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INTERNATIONAL TRAINING CENTRE OF THE ILO



## **Board of the Centre**

73rd Session, Turin, 3-4 November 2011

**CC 73/4/1**

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**FOR DECISION**

FOURTH ITEM ON THE AGENDA

### **PROGRAMME AND BUDGET PROPOSALS FOR THE 2012 FINANCIAL YEAR**

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## EXECUTIVE OVERVIEW

1. The year 2012 will be the first year of implementation of the Centre's Strategic Plan for 2012-15 which has been submitted to the 73<sup>rd</sup> Session of the Board (November 2011). As a consequence, the 2012 annual programme and budget proposals are presented to the Board in a new format, combining the presentation of the targets to be achieved in 2012 under each indicator with the financial and budget proposals for 2012.
2. Over the past number of years, the Centre has adapted its operational processes in order to ensure its viability in an international environment characterized by fiscal austerity and the reduction of development budgets. So far, the Centre has succeeded in maintaining its financial stability by further diversifying and expanding its programmes and resource base.
3. The funding of the Centre's programmes will continue to be a challenge in 2012 as a further reduction in un-earmarked resources is expected. Also, 2012 is the first year of the ILO biennium, which usually slows down the planning of joint-activities with different ILO units and programmes. Therefore, the generation of new resources and the cost-effective use of existing resources will remain a priority for the management team throughout 2012.
4. Enhancing collaboration with the ILO will also be a priority during 2012. The main areas of collaboration envisaged are a) active participation by the Centre in the periodic review of outcome-based work plans, b) development of new training programmes and tools in areas of high priority for the Organization, c) increased participation of the Centre in the design and implementation of the ILO's knowledge system, d) expanded role in the planning and delivery of ILO staff development and training, and e) more effective integration in ILO resource mobilization and donor partnerships.
5. It is proposed to use the 2010 surplus of euro 1.8 million in 2012 to provide support to core training activities, to invest in the future of the Centre through the creation of an Innovation Fund, upgrading the campus facilities as well as implementing a programme of internal administrative reforms.
6. The 2012 budget proposals are based on prudent and conservative assumptions taking into account the lack of flexibility around the fixed costs of the Centre as well as the unpredictability of some of the income streams. The implementation of the programme and budget will be closely monitored by the Centre's management team and adjustments will be made, as necessary, within the approved budget in accordance with the evolution of the resource situation.
7. Section I of this report introduces the new results-based framework and provides details on progress to be made in relation to the five priorities as well as the strategies, outputs and targets for each of the three outcomes. Section II presents the 2012 income and expenditure proposals, including information on the new financial reporting model. Section III consists of explanatory notes on income, staff costs, fixed costs and variable costs as well as a series of tables prepared in accordance with the Financial Regulations.

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## I. RESULTS-BASED FRAMEWORK

### Strategic priorities

8. The Strategic Plan is built around five priorities. The measures which will be taken in 2012 on each of these five priorities are summarized in the following paragraphs.
9. *Priority 1: The introduction of a results-based framework aligned to the ILO Strategic Policy Framework for 2010-15:* A results-based Strategic Plan for 2012-15 is being submitted to the 73<sup>rd</sup> Session of the Board (November 2011). The Programme and Budget Proposals for 2012 are being presented in a results-based format. The Centre is participating in the ILO's outcome-based work planning exercise for the 2012-13 biennium. The contribution of the Centre to the achievement of the ILO's 19 outcomes is incorporated in the results measurement of the ILO.
10. *Priority 2: Reinforcing the governance role of the Board of the Centre:* The introduction of results-based programming will enable the Board to track progress and provide strategic guidance to management. An annual Implementation Report will strengthen the accountability of management. The financial statements and external audit in 2012 will be prepared in full compliance with IPSAS thereby increasing the transparency of financial governance. A new financial reporting model has been introduced to reflect the recommendations of the 2010 Internal Review Team. The Office of Internal Audit and Oversight will present an annual report to the Board summarizing the findings and recommendations of any internal audits or investigations undertaken by it. A comprehensive review of the Financial Regulations was undertaken in 2011 to align them more closely with the ILO Financial Regulations as well as to update them to reflect the implementation of IPSAS.
11. *Priority 3: Diversifying the resource base and increasing outreach:* The Centre will implement the following set of actions in order to consolidate and diversify its resource base:
  - the role and operations of the Programme Development and Regional Cooperation Service (PRODEV) will be reviewed with a view to ensuring a more consistent and integrated approach to the Centre's resource mobilization and promotion strategies through clearer division of labour and improved communication with the technical programmes;
  - regular meetings with ILO/PARDEV - starting already in 2011 - to ensure more systematic collaboration between the Centre and the ILO in donor partnerships and ILO technical cooperation;
  - a round of meetings with the permanent mission representatives in Geneva to take place between the end of 2011 and the first quarter of 2012 to re-launch negotiations with governments and partner institutions to increase the number and the amount of fixed or programmatic contributions to the Centre's budget;
  - direct partnerships will be pursued with bilateral donor institutions and agencies for collaboration in relation to the training and capacity development components of their bilateral programmes and their staff development strategies. A number of potential partners have been identified for this purpose;
  - the systematic mapping of, and initial contacts with, new non-state donors;
  - the review, and additional streamlining, of competitive-bidding operations;
  - the diversification of training modalities and training languages, including the development or adaptation of training products for Italian constituents, to be offered on a pilot basis in 2012;
  - the strategic use of the 2010 surplus funds in support of training activities responding to high policy priorities and/or proposing new and innovative learning solutions;
  - identification of a number of new international, regional or national training institutions in order to address a larger public and generate opportunities for mainstreaming Decent Work in the global development agenda. A new pilot initiative is underway with the UN System Staff College and with UNITAR. Also, the development and adaptation of training products into different languages will contribute to reaching out to new audiences.

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12. *Priority 4: Reforming internal operating and administrative procedures:* A business process review (BPR) was launched in mid-2011. It focused on updating and streamlining administrative procedures around the collection, recording, invoicing and monitoring of sponsors' contributions and participants' fees. The main recommendations arising from the BPR will be implemented in 2012. The management team will engage in a continuous process of identifying opportunities for streamlining other administrative processes and/or achieving efficiencies in the context of the external tendering of contracts, staff retirements, reform of the travel rules as well as closer collaboration with the ILO in areas such as procurement.
  13. *Priority 5: Upgrading the campus facilities:* A Campus Improvement Fund was established in 2002 to provide for the refurbishment of the campus facilities. The Fund consists of voluntary contributions from donors and from the City of Turin as well as any surplus allocated to the Fund from time to time. The budget proposals submitted for 2012 include an allocation to the Fund of euro 650,000 from the 2010 surplus. These resources will be used to renovate the Europe and Italy Pavillions which are the two oldest buildings on the campus. The works will include the removal of asbestos, replacement of the air conditioning system, improved disability access, energy-efficiency measures, upgrading of the fire safety system and the refurbishment of training facilities.

## Outcomes

14. The Strategic Plan proposes three outcomes for the period 2012-15. Annual targets under each indicator will be set in each programme and budget exercise. This will enable progress to be tracked on an annual basis and provide an opportunity through implementation reporting to the Board to discuss why targets were achieved or not achieved. The annual targets will be adjusted in each programme and budget exercise based on experience and lessons learned.

### **Outcome 1: The institutional capacity of ILO constituents to contribute to Decent Work Country Programmes and to address development challenges is enhanced through relevant and effective training.**

#### Strategy

15. In 2012, the Centre will again participate in the review of ILO outcome-based workplans to enhance the relevance of the Centre's learning and capacity development activities to ILO objectives and strategies.
16. In relation to its programme of standard courses and academies, the emphasis will be on supporting the participation of constituents from countries sharing relevant Decent Work Country Programmes (DWCP) priorities, in close coordination with the ILO field offices concerned. This will require a systematic effort to mobilize additional resources from relevant ILO offices and programmes, from donor and partner institutions and from the national constituents' organizations themselves.
17. The contribution to specific ILO outcomes and DWCP priorities will be the main criterion for the prioritization of the Centre's responses to constituents' demands. In order to encourage and support this process, in addition to available regional RBTC allocations and already approved donor contributions, resources have been earmarked from the 2010 surplus to co-finance activities responding to high priority demands from ILO constituents and field offices.
18. The Centre will maintain and consolidate its core training programme for employers' and workers' organizations under the guidance of the Employers' and Trade Union Training Committees. The reduction in un-earmarked resources will need to be off-set through additional fund-raising initiatives and through prioritization of the specific actions and inputs to be funded. Resources from the 2010 surplus will be allocated to support the activities of the employers' and workers' training programmes.
19. The Centre will build on the initial experience in 2011 to design and test specific training curricula aimed at a) strengthening the capacity of tripartite constituents to participate in the design, planning and implementation of DWCP and b) assessing capacity gaps and designing capacity development strategies for ILO constituents' organizations through participatory processes.

20. A portfolio of different training projects to be delivered in 2012 is already approved with the financial support of the European Commission, the World Bank and the governments of Italy, France, Brazil, Portugal, Bulgaria, the Flemish Community of Belgium among others, including some non-state donors. More initiatives are underway to propose new actions in the context of ILO/donor partnership programmes and/or in response to competitive bidding. The Centre will seek the active involvement of ILO technical sectors and field offices in the planning and delivery of these activities.
21. In 2012, it is proposed to offer a consolidated development and training programme to ILO staff, in collaboration with the ILO Human Resources Development Department. This will address staff training needs in high priority institutional areas (international labour standards, tripartism and gender equality) as well as job-related competencies such as management of technical cooperation projects and research skills. This can make an important contribution to supporting ILO overall efforts to respond to constituents' needs and to promote the Decent Work Agenda.
22. Existing products and programmes will be expanded and new ones will be developed in relation to ILO policy priorities including the Domestic Workers Convention, 2011 (No. 189), the Conclusions and Resolution of the 2011 Recurrent Discussion on Social Protection (Social Security) and the Conclusions and Resolution of the 2011 General Discussion on Labour Administration.<sup>1</sup> A targetted programme of activities will be implemented, in close collaboration with the regions, to support constituents in selected countries of Northern Africa and the Middle East that are emerging from the recent political and social crisis.

<b>Indicator 1.1:</b> Annual number of participants, disaggregated by gender, from tripartite constituent organizations out of the total number of participants.	
<b>Baseline (2010):</b> 1,346 employer participants 1,937 worker participants 1,293 labour ministry participants 3,500 other governmental participants 40.2 per cent women	<b>Target:</b> 1,500 employer participants 2,200 worker participants 1,500 labour ministry participants 3,500 other governmental participants 42 per cent women
<b>Indicator 1.2:</b> The use made by participants of the knowledge and competencies acquired.	
<b>Baseline:</b> To be established in 2011.	<b>Target:</b> 60 per cent of former participants from labour ministries, employers' and workers' organizations responding to ex-post surveys indicate that their performance improved as a result of their participation in the Centre's training and learning activities.
<b>Indicator 1.3:</b> The use made by the institutions of the knowledge and competencies acquired by the participants.	
<b>Baseline:</b> To be established in 2012.	<b>Target:</b> 10 per cent of institutions of former participants surveyed to evaluate the impact of the Centre's training and learning activities on their institutions.
<b>Indicator 1.4:</b> Volume of training income linked to the ILO's 19 outcomes.	
<b>Baseline (2010):</b> 76 per cent.	<b>Target:</b> 78 per cent of annual training income.
<b>Indicator 1.5:</b> Percentage of Centre's training activities designed and delivered in collaboration with ILO technical departments and offices	
<b>Baseline:</b> To be established in 2011.	<b>Target:</b> 50 per cent
<b>Indicator 1.6:</b> Delivery of specific ILO staff development and training programmes.	
<b>Baseline (2010):</b> 517 staff.	<b>Target:</b> 550 ILO staff.

<sup>1</sup> *Provisional Record Nos. 15A and B*, Text of the Convention and Recommendation concerning Decent Work for Domestic Workers, 100<sup>th</sup> Session of the International Labour Conference, Geneva, June 2011. *Provisional Record No. 19*, Report of the Committee on Labour Administration, 100<sup>th</sup> Session of the International Labour Conference, Geneva, June 2011 and *Provisional Record No.24*, Report of the Committee for the Recurrent Discussion on Social Protection, 100<sup>th</sup> Session of the International Labour Conference, Geneva, June 2011.



**Outcome 2: Policy-makers and decision-makers acquire knowledge of international labour standards, tripartism, ILO values, policies and tools.**

**Strategy**

- 23. New initiatives will be launched to diversify the Centre’s delivery methods to attain a more cost-effective use of resources and to reach out to audiences that for reasons of time or money cannot attend face-to-face courses held at the Centre. This will involve the development, or adaptation, of training curricula to be offered through a combination of modalities including self-guided e-learning, tutor-assisted and collaborative e-learning and blended-learning (i.e. a combination of distance and face-to-face). Current evidence shows that an initial distance-learning experience is an incentive to know more and participate directly in the Centre’s activities.
- 24. The Centre will expand and consolidate its network of institutional partnerships with the dual objective of enhancing policy coherence and resource pooling and of creating opportunities to promote and mainstream the Decent Work Agenda into the work of international, regional and national institutions. Partnership initiatives will primarily target other multilateral organizations and regional or national training and academic institutions who can contribute to the dissemination and customization of ILO approaches and tools.
- 25. The academies, which started in 2010 and were expanded in 2011, provide a conducive environment to forge global communities of practice around issues of high relevance to the ILO and the international development agenda. To this end, some resources from the Centre’s 2010 financial surplus will be used to support the delivery of the expanded portfolio of academies.
- 26. The Turin School of Development offers a unique opportunity for disseminating ILO and UN values through a systematic institutional partnership between the ILO, other UN organizations and academia. While it is not proposed to extend the current portfolio of Postgraduate and Master Programmes, the possibility of offering different linguistic versions of certain courses in collaboration with new academic partners will be actively pursued. Also, the possibility of establishing a pilot Doctorate Programme will be explored.

<b>Indicator 2.1:</b> Number of training activities organized in partnership with either a national, regional or international training or academic institution.	
<b>Baseline:</b> To be established in 2011.	<b>Target:</b> 10 per cent of the Centre’s activities implemented in partnership with other training, research and academic institutions.
<b>Indicator 2.2:</b> Annual number of participants, disaggregated by gender, and participant days.	
<b>Baseline (2010):</b> 13,730 participants 102,365 participant days 43.2 per cent women	<b>Target:</b> 12,500 participants 100,000 participant days 44 per cent women
<b>Indicator 2.3:</b> Level of satisfaction of participants with the quality of the training and its relevance for their institutional objectives through end-of-course evaluation questionnaires, ex-post surveys and feedback from the Past Participants’ Network.	
<b>Baseline (2010):</b> Average score was 4.4 on a scale of 1 to 5.	<b>Target:</b> Average score on the overall quality of training activities through end-of-course questionnaires is 4.5.

**Outcome 3: Effective and efficient use of all of the Centre’s resources**

**Strategy**

- 27. A business process review (BPR) undertaken in 2011 with the support of the ILO identified a number of areas for improvement in internal administrative business processes. The main recommendations emanating from the review will be implemented in 2012 with a view to enhancing the cost-effectiveness of the Centre’s financial transactions. In parallel, a number of internal working procedures will be revised and updated.

28. The management team will periodically review the productivity and cost-effectiveness of the work of individual units. This exercise has started for the training programmes. It will be progressively extended to all internal management support and administrative units which may lead to the reorganization of some of these functions.
29. A Risk Register has been established. The Risk Management Committee is meeting quarterly to monitor and review the Register and take action when needed.
30. Resources for developing the technical, pedagogical, linguistic, managerial, administrative and service orientation competencies of staff have been increased for 2012 and more systematic assessment of staff training needs will be undertaken in 2012.
31. A medium-term plan for the continuous improvement and greening of the campus facilities and services will be developed by the Green Campus Advisory Group which will advise the management team on the planning and implementation of the different actions.

<b>Indicator 3.1:</b> Increase the diversification and predictability of the Centre's financial resources.	
<b>Baseline (2008-11):</b> €157 million. <b>Baseline (2010):</b> 2 new donors.	<b>Target:</b> Mobilize an overall volume of €40 million in funding and earned income in 2012 and identify at least 2 new donors.
<b>Indicator 3.2:</b> Administrative and support staff costs as a percentage of total staff costs.	
<b>Baseline (2010):</b> 37 per cent.	<b>Target:</b> 36 per cent.
<b>Indicator 3.3:</b> Timely management response to all internal and external high priority audit recommendations.	
<b>Baseline:</b> To be established in 2011.	<b>Target:</b> All high priority internal or external audit recommendations issued in 2011 addressed by management in 2012.
<b>Indicator 3.4:</b> Investment in staff development as a proportion of the total payroll.	
<b>Baseline (2010):</b> 0.3 per cent	<b>Target:</b> 0.8 per cent of payroll
<b>Indicator 3.5:</b> Increased gender balance and geographical distribution of staff in professional positions.	
<b>Baseline (2010):</b> 38 per cent women professional staff 31 per cent professional staff from outside Europe	<b>Target:</b> 40 per cent women professional staff 35 per cent professional staff from outside Europe
<b>Indicator 3.6:</b> Greater utilization of the Centre's facilities including its accommodation, classroom and conference facilities.	
<b>Baseline (2010):</b> Accommodation room occupancy: 63 per cent Training facilities occupancy: 58 per cent	<b>Target:</b> Occupancy rate of 65 per cent of accommodation and 60 per cent of training facilities.
<b>Indicator 3.7:</b> The quality of the residential accommodation.	
	<b>Target:</b> Initiate procedure of certification with Chambers of Commerce
<b>Indicator 3.8:</b> Environmental status of the Campus.	
	<b>Target:</b> Initiate procedure to obtain Green Flag accreditation

## II. INCOME AND EXPENDITURE BUDGET PROPOSALS FOR 2012

32. In accordance with Article 4 of the Financial Regulations, the budget proposals for 2012 are set out below. In addition to the budget proposals for the General Fund, information is also provided on the Campus Improvement Fund as well as the new Innovation Fund.
33. The budget proposals for the General Fund are divided into chapters and items in Information Appendix I, which also shows the latest estimates for 2011 and the actual results for 2010. The income is divided into voluntary contributions (Chapter I), earned income (Chapter II), and expenditure (Chapters III-V) which is divided into three separate categories: staff costs (Chapter III), fixed costs (Chapter IV), and variable costs linked to the volume of training activities (Chapter V).
34. The following assumptions were made when drafting the income and expenditure proposals:
- the Programme will include training activities already in the 2012 calendar for which funding has been secured, together with those for which ongoing or forthcoming negotiations seem likely to be successfully concluded;
  - activities negotiated with financial sponsors should cover their own variable costs and generate an adequate contribution towards the Centre's fixed costs;
  - an average inflation rate of not more than 2.5 per cent in Italy.

### New financial reporting model

35. The budget format has been adapted to reflect the recommendations of the 2010 Internal Review Team and the report to the meeting of the Officers of the Board in September 2010.<sup>2</sup> In line with the recommendations, a new financial reporting model has been introduced which classifies costs and expenditures clearly as training and related costs and administrative costs and fixed costs versus variable costs. The following analysis and tables reflect this new reporting model.

**TABLE 1: PROGRAMME INCOME, PROGRAMME COSTS AND VARIABLE COSTS RELATING TO TRAINING ACTIVITIES**

	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Approved</u> <u>Budget</u>	<u>2011</u> <u>Estimates</u>	<u>2012</u> <u>Proposed</u> <u>Budget</u>
<b>Programme income</b>				
Income from Training Activities	24,945	25,600	24,298	25,250
Income from publications	804	1,000	1,217	1,100
Use of surplus	385	500	500	650
<b>Total</b>	<b>26,134</b>	<b>27,100</b>	<b>26,015</b>	<b>27,000</b>
<b>Variable and project staff costs</b>				
Project-based staff costs	3,035	3,390	3,383	3,400
External Collaborators	4,945	5,294	5,000	5,210
Missions	793	849	800	840
Participants costs	4,793	5,131	4,850	5,060
Books, training aids and materials	767	821	790	800
Training facilities and services outside Turin	803	860	800	830
Other variable costs	799	855	800	830
Costs related to income from publications	654	700	700	750
<b>Total</b>	<b>16,589</b>	<b>17,900</b>	<b>17,123</b>	<b>17,720</b>
<b>Contribution to Fixed Costs</b>	<b>9,545</b>	<b>9,200</b>	<b>8,892</b>	<b>9,280</b>
<b>Contribution to Fixed Costs Ratio</b>	<b>37%</b>	<b>34%</b>	<b>34%</b>	<b>34%</b>
<b>Programme Costs</b>				
Staff costs	7,950	8,377	7,966	8,697
Other Direct Costs	454	579	636	495
Facilities costs (70%)	1,593	1,411	1,479	1,395
Information and technology costs (70%)	985	1,194	1,241	1,192
<b>Total</b>	<b>10,982</b>	<b>11,561</b>	<b>11,322</b>	<b>11,779</b>
<b>Support from voluntary contributions and other income</b>	<b>-1,437</b>	<b>-2,361</b>	<b>-2,430</b>	<b>-2,499</b>

<sup>2</sup> CC.72/1/Add.1.

36. Programme income includes income from training activities, income from publications and the use of surplus presented in Appendix I, items 20, 21 and 23.
37. Variable expenses are those costs attributed to training activities and projects presented in Appendix I, items 50 to 55.
38. Project-based staff costs have been included as part of variable costs as requirements are dictated by the volume of training and project activities.
39. Contribution to fixed costs (CFC) is arrived at after deducting variable costs from programme income. The CFC ratio (i.e. the CFC as a percentage of programme income) is an indicator used by technical programmes to measure indirect cost recovery of staff costs directly responsible for the marketing, delivery and administration of activities as well as the portion of the fixed overhead costs (administration, management and maintenance) linked to the use of rooms and classrooms.
40. In 2010, the CFC ratio was 37 per cent while the 2011 budget estimates and 2012 budget proposals are both forecasted at 34 per cent. The decline in forecasted CFC is attributed to the growing number of projects and training activities acquired through competitive bidding that have lower CFC.
41. Part of the staff costs and fixed costs presented in Appendix I have been clearly identified as training or programme costs above. These consist of regular budget staff salaries, and other non-staff costs such as consultants, general operating expenses, missions and representation that are necessary to run the different technical programmes. A share in the facilities and information technology costs, initially estimated at 70 per cent, is added to programme costs for the first time. This costs attribution will be looked at more closely based on a detailed analysis of variables and adjusted, as necessary in future years.
42. The staff costs of the budget and reporting unit of the technical programmes, although part of the organizational structure of the Training Programme, have been classified as part of management and administration due to the management support nature of their functions.
43. In 2010, euro 1,437,000 of voluntary contributions and other income supported training activities. The revised 2011 budget estimates and the 2012 budget proposals envisage a contribution of euro 2,430,000 and euro 2,499,000 from voluntary contributions and other income respectively.
44. The management and administrative support costs presented in Appendix I (items 40 to 47 and item 57), along with voluntary contributions and other income, are presented in Table 2.

**TABLE 2: VOLUNTARY CONTRIBUTIONS, OTHER INCOME AND MANAGEMENT AND ADMINISTRATIVE SUPPORT COSTS**

	<u>2010 Actual</u>	<u>2011 Approved Budget</u>	<u>2011 Estimates</u>	<u>2012 Proposed Budget</u>
<b><i>Voluntary Contributions and Other Income</i></b>				
ILO	2,819	3,116	2,896	3,057
Government of Italy	7,850	7,850	7,850	7,850
Government of France	104	100	100	36
Piedmont Region	370	400	400	400
City of Turin	266	-	-	-
Government of Portugal	-	-	250	250
Other Income	1,303	1,400	1,200	1,300
Use of surplus	248	-	-	350
<b>Total</b>	<b>12,960</b>	<b>12,866</b>	<b>12,696</b>	<b>13,243</b>
<b><i>Management and Administrative Support Costs</i></b>				
Staff costs	6,539	6,567	6,547	6,934
Consultants	226	223	376	473
Facilities (30%)	683	605	634	598
Security	386	390	390	390
General operating expenses	692	780	685	707
Missions and representation	93	106	102	74
Governance	363	403	220	373
Information technology (30%)	422	512	532	511
Depreciation of fixed assets	438	590	427	349
Other costs related to other income	256	300	300	300
<b>Total</b>	<b>10,098</b>	<b>10,475</b>	<b>10,213</b>	<b>10,709</b>
<b>Amount of voluntary contributions and other income available for training activities</b>	<b>2,862</b>	<b>2,391</b>	<b>2,483</b>	<b>2,534</b>

45. In 2010, euro 2,862,000 in voluntary contributions and other income was available for training activities after covering management and administrative support costs; it is envisaged to be euro 2,483,000 for the 2011 revised budget estimates and euro 2,534,000 for the 2012 budget proposals.

46. The anticipated operating result is broken down in Table 3.

**TABLE 3: SUMMARY OF INCOME AND EXPENDITURE**

	<u>2010 Actual</u>	<u>2011 Approved Budget</u>	<u>2011 Estimates</u>	<u>2012 Proposed Budget</u>
Total programme income	26,134	27,100	26,015	27,000
Variable and project staff costs	16,589	17,900	17,123	17,720
<b>Contribution to fixed costs (CFC)</b>	<b>9,545</b>	<b>9,200</b>	<b>8,892</b>	<b>9,280</b>
<b>CFC ratio</b>	<b>37%</b>	<b>34%</b>	<b>34%</b>	<b>34%</b>
Total Programme Costs	10,982	11,561	11,322	11,779
<b>Support from voluntary contributions and other income</b>	<b>-1,437</b>	<b>-2,361</b>	<b>-2,430</b>	<b>-2,499</b>
Voluntary contributions and other income	12,960	12,866	12,696	13,243
Management and administrative support costs	10,098	10,475	10,213	10,709
<b>Amount of voluntary contributions and other income available for training activities</b>	<b>2,862</b>	<b>2,391</b>	<b>2,483</b>	<b>2,534</b>
<b>Total Surplus</b>	<b>1,425</b>	<b>30</b>	<b>53</b>	<b>35</b>

  

<b>Total Revenue</b>	<b>39,094</b>	<b>39,966</b>	<b>38,711</b>	<b>40,243</b>
<b>Total Expenditure</b>	<b>37,669</b>	<b>39,936</b>	<b>38,658</b>	<b>40,208</b>
<b>Total Surplus</b>	<b>1,425</b>	<b>30</b>	<b>53</b>	<b>35</b>

47. The 2011 revised estimates envisage a surplus of euro 53,000 as contained in the Director's 2011 Interim Report<sup>3</sup> while the 2012 budget proposals anticipate a surplus of euro 35,000.

48. The budget estimates for 2012 are summarized in Table 4.

**TABLE 4: GENERAL FUND**

		<b>euro</b>
<b>Income</b>		
Voluntary contributions		11,593,000
Earned income		27,650,000
Surplus of 2010		1,000,000
	<b>Total income</b>	<b>40,243,000</b>
Staff costs		19,031,000
Fixed costs		6,557,000
Variable costs		14,620,000
	<b>Total expenditure</b>	<b>40,208,000</b>
<b>Foreseen budget surplus</b>		<b>35,000</b>

<sup>3</sup> CC 73/2.

49. Resources in the Campus Improvement Fund currently stand at euro 186,000. At the time of preparing this report, the Centre had not yet received the 2010 contribution of euro 500,000 from the City of Turin. Should this contribution be paid in 2011, a further amount of euro 340,000 would be attributed to the Fund, after deducting expenses already incurred in 2010 under this heading. The 2012 budget proposal for the Campus Improvement Fund is shown in Table 5 below.

**TABLE 5: CAMPUS IMPROVEMENT FUND**

(in thousands of euro)

<u>Chapter</u>	<u>Item</u>	<u>Title</u>	<u>2010 Actual figures</u>	<u>2011 Budget estimates</u>	<u>2012 Budget proposals</u>
<b>Part A – INCOME</b>					
I	10	Fund balance	2,422	186	-
	11	Interest income	6	1	5
	12	City of Turin	-	-	-
	13	Use of Surplus	-	-	650
Total Chapter I			<b>2,428</b>	<b>187</b>	<b>655</b>
<b>Part B - EXPENDITURE</b>					
II	20	Extraordinary maintenance	-	-	-
	21	Improvements and renovation	2,242	187	655
Total Chapter II			<b>2,242</b>	<b>187</b>	<b>655</b>
<b>Budget surplus</b>			<b>186</b>	<b>-</b>	<b>-</b>

50. An Investment Fund was created in November 2006 for the upgrade and development of curricula and training materials and other projects to improve the overall capacity of the Centre. The Centre will continue the use of the available euro 400,000 balance of the Investment Fund as foreseen until the end of 2011 to support the testing and delivery of new training activities, strengthening of the Centre's evaluation function and the upgrade of the HR data management system.
51. An Innovation Fund to support the development of innovative training products and approaches will be established in 2012. It is proposed to set aside euro 300,000 out of the 2010 surplus of which euro 150,000 is proposed to be used for 2012 training activities (see Appendix I, item 23). The remaining euro 150,000 will be used to support other innovations in learning and training in 2012. The 2012 budget proposals for the Innovation Fund are presented in Table 6.

**TABLE 6: INNOVATION FUND**

**2012 INNOVATION FUND BUDGET PROPOSALS**

(in thousands of euro)

<u>Chapter</u>	<u>Item</u>	<u>Title</u>	<u>2012 Budget proposals</u>
<b>Part A – INCOME</b>			
I	13	Use of Surplus	150
Total Chapter I			<b>150</b>
<b>Part B - EXPENDITURE</b>			
II	22	Training Innovations	150
Total Chapter II			<b>150</b>
<b>Budget surplus</b>			<b>-</b>

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**52. The Board is requested to approve the Programme and Budget Proposals for 2012.**

*Point for decision:* Paragraph 52.

Turin, 10 October 2011

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### III. INFORMATION APPENDICES

#### Appendix I: Explanatory notes

#### INCOME

- Item 10**                      **(International Labour Organization)**
- The Programme and Budget of the International Labour Organization for the two-year period 2012-2013 makes provision for a total of USD 8,747,000 by way of contribution to the Centre's operating costs for the same period. The sum of euro 3,057,000 (USD 4,373,000) posted to item 10 of the Centre's budget forecasts thus represents the ILO contribution towards the financial year 2012.
- Item 11**                      **(Government of Italy)**
- Article 1 of the Agreement between the ILO and the Italian Government signed in December 1983 states that "the Italian Government undertakes to contribute to the Centre's budget in the form of an annual contribution to the Centre's general expenses, the said contribution to be assessed in relation to both the Centre's requirements with respect to the said general expenses and the annual contribution made by the International Labour Organization towards the financing of the Centre." Article 2 of the same Agreement states that a Joint Committee composed of representatives of the Centre and the Italian Government shall "make an assessment of the Centre's requirements for general expenses for the following year and express an opinion concerning the amount of the Italian Government's contribution to the Centre for the said following year in the light of the criteria laid down in Article 1 of this Agreement".
- Although the Joint Committee has yet to meet and approve the fixed contribution of euro 7,850,000 for 2012, this amount is expected based on historical contributions received from Italy for the Centre's general expenses.
- Item 12**                      **(Government of France)**
- The French Government is expected to make a voluntary cash contribution to the Centre's budget and to cover the cost of young French experts. The contribution amounts to euro 36,000.
- Item 13**                      **(Piedmont Region)**
- The Piedmont Region is expected to make a voluntary contribution to the Centre's budget of euro 400,000.
- Item 14**                      **(City of Turin)**
- The City of Turin signed an agreement with the Centre whereby the City would provide euro 500,000 for the three years 2009 - 2012 to cover the cost of extraordinary maintenance. With the budgetary constraints that the City of Turin is currently experiencing, it is prudent not to count on this contribution in 2012.
- Item 15**                      **(Government of Portugal)**
- The Government of Portugal signed an agreement with the Centre to provide annual voluntary contributions of euro 250,000 for three years 2011 - 2013 to the Centre's budget for operating costs.



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**Item 20****(Income from specific activities)**

This item relates to all income expected from the programme of activities for 2012. The income is estimated at euro 25,250,000 for the year.

The detail of income foreseen by source of funding is to be found in Appendix III.

**Item 21****(Income from publications)**

This item relates to all income expected from publications and external work for outside clients for 2012. The income is estimated at euro 1,100,000 for the year.

**Item 22****(Other income)**

Other income, expected to amount to euro 1,300,000, consists primarily of earned interest and income from rental of premises and installations on the campus, together with the estimated share of costs paid by the United Nations System Staff College and the United Nations Interregional Crime and Justice Research Institute to the Centre for the use of some of the premises and rental of training and residential facilities.

**Item 23****(Utilisation of the 2010 surplus)**

In accordance with Article 7.4 of the Financial Regulations, the Director has earmarked the following expenditures in 2012 from the 2010 surplus:

Core training activities: euro 500,000.

Innovation Fund: euro 300,000 to promote the development and testing of new training and learning methodologies of which euro 150,000 will be used for activities in 2012.

Improvement of campus facilities: euro 650,000 to the Campus Improvement Fund.

Implementation of the main recommendations arising from the 2011 Business Process Review: euro 350,000.

The 2010 surplus of euro 1,800,000 has been earmarked for the four above mentioned purposes.

## **STAFF COSTS**

**Item 30****(Regular budget staff)**

This item concerns the staff required for the development, execution and technical and administrative support of the Centre's programme of training activities. Staff costs are estimated on the basis of a standard cost calculated for each grade in the Professional category and above, and in the General Service category. The "standard cost" embraces all elements of cost envisaged in the Centre's Staff Regulations, together with a provision to cover the benefits due to staff members upon termination of their employment with the Centre, as required under Article 13 of the Centre's Financial Regulations.

The total level of resources is estimated at 151/02 work-years, for a total cost of euro 15,631,000 which can be broken down as follows:

	<b>euro</b>
Professional category and above	7,771,000
General service category	7,555,000
Associated costs	305,000
<b>Total</b>	<b>15,631,000</b>

A detailed account of the Centre's estimated staffing resources and corresponding cost is set out in Appendices IV and V.

#### **Professional category and above**

The estimated costs amount to euro 7,771,000 for a total of 56/05 work-years. A provision has been included in this figure for an increase in salaries of 2.5% in January 2012. A table setting out the standard (based on real) cost per grade within this category is set out below.

<b>Grade</b>	<b>Standard (based on real) cost per year in euro</b>
ADG	255,000
D.2	193,000
D.1	171,000
P.5	158,100
P.4	134,800
P.3	114,500

#### **General Service category**

The estimated costs amount to euro 7,555,000 for a total of 94/09 work-years. A provision is made in this figure for an increase of 2.5% in November 2012. A table setting out the standard (based on real) cost per grade within this category is set out below.

<b>Grade</b>	<b>Standard (based on real) cost per year in euro</b>
G.7	115,200
G.6	101,200
G.5	83,900
G.4	69,900
G.3	58,200

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The following associated costs are also anticipated:

	<b>euro</b>
Staff development	160,000
Provision for increase in repatriation travel and shipping costs of eligible staff	62,000
Provision for increase in UNJSP contributions	33,000
Overtime	14,000
Young experts (funded by the Govt. of France)	11,000
Medical insurance and other staff costs	20,000
Contribution to the Staff Union Committee's expenses	5,000
<b>Total</b>	<b>305,000</b>

### **Item 31**

#### **(Project-based staff)**

This item relates to the cost of staff engaged under short-term contracts or fixed-term contracts linked to specific training projects of a fixed term duration of 1 year or more, in accordance with article 1.2 (c) of the Staff Regulations to provide temporary assistance in carrying out one or more specific activities. Persons engaged under short-term contracts are directly recruited for the implementation of specific training activities.

The total level of resources is estimated at 45/02 work-years, for a total cost of euro 3,400,000 which can be broken down as follows:

	<b>euro</b>
Professional category and above	1,439,000
General service category	1,961,000
<b>Total</b>	<b>3,400,000</b>

## **FIXED COSTS**

### **Item 40**

#### **(External collaborators)**

Two types of external collaborators are included under this heading:

	<b>euro</b>
Medical service	130,500
Consultants, including service contracts	457,500
<b>Total</b>	<b>588,000</b>

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### Medical service

This service provides medical care to participants in training activities. It also provides medical services and advice on the request of the management of the Centre on all occasions when this is required by the Centre's administrative procedures. Several part-time physicians and a part-time nurse provide these services. They are assisted by a nurse who is an official of the Centre, whose cost is included in budget item 30 under staff costs.

### Consultants

These are primarily consultants or consulting companies hired to design and develop new programmes and assist in translation and interpretation for the Centre's activities. This item also relates to services of consultants for IPSAS implementation, the business process review started in 2011 as indicated in paragraph 27 and services aiming at strengthening programme promotion and support.

## Item 41

### (Facilities)

The Centre's activities are conducted on a campus with an area of roughly 100,000 square metres occupied by 21 pavilions, including the fully restored Pavilion Piemonte which was completed in July 2010. The various buildings have offices, classrooms and accommodation facilities. These buildings and installations are the property of the City of Turin, which leases them to the Centre at a nominal rent. Under the terms of the Convention signed in July 1964, major repairs and certain maintenance works, such as the restoration of façades, the repair of damage caused by weather, and the upkeep of gardens and roads (see Para.49, Campus Improvement Fund), are the responsibility of the City of Turin. Operating and ordinary maintenance costs are the responsibility of the Centre. The estimated expenditure is euro 1,993,000 broken down as follows:

	euro
Heating	420,000
Lighting	500,000
Cleaning	230,000
Maintenance and repairs	500,000
Garbage disposal	75,000
Water and gas	70,000
Upkeep of gardens and green area	75,000
Maintenance of residential equipment	90,000
Insurance	33,000
<b>Total</b>	<b>1,993,000</b>

## Item 42

### (Security)

This item represents the cost of the security service provided by a specialized security firm. The estimated expenditure amounts to euro 390,000 for 2012.

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**Item 43****(General operating expenses)**

This item encompasses all transport, pouch and mail services, telephone and communication costs, purchase of non-depreciable materials, internal reproduction, office supplies, equipment maintenance and other administrative costs. The estimated expenditure breakdown is as follows:

	<b>euro</b>
Mail services, pouch, postage and telecommunications	330,000
Transport costs and maintenance of vehicles	126,000
Office supplies and internal reproduction	112,000
Equipment maintenance	118,000
Bank charges	60,000
Non-depreciable materials	38,000
Books and publications	33,000
Public information and promotion	30,000
Administrative services from ILO	37,000
Other administrative costs	22,000
<b>Total</b>	<b>906,000</b>

**Item 44****(Missions and representation)**

This item is concerned with missions of a technical nature aimed at promoting the Centre's activities and maintaining its close links with both the ILO and other United Nations System organisations. A small proportion of the total relates to missions to maintain the contacts required between the administrative services of the ILO and those of the Centre. Lastly, this item includes a provision to cover hospitality expenses which will further the interests of the Centre. The total provision for missions and representation amounts to euro 255,000.

**Item 45****(Governance)**

This item relates to the cost of the services of the external auditors, the cost of ILO services for internal audit and legal services and expenses relating to the Board and the Trade Union and Employers' Training Committees' meetings. The estimated expenditure of euro 373,000 are broken down as follows:

	<b>euro</b>
ILO services for internal audit and legal services	188,000
Auditors' fees	105,000
Board of the Centre	50,000
Trade Union and Employers' Training Committees' meetings	30,000
<b>Total</b>	<b>373,000</b>

**Item 46****(Information technology)**

This item, totaling euro 1,703,000, covers planned expenditure relating to training technology, maintenance and development of information systems, office automation, maintenance of computer hardware and purchase of non-depreciable computer hardware. This budget line is broken down as follows:

	<b>euro</b>
Internet costs	140,000
Maintenance of computer hardware	313,000
Application software, licenses and maintenance	381,000
Non-depreciable computer hardware and materials	119,000
Technical assistance	750,000
<b>Total</b>	<b>1,703,000</b>

**Item 47****(Depreciation of fixed assets)**

As required by article 14.4 of the Financial Regulations, provision is made to cover the depreciation of all the Centre's fixed assets as listed below:

- office furniture and equipment
- transportation equipment
- audio-visual equipment
- computer hardware (excluding personal computers and related printers which are expensed in the year of purchase)
- reproduction and duplication equipment
- residential equipment.

The estimated depreciation provision is euro 349,000 taking into account an anticipated investment of euro 750,000 in 2012 for the purchase of wireless interpretation, information technology equipment and replacement of the fully depreciated and obsolete printing equipment.

**VARIABLE COSTS**

Item	Heading	<b>euro</b>
50	External collaborators	5,210,000
51	Missions	840,000
52	Participants' costs	5,060,000
53	Books, training aids and materials	800,000
54	Training facilities and services outside Turin	830,000
55	Other variable costs	830,000
56	Costs related to income from publications	750,000
57	Other costs related to other income	300,000
	<b>Total</b>	<b>14,620,000</b>

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This table illustrates the Centre's estimated variable costs broken down by type of expense. These variable costs are solely related to the implementation of specific training activities. This programme evolves during the budget year in accordance with available funding. The level of these costs thus evolves in relation to the programme of activities, just as it is subject to variations resulting from the diversity of the cost factors associated with implementation of the activities. A series of notes illustrating the nature of the costs related to each of the budget items in the table is given below.

**Item 50**

**(External collaborators)**

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

**Item 51**

**(Missions)**

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

**Item 52**

**(Participants costs)**

This item covers all accommodation expenses incurred by participants during their stay at the Centre and during their external training. It consists primarily of:

- a) board and lodging
- b) participants' return travel from their countries of origin by air
- c) participants' travel during study tours by air, train or bus
- d) laundry
- e) leisure activities (e.g. excursions, cultural evenings, visits to museums)
- f) cost of tuition provided for participants within the framework of individual or collective placements in government or private institutions
- g) minor medical care and insurance coverage for participants
- h) refreshment and meals offered to participants

**Item 53**

**(Books, training aids and materials)**

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

**Item 54**

**(Training facilities and services outside of Turin)**

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

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**Item 55 (Other variable costs)**

This item covers miscellaneous training expenses that could not be classified in the above budget line groupings and other non-training expenses of projects and activities.

**Item 56 (Costs related to income from publications)**

This item covers the cost of graphic design, layout, editing, interpretation and publication costs of external work provided by the Centre for external clients such as the ILO, the European Commission and other UN agencies. These costs are covered by income from publications (item 21).

**Item 57 (Other costs related to other income)**

This item relates to costs to generate other income (item 22).

The total expenditure for 2012 is thus estimated at euro 39,858,000 and can be summarized under three headings:

	<b>euro</b>
Staff costs	19,031,000
Fixed costs	6,557,000
Variable costs	14,620,000
<b>Total</b>	<b>40,208,000</b>



## Appendix II SYNOPSIS OF BUDGET FORECASTS FOR 2011 AND 2012

(in thousands of euro)

<u>Chapter</u>	<u>Item</u>	<u>Title</u>	<u>2010 Actual figures</u>	<u>2011 Approved Budget</u>	<u>2011 Estimates</u>	<u>2012 Budget proposals</u>
<b>Part A – INCOME</b>						
I		<u>Voluntary contributions</u>				
	10	International Labour Organization	2,819	3,116	2,896	3,057
	11	Government of Italy (ex-lege)	7,850	7,850	7,850	7,850
	12	Government of France	104	100	100	36
	13	Piedmont Region (Italy)	370	400	400	400
	14	City of Turin	266	-	-	-
	15	Government of Portugal	-	-	250	250
		Total Chapter I	<b>11,409</b>	<b>11,466</b>	<b>11,496</b>	<b>11,593</b>
II		<u>Earned Income</u>				
	20	Income from activities	24,945	25,600	24,298	25,250
	21	Income from publications	804	1,000	1,217	1,100
	22	Other income	1,303	1,400	1,200	1,300
		Total earned income	27,052	28,000	26,715	27,650
	23	Use of Surplus	633	500	500	1,000
		Total Chapter II	<b>27,685</b>	<b>28,500</b>	<b>27,215</b>	<b>28,650</b>
		<b>Total Budget Income</b>	<b>39,094</b>	<b>39,966</b>	<b>38,711</b>	<b>40,243</b>
<b>Part B - EXPENDITURE</b>						
III		<b>Staff Costs</b>				
	30	Regular budget staff costs	14,489	14,944	14,513	15,631
	31	Project based staff costs	3,036	3,390	3,383	3,400
		Total Chapter III	<b>17,525</b>	<b>18,334</b>	<b>17,896</b>	<b>19,031</b>
IV		<b>Non Staff Costs</b>				
		<u>Fixed expenses</u>				
	40	Consultants	333	378	531	588
	41	Facilities	2,276	2,015	2,113	1,993
	42	Security	386	390	390	390
	43	General operating expenses	867	960	921	906
	44	Missions and representation	264	350	347	255
	45	Governance	363	403	220	373
	46	Information technology	1,407	1,706	1,773	1,703
	47	Depreciation of fixed assets	438	590	427	349
		Total Chapter IV	<b>6,334</b>	<b>6,792</b>	<b>6,722</b>	<b>6,557</b>
V		<u>Variable expenses</u>				
	50	External collaborators	4,945	5,294	5,000	5,210
	51	Missions	793	849	800	840
	52	Participants costs	4,793	5,131	4,850	5,060
	53	Books, training aids and materials	767	821	790	800
	54	Training facilities and services outside Turin	803	860	800	830
	55	Other variable costs	799	855	800	830
	56	Costs related to income from publications	654	700	700	750
	57	Other costs related to other income	256	300	300	300
		Total Chapter V	<b>13,810</b>	<b>14,810</b>	<b>14,040</b>	<b>14,620</b>
		<b>Total Expenditure</b>	<b>37,669</b>	<b>39,936</b>	<b>38,658</b>	<b>40,208</b>
		<b>Budget surplus</b>	<b>1,425</b>	<b>30</b>	<b>53</b>	<b>35</b>

## Appendix III

### INCOME FORESEEN FOR 2012 ACTIVITIES BY SOURCE OF FUNDING

(in euro)

ILO Regular Budget	2,700,000
ILO RBSA	200,000
ILO (other sources: UN Trust Funds, Bilateral Trust Funds, Subcontracts)	3,000,000
Other UN agencies and institutions	1,400,000
European Union and related institutions	4,800,000
World Bank (direct and indirect sources)	1,200,000
Other multilateral sources	2,000,000
Italian government (Ministry of Foreign Affairs, multilateral voluntary contribution)	1,600,000
Italian Ministry of Labour, Ministry of Foreign Affairs, other funds from Italy	2,000,000
Other bilateral sources/direct trust funds	6,350,000
<hr/>	
<b>TOTAL FORESEEN FOR THE YEAR 2012</b>	<b>25,250,000</b>
Utilisation of the 2010 surplus	650,000
<hr/>	
<b>TOTAL FUNDING FOR 2012 ACTIVITIES</b>	<b>25,900,000</b>
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## Appendix IV

### COMPARATIVE SUMMARY OF STAFF RESOURCES - REGULAR BUDGET FOR 2011 AND 2012

(in euro)

<b>Grade</b>	<b><u>2012</u> Budget proposals euro</b>		<b><u>2011</u> Approved budget euro</b>		<b><u>2011</u> Latest estimates euro</b>	
	<b><u>Work years/ months</u></b>	<b><u>Estimated cost</u></b>	<b><u>Work years/ months</u></b>	<b><u>Estimated cost</u></b>	<b><u>Work years/ months</u></b>	<b><u>Estimated cost</u></b>
ADG	1/00	255,000	-	-	0/11	228,000
D.2	1/00	193,000	2/00	423,000	1/01	205,000
D.1	2/00	342,000	2/00	350,000	2/00	334,000
P.5	16/01	2,542,000	14/01	2,287,000	14/08	2,269,000
P.4	13/09	1,853,000	14/00	1,865,000	13/03	1,666,000
P.3	22/07	2,586,000	23/00	2,617,000	21/09	2,313,000
P.2	-	-	-	-	-	-
<b>Total ADG+D+P</b>	<b>56/05</b>	<b>7,771,000</b>	<b>55/01</b>	<b>7,542,000</b>	<b>53/08</b>	<b>7,015,000</b>
G.7	9/00	1,037,000	7/00	786,000	9/00	979,000
G.6	14/08	1,484,000	15/10	1,538,000	15/11	1,509,000
G.5	21/00	1,762,000	21/00	1,706,000	21/00	1,628,000
G.4	30/07	2,137,000	33/08	2,288,000	29/00	1,895,000
G.3	19/06	1,135,000	17/00	924,000	19/05	1,031,000
G.2	-	-	-	-	2/07	87,000
<b>Total G</b>	<b>94/09</b>	<b>7,555,000</b>	<b>94/06</b>	<b>7,242,000</b>	<b>96/11</b>	<b>7,129,000</b>
<b>GRAND TOTAL</b>	<b>151/02</b>	<b>15,326,000</b>	<b>149/07</b>	<b>14,784,000</b>	<b>150/07</b>	<b>14,144,000</b>

## Appendix V

### Staff resources by grade and organizational unit for 2012

Organizational Unit	Professional category and above									Total P+ D & ADG		General service category							Total G		Grand total	
	<u>ADG</u>	<u>D2</u>	<u>D1</u>	<u>P5</u>	<u>P4</u>	<u>P3</u>	<u>P2</u>	<u>P1</u>	<u>Work Years/ Months</u>	<u>Cost (euro)</u>	<u>G7</u>	<u>G6</u>	<u>G5</u>	<u>G4</u>	<u>G3</u>	<u>G2</u>	<u>G1</u>	<u>Work Years/ Months</u>	<u>Cost (euro)</u>	<u>Work Years/ Months</u>	<u>Cost (euro)</u>	
Director's Office	1/00	1/00		0/07					2/07	543,459		1/06	1/00		1/00		3/06	288,004	6/01	831,463		
<b>TOTAL</b>	<b>1/00</b>	<b>1/00</b>		<b>0/07</b>					<b>2/07</b>	<b>543,459</b>		<b>1/06</b>	<b>1/00</b>		<b>1/00</b>		<b>3/06</b>	<b>288,004</b>	<b>6/01</b>	<b>831,463</b>		
<b>Training and Management Team</b>																						
Learning and Communication				1/00	1/00	1/07			3/07	471,202	1/00	2/00	2/00	3/10	1/00		9/10	777,388	13/05	1,248,590		
Sustainable Development and Governance			1/00		1/00				2/00	284,291	1/00			1/00	2/00		4/00	306,702	6/00	590,993		
Training Programmes			1/00	10/06	9/09	15/00			36/03	4,821,553	2/00	4/03	8/00	11/10	8/00		34/01	2,604,362	70/04	7,425,915		
<b>TOTAL</b>			<b>2/00</b>	<b>11/06</b>	<b>11/09</b>	<b>16/07</b>			<b>41/10</b>	<b>5,577,046</b>	<b>4/00</b>	<b>6/04</b>	<b>10/00</b>	<b>16/08</b>	<b>11/00</b>		<b>47/11</b>	<b>3,688,452</b>	<b>89/09</b>	<b>9,265,498</b>		
<b>Administration</b>																						
Financial Services				1/00		1/00			2/00	322,978	3/00	4/00	2/00	2/00	1/00		12/00	1,173,044	14/00	1,496,022		
Internal Administration Service				1/00	1/00	1/00			3/00	371,428	1/00	2/00	6/00	7/00	5/00		21/00	1,624,171	24/00	1,995,599		
Medical Service														1/00			1/00	61,076	1/00	61,076		
Human Resources Services				1/00		1/00			2/00	285,961	1/00		2/00	3/00	0/06		6/06	509,453	8/06	795,414		
Management Information Systems Section				1/00	1/00	3/00			5/00	670,567		0/10		1/00	1/00		2/10	210,856	7/10	881,423		
<b>TOTAL</b>				<b>4/00</b>	<b>2/00</b>	<b>6/00</b>			<b>12/00</b>	<b>1,650,934</b>	<b>5/00</b>	<b>6/10</b>	<b>10/00</b>	<b>14/00</b>	<b>7/06</b>		<b>43/04</b>	<b>3,578,600</b>	<b>55/04</b>	<b>5,229,534</b>		
<b>GRAND TOTAL</b>	<b>1/00</b>	<b>1/00</b>	<b>2/00</b>	<b>16/01</b>	<b>13/09</b>		<b>22/07</b>		<b>56/05</b>	<b>7,771,439</b>	<b>9/00</b>	<b>14/08</b>	<b>21/00</b>	<b>30/07</b>	<b>19/06</b>		<b>94/09</b>	<b>7,555,056</b>	<b>151/02</b>	<b>15,326,495</b>		