent
B.2. Percentage of women among professional staff	47%	49%	44%	41%	
B.3. Percentage of professional staff from non-European countries	37%	38%	32%	41%	
<b>POLICY DRIVER C: Tripartism, social dialogue and international labour standards</b>					
C.1. Percentage of training activities incorporating at least one learning tool or session on ILS	<i>(2018-19)</i> 35.1 per cent	<i>(average for the 2020-21 biennium)</i> 50 per cent	29 per cent	26 per cent	27 per cent
C.2. Percentage of training activities incorporating at least one learning tool or session on Social Dialogue and Tripartism	<i>(2019)</i> 24 per cent	<i>(average for the 2020-21 biennium)</i> 50 per cent	24 per cent	21 per cent	22 per cent
C.3. Percentage of participants stating that ILS had been explicitly referenced during training	<i>(2018-19)</i> 90.1 per cent	<i>(average for the 2020-21 biennium)</i> 90 per cent of participants in activities with an ILS marker of 2 or higher	90 per cent	94 per cent	92 per cent
C.4. Percentage of participants stating that Social Dialogue and Tripartism had been explicitly referenced during training	N/A	<i>(average for the 2020-21 biennium)</i> 75 per cent of participants in activities with an SDT marker of 2 or higher	86 per cent	88 per cent	87 per cent

## Annex 2: LIST OF FUNDING AGREEMENTS SIGNED BY THE CENTRE IN 2020 and 2021

### List of funding agreements signed by the Centre in 2020

Projects acquired through bidding	Value (€)	Duration
International Fund for Agricultural Development (IFAD)	2,511,000	2020-22
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) mbH, Germany	314,663	2020-22
European Trade Union Institute (ETUI)	94,644	2020-21
International Organization for Migration (IOM)	41,000	2020
International Federation of Red Cross and Red Crescent Societies (IFRC)	24,778	2020
Norwegian Refugees Council, Norway	49,718 (USD 59,400)	2020-21

### Direct Agreements

United Nations System	Value (€)	Duration
FAO	118,994	2020
IDA	11,580	2020
IFAD	945	2020
IOM	20,448	2020
ITU	16,500	2020
OHCHR	112,118	2020
UNITED NATIONS	10,295	2020
UNCITRAL	22,605	2020-21
UNDP	314,179	2020-21
UNESCAP	8,360	2020
UNESCO	13,000	2020
UNFCCC	21,395	2020
UNICRI	2,035	2020
UNIDO	142,200	2020
UNOPS	2,835	2020
UN WOMEN	128,425	2020
UNICEF	126,687	2020-21
UNV	206,498	2020
WFP	229,747	2020
WHO	121,319	2020

Multi-bilateral Partners and Development Agencies		Value (€)	Duration
Belgium	Belgian Federal Public Service Employment, Labour and Social Dialogue (FPS)	18,613	2020
France	Agence Française de Développement	56,671	2020-21
	Expertise France	125,248	2020
Germany	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) mbH	27,225	2020
Ireland	Department of Business, Enterprise and Innovation	20,000	2020
Italy	Azienda Sanitaria Locale T03	50,000	2020-21
Portugal	Instituto do Emprego e Formação Profissional de Portugal (IEFP)	300,000	2020

International Financial Institutions		Value (€)	Duration
The World Bank Group		2,464	2020
Islamic Development Bank		139,182	2020-21
Asian Development Bank		18,909	2020

Direct Trust Funds		Value (€)	Duration
Bangladesh	Bangladesh Institute of Administration and Management (BIAM) Foundation, Ministry of Public Administration	193,724	2020
Botswana	Human Resource Development Council (HRDC)	15,026	2020
Brazil	Labour Inspectorate of Brazil	108,033	2020-21
Nigeria	National Industrial Court of Nigeria	22,400	2020
Qatar	Permanent Mission of the State of Qatar to the United Nations Office in Geneva	9,170	2020

Direct Trust Funds - Universities		Value (€)	Duration
China	Jinan University	27,000	2020
	Shanghai Jiaotong University	12,600	2020
	Northwestern Polytechnical University (NPU)	18,000	2020
	Sichuan International Studies University	18,900	2020
	Zhejiang University (ZJU)	19,800	2020
	Xi'an Jiaotong University (XJU)	9,000	2020
	Harbin Institute of Technology (HIT)	22,500	2020
	Shandong University (SDU)	13,500	2020
	Shanghai Maritime University	14,360	2020
Germany	Bonn-Rhein-Sieg University of Applied Science	2,445	2020
Italy	National Institute for Nuclear Physics (INFN)	4,730	2020
Kenya	Don Bosco Tech Africa	315,000	2020-22
Switzerland	Institut fédéral des hautes études en formation professionnelle de la Confédération Suisse (IFFP)	15,000	2020-21
The Netherlands	Maastricht Graduate School of Governance	10,000	2020
Zambia	Kafue Gorge Regional Training Centre (KGRTC)	61,800	2020

Direct Trust Funds - Social Security Institutions		Value (€)	Duration
Chile	Mutual de Seguridad Asesorias s.a. y Mutual de Seguridad Capacitacion, s.a.,	50,882	2020

SOCIAL PARTNERS (WORKERS' AND EMPLOYERS' ORGANIZATIONS)		Value (€)	Duration
Dutch Employers Cooperation Programme (DECP)		140,266	2020
BUSINESSMED, Tunisia		8,975	2020
Employers Confederation of Latvia		9,053	2020
Confederacion de Empresarios Privados de Bolivia (CEPB)		3,500	2020
International Transport Workers' Federation (ITF)		56,810	2020
Unite the Union, UK		875	2020
Community Union, UK		875	2020

Private Sector		Value (€)	Duration
PUMA SE, Germany		46,000	2020-22
Groupe Renault, France		40,216	2020
Heineken International, The Netherlands		19,960	2020-21
VMARAKS Labour Safety Health Company Ltd, Trinidad & Tobago		15,000	2020-21
Agriterra, The Netherlands		10,120	2020

Foundations		Value (€)	Duration
Fondazione Compagnia di San Paolo 500,000		524,448	2020
Korea Labour Foundation		21,000	2020

Intergovernmental Organizations		Value (€)	Duration
Organisation for Economic Co-operation and Development (OECD)		325,035	2020-21
Organisation of American States		11,300	2020-21
European Commission – DG DEVCO		14,950	2020-21
European Institute for Gender Equality (EIGE)		3,100	2020
Inter-parliamentary Union (IPU)		24,890	2020

Other non-governmental Organizations		Value (€)	Duration
WWF Mexico		24,283	2020
ACTED, France		2,000	2020
Cordaid, The Netherlands		20,060	2020

## List of funding agreements signed by the Centre in 2021

Projects acquired through bidding	Value (€)	Duration
Agence Française de Développement	2,000,000	2021-22
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) mbH, Germany	720,805	2021-23
National Council for Women (NCW) of Egypt	520,000	2021-22
European Trade Union Institute (ETUI)	111,917	2021-22
EFFAT - European Federation of Food, Agriculture and Tourism Trade Union	239,000	2021-22
International Federation of Red Cross (IFRC)	14,250	2021

## Direct Agreements

United Nations System	Value (€)	Duration
FAO	667,172	2021
IFAD	133,045	2021
ITU	33,220	2021
OHCHR	349,537	2021
UNCITRAL	30,595	2021-22
UNCTAD	49,282	2021-22
UNDP	175,503	2021
UNDESA	78,386	2021
UNECE	79,971	2021-22
UNEP	125,122	2021-22
UNESCAP	3,500	2021
UNESCO	124,220	2021
UNFPA	29,568	2021
UNICEF	95,101	2021-22
UNIDO	28,810	2021
UNITED NATIONS	16,077	2021-22
UNRCO Mauritius	10,340	2021
WFP	158,081	2021
WHO	17,688	2021

Multi-bilateral Partners and Development Agencies		Value (€)	Duration
France	Agence Française de Développement	11,218	2021
	Région Île-de-France, Pôle Ressources Humaines	25,000	2021
Germany	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	3,940	2021
Ireland	Department of Business, Enterprise and Innovation	20,000	2021
Italy	Azienda Sanitaria Locale T03	50,000	2021-22
Japan	Ministry of Health, Labour and Welfare (Employment and OSH)	482,303 USD 553,100	2021-22
Luxembourg	LuxDev	100,350	2021
Portugal	Instituto do Emprego e Formação Profissional de Portugal (IEFP)	300,000	2021
Sweden	Swedish International Development Cooperation Agency (SIDA)	12,000	2021

International Financial Institutions		Value (€)	Duration
African Development Bank		19,949	2021
Asian Development Bank		22,096	2021
Islamic Development Bank		51,079	2021
The World Bank Group		71,876	2021

Direct Trust Funds		Value (€)	Duration
Panama	Ministerio de Trabajo y Desarrollo Laboral (MITRADEL)	16,050	2021-22
Korea	Korea Labour and Employment Services	21,000	2021
Azerbaijan	Ministry of Labour	2,700	2021
Georgia	Ministry of Environmental Protection and Agriculture	1,455	2021
Egypt	Ministry of Finance	900	2021

Direct Trust Funds – Training Institutes and Universities		Value (€)	Duration
China	Fudan-Rongchang Scholars Programme	39,870	2021
	Shanghai University	5,060	2021
Germany	Bonn-Rhein-Sieg University of Applied Science	3,960	2021
The Netherlands	United Nations University – Maastricht University (UNU-MERIT)	10,000	2021
Italy	Associazione CNOS-FAP Regione Piemonte	2,400	2021



Social Partners (Workers' and Employers' Organizations)	Value (€)	Duration
Dutch Employers' Cooperation Programme (DECP)	88,871	2021
International Organization of Employers (IOE)	45,051	2021-22
Center for International Private Enterprise (CIPE)	13,581	2021-22
Barbados Employers Confederation	1,852	2021-22
Confederación de Empresarios Privados de Bolivia (CEPB)	7,000	2021
Confédération Générale des Entreprises de Côte d'Ivoire - Patronat ivoirien (CGECI)	19,172	2021
AVE - Foreign Trade Association of German Retailers	10,200	2021
European Trade Union Institute (ETUI)	49,082	2021-22
International Transport Workers' Federation (ITF)	18,464	2021
Japan International Labour Foundation (JILAF)	16,630	2021

Private Sector	Value (€)	Duration
Ingka Services Group, IKEA,	44,495	2021
Continental Automotive Occidente Sa de CV, Mexico	18,013	2021
H&M Group	19,052	2021
Cooperativa António Sérgio para a Economia Social (CASES) Portugal	104,087	2021
Index Consulting Company LLC, Uzbekistan	8,500	2021
KAZ Minerals Aktogay LLC, Kazakhstan	8,500	2021

Foundations	Value (€)	Duration
Fondazione Compagnia di San Paolo	405,724	2021
Stichting Benevolentia, The Netherlands	15,000	2021
Stichting SNV Netherlands Development Organisation	24,833	2021-22
UN Global Compact	63,280	2021-22

Intergovernmental Organizations	Value (€)	Duration
Economic Community of West Africa (ECOWAS)	33,265	2021
European Union Agency for Railways (ERA)	5,550	2021

Other non-governmental Organizations	Value (€)	Duration
D-TEACH, Belgium	20,030	2021
Asociación Civil Boliviana para el Desarrollo Rural (Pro Rural)	22,074	2021-22
Norwegian Church Aid (NCA), Norway	9,953	2021
Swisscontact	7,000	2021
Indalo Inclusive South Africa NPC	11,000	2021
Plan Internacional Peru	21,644	2021
Start and Improve Your Business, Sri Lanka	4,068	2021

# INFO

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