



INTERNATIONAL TRAINING
CENTRE OF THE ILO

CC70/1
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Board of the Centre

Turin, 6-7 November 2008

FOR INFORMATION

FIRST ITEM ON THE AGENDA

**Director's Report on the activities
of the Centre in 2007-2008 and perspectives for 2009**

INTERNATIONAL TRAINING CENTRE OF THE ILO
Board of the Centre

CC70/1
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Director's Report on the activities of the Centre in 2007-2008 and perspectives for 2009

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OVERVIEW AND HIGHLIGHTS

Overall mandate of the Centre

1 The International Training Centre of the ILO contributes to the enhancement of human resources by providing training and training-related services and products.

2 The ultimate goals pursued by the Centre are set by its Board, by the ILO Governing Body and by the International Labour Conference. They reflect the priorities and concerns expressed by the international community through the agendas of world summits and conferences.

3 The Centre contributes to disseminating the ILO's principles and policies, and to strengthening the capacity of national institutions to implement relevant programmes in line with the ILO's strategic objectives and the Decent Work agenda. It participates in the ILO's efforts to help attain the Millennium Development Goals, and to apply the recommendations of the World Commission on the Social Dimension of Globalization.

4 The Centre's range of services is highly diversified. Every year, the Centre organizes a regular programme of standard courses. In addition, the Centre may be entrusted with producing a tailor-made training activity, with implementing a single project component or with the overall design and execution of a multi-year project that has several components. Tailor-made training activities are usually integrated into nationally executed programmes or projects and therefore contribute to the overall development efforts of the recipient country.

5 The Centre carries out its activities in close cooperation with the relevant ILO programmes, departments and offices. It also works in conjunction with relevant United Nations organizations and with a number of international or national partner institutions.

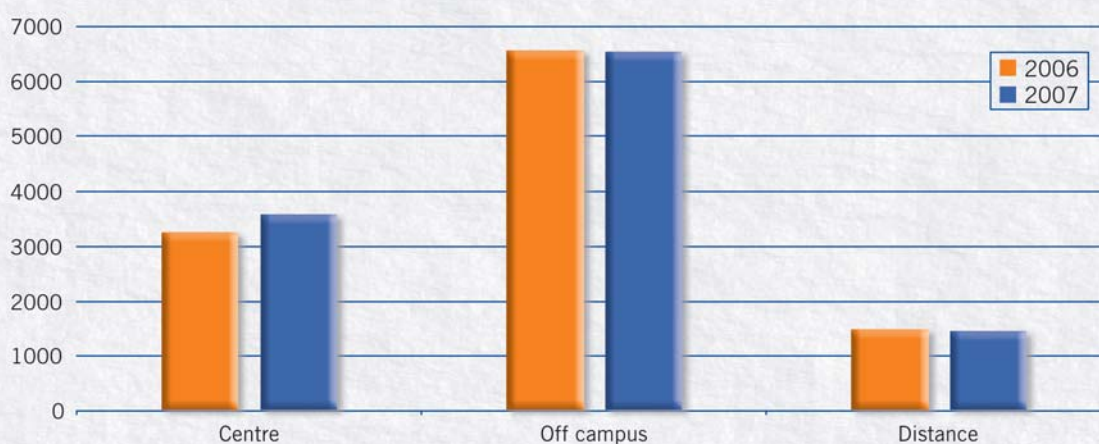
Introduction

6 In 2007, the Centre's efforts were geared towards enhancing the relevance and sustainability of its programmes and improving its operational integration with the ILO. Action in 2007 and 2008 aimed to create the conditions for that, by:

- (i) improving the Centre's funding strategy;
- (ii) enhancing the quality of the Centre's operations by reinforcing technical and training capacities;
- (iii) opening up a new line of work on ILO staff development;
- (iv) consolidating existing programmes and developing new inter-disciplinary products;
- (v) coordinating the Centre's result-based management system with the ILO programme.

7 Following the discussions held and the guidelines set by the ILO Governing Body's PFAC in November 2006 and March 2007, a Working Party was created to look into ways to provide more stable and predictable funding for the work of the Centre. The issue was further debated and concrete recommendations were made at the PFAC meeting in September 2007.

**CHART A:
NUMBER OF PARTICIPANTS IN 2006 AND 2007**



8 The Training Department was reorganized.

The purpose was two-fold:

- (i) to help the Centre put the recommendations into practice by improving its resource mobilization and its relations with the ILO's structure and regions;
- (ii) to strengthen the Centre's capabilities and reputation in learning and training technology applied to all its areas of expertise, its main comparative advantage.

9 The first chapter below gives an overview of the Centre's general results and statistics in 2007. The subsequent chapters report on the activities in 2007 and look ahead to the main developments expected in 2008 and 2009.

10 Highlights of the programme in 2007 included:

- (i) a further increase in the overall number of activities, participants and participant days;
- (ii) an improvement in the gender balance among participants, with over 42 per cent of participants being women;
- (iii) increased participation and visibility of the social partners. The number of employer and worker representatives increased by almost 40 per cent over 2006. Together, they accounted for over a quarter of the Centre's participants.

11 Appendix I shows the distribution of participants by country. Appendix II provides detailed statistics on worker and employer participation by Technical Programme, region and gender.

Indicators and trends

12 Quantitative indicators regarding the Centre's training activities and participants for 2007 are shown in Chart A and Table 1. The Centre's performance in 2007 compares favourably with that of 2006.

13 About 51 per cent of activities were held off campus, in another region or country, whereas 12 per cent were distance learning programmes. However, the face-to-face activities held in Turin, which took advantage of the campus learning facilities and environment, accounted for the highest proportion of days of training and participant days.

14 Standard courses made up roughly one third of the Centre's portfolio. The remaining activities were project-based, or tailored to specific requests by client institutions and sponsors.

15 The number of activities held entirely at a distance fell slightly, but this was compensated for by an increase in the number of days of training within those activities.

16 Distance learning technology was increasingly used to complement face-to-face training rather than replace it. Web-based materials were started on (e.g. modules on social dialogue and tripartism), completed (e.g. modules on employment and labour market policy) or updated (e.g. an electronic library on freedom of association and collective bargaining).

17 Table 2 and Chart B give a breakdown of participants by the five main regions in 2007, and compare it with the previous year.

**TABLE 1:
DISTRIBUTION OF ACTIVITIES BY TYPE OF TRAINING IN 2005 AND 2006**

| | 2006 | | | | 2007 | | | |
|--------------|------------|---------------|------------------|------------------|------------|---------------|------------------|------------------|
| | Activities | Participants | Days of training | Participant days | Activities | Participants | Days of training | Participant days |
| Centre | 143 | 3 228 | 1 672 | 39 097 | 172 | 3 976 | 1 792 | 42 385 |
| Off campus | 219 | 6 564 | 1 013 | 27 036 | 239 | 6 521 | 1 111 | 30 267 |
| Distance | 57 | 1 463 | 564 | 13 992 | 55 | 1 434 | 820 | 21 080 |
| TOTAL | 419 | 11 255 | 3 249 | 80 125 | 466 | 11 931 | 3 723 | 93 732 |

¹ The "participant days" indicator is calculated for each training activity as the product of the number of participants and the actual number of days of training.

² For comparability between face-to-face and distance learning activities, the days of training for the latter are calculated as the total number of "prescribed" study hours divided by six (the number of study hours in a day of training in a face-to-face activity).

³ Participants in 2007 came from 190 countries or territories. Detailed statistics on the distribution of participants by country of origin are given in Appendix I.

18 Virtually all regions increased their level of participation in 2007. An exception was the European Union, due to fewer projects for EU member countries; conversely, there were more activities for the rest of Europe and for Central Asia.

19 Participation from Africa was equally distributed among all areas of training, with an emphasis on fundamental principles and rights at work, public sector management, women's entrepreneurship and local empowerment.

20 Participation from the Americas in distance learning programmes in local development and competency-based training expanded. There was also participation from the Americas in a Spanish-funded trade union project on social protection and an EU-sponsored project on promoting decent work and social cohesion in the region ("Eurosocial").

21 After a decline in 2006 due to the phasing out of large projects, participation from the Asia and Pacific region increased significantly in 2007. This was mainly due to a World Bank project on public procurement reform in Bangladesh. The Arab States participated strongly in the areas of employment policy and social dialogue.

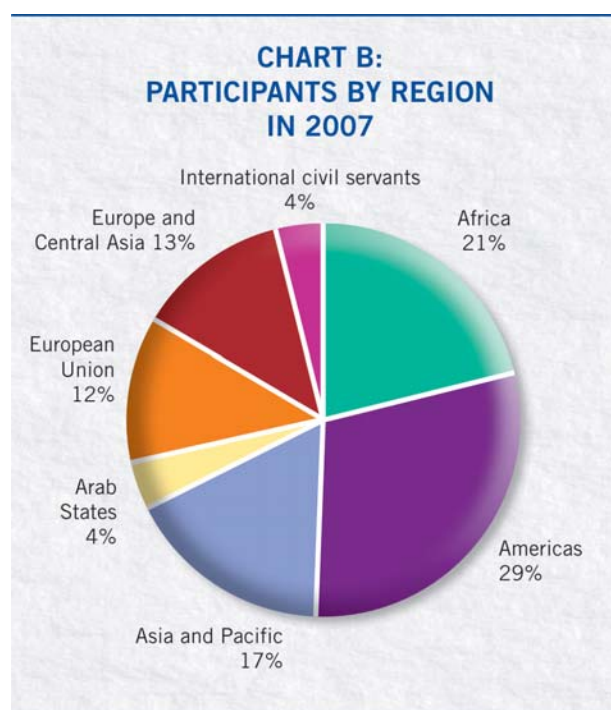
22 Table 2 also shows the number of international civil servants. These were mostly ILO staff participating in workshops held at the Turin Centre. The slight fall in this category is because in 2006 the European Commission officials participating in the EU project on gender mainstreaming were registered as international civil servants.

**TABLE 2:
DISTRIBUTION OF PARTICIPANTS BY
REGION (2006-2007)**

| Region | 2006 | 2007 |
|--------------------------------------|---------------|---------------|
| Africa ¹ | 2 328 | 2 532 |
| Americas | 3 127 | 3 500 |
| Asia and the Pacific | 1 475 | 2 011 |
| Arab States ¹ | 375 | 483 |
| European Union | 1 939 | 1 407 |
| Europe and Central Asia ² | 1 487 | 1 522 |
| International civil servants | 524 | 476 |
| TOTAL | 11 255 | 11 931 |

1 In line with ILO classification criteria, participants from Algeria, Morocco, Tunisia, Mauritania, Libya, Egypt and Sudan are clustered with Africa, although in the Centre's operations those countries come under Arab States. In 2007, there were 292 participants from those seven countries (116 were women). In 2006, there had been 401 participants from the same countries (205 were women).

2 This regional category covers all the countries of Europe which were not members of the European Union in 2007, as well as Central Asia.



Participation by women in training

23 Table 3 shows the proportion of women participants in the Centre's activities. The average rate was 42 per cent in 2007. Looking at individual programmes, a high number of women participants from the Americas registered, especially for distance learning activities (over 50 per cent). In all regions, the highest rates were in those courses which specifically targeted women (e.g. courses on women's entrepreneurship) or dealt with gender-related issues.

**TABLE 3:
PARTICIPATION BY WOMEN IN TRAINING**

| Year | 2006 | 2007 |
|--------------------|--------|--------|
| Total participants | 11 255 | 11 931 |
| Number of women | 4 447 | 5 055 |
| Percentage | 39.51 | 42.37 |

Participation by employers' and workers' representatives

24 The overall social partner participation rate reached 26 per cent of all participants in 2007, significantly higher than in 2006 (20 per cent). This is shown in Table 4.

25 The figures cover activities specifically designed for worker or employer representatives by the Workers' Activities Programme and the Employers' Activities Programme, respectively, and activities run by the other Centre Programmes, including standard courses and tailor-made or project-linked activities.

26 There were 321 employer representatives and 553 worker representatives in the other Centre Programmes, spread over 120 activities, 70 of which had bipartite or tripartite participation, involving 164 employer and 257 worker representatives, respectively.¹

27 The figures shown in Table 4 also include the employer and worker participants who benefited from the Social Partners Support Facility, set up in 1999 and formerly known as the "Central Fund".

28 In 2007, the SPS Facility was consolidated and the procedure for selecting activities to benefit from it was better defined. The purpose of the SPS Facility is to promote bi-tripartism by sponsoring the participation of worker and employer representatives in the Centre's standard courses. In 2007, the SPS Facility offered 182 fellowships. However, only 148 social partner representatives (70 employers and 78 workers) were actually nominated by the respective organizations, as against 157 in 2006.

29 There is still scope for enhancing employers' and workers' presence in the Centre's activities through a strategy to be developed together with the ILO Bureaux for Employers' Activities and for Workers' Activities.

30 Such a strategy would stress the unique character of the Turin Centre as a tripartite and bipartite meeting place for reflecting on common challenges and exploring innovative avenues for dealing with them.

**TABLE 4:
PARTICIPATION BY EMPLOYER AND WORKER REPRESENTATIVES IN 2006 AND 2007**

| | 2006 | | 2007 | |
|------------------------------|------------|--------------|--------------|--------------|
| | Employers | Workers | Employers | Workers |
| Employer-specific activities | 400 | | 715 | |
| Worker-specific activities | | 1 059 | | 1 521 |
| Other Centre activities | 320 | 450 | 321 | 553 |
| TOTAL | 720 | 1 509 | 1 036 | 2 074 |
| Percentage of Centre total | 6.40 | 13.41 | 8.68 | 17.38 |

1 Worker participation was particularly high in field-based and project-linked activities on freedom of association and child labour.

PROGRAMME IMPLEMENTATION

Introduction

31 A number of adjustments were made to the operational structure of the Centre in 2007, to make it more functional and more responsive to demand from ILO constituents. The partial re-organization of functions and reporting lines in the Training Department was formally consolidated early in 2008.

32 Under the new set-up, the department is run by a training management team, composed of senior managers² and coordinated by the Director of Training Programmes.

33 In 2007, a new structure, named Programme Development and Regional Cooperation (PRODEV), was created to support the technical units in developing new projects, mobilize resources, maintain donor relations, coordinate the Centre's participation in competitive tenders, back up or manage cross-cutting projects, provide guidance on regional priorities and maintain contact with ILO field offices and regional partner institutions. PRODEV's functions concerning resource management and mobilization were redefined and consolidated in early 2008.

34 All the existing technical units have been maintained, with some adjustments to pool resources in specialist subject areas (e.g. local development), promote a multidisciplinary approach to sensitive issues and enhance the development of joint products (e.g. courses on migration and non-discrimination). To this end, the missions of some units have been restated and those units have been renamed to reflect their new responsibilities. The following technical units, all reporting to the Director of Training Programmes, are now operational:

- Standards and Fundamental Principles and Rights at Work
- Employment and Skills Development
- Enterprise Development
- Social Protection
- Social Dialogue
- Workers' Activities
- Employers' Activities
- Gender Coordination and Non-Discrimination
- Local Development - DelNet

35 The Learning and Communication Service, which now reports to the Director of the Centre, is still responsible for providing and further strengthening training methodology and technology support to the technical units. The Service oversees the Distance Education and Learning Technology Applications Programme (DELTA), which, in addition to providing support to the technical units of the Centre, offers learning and training services in its areas of expertise to constituents and partner institutions.

36 A new Sustainable Development and Governance Cluster, also reporting to the Director of the Centre, has been created to broaden the scope of the existing management of development programmes, and to place more emphasis on their contribution to the Decent Work Agenda. Within the Cluster, a new Programme on the Social Dimension of Trade and Investment (SDTI) has been created. The SDTI is intended to complement and reinforce the ILO's work on the social dimension of globalization. To this end, it will provide training and learning opportunities to ILO constituents and others, possibly including ILO staff. It will cover topics such as the impact of trade on decent work, the social outcomes of regional integration processes, the relationship between poverty reduction and national public investment, employment and labour in international financing, and corporate social responsibility. The SDTI will work closely with other units of the Centre and maintain regular contact with the ILO's HQ and field structures. It will also work with other agencies and organizations.

37 As regards post-graduate programmes, the Centre's strategy is to enhance and further develop collaboration at the international level, including partnerships with UN bodies and the academic world, with the aim of pooling the best international expertise and promoting debate about issues of major concern to the ILO and the international community. Post-graduate programmes may involve various technical units.

The Regional Dimension

38 The Centre has built up a global reach, with participants from virtually all of the ILO's Member States. In 2007, this was reflected in the provision of training services in many different languages and in

² The training management team is composed of the Director of Training Programmes, the Chief of the Learning and Communication Service, the Chief of the Sustainable Development and Governance Cluster, and the Chief of PRODEV.

many different locations. It will continue to be one of the Centre's most important comparative advantages and should be nurtured.

39 One of the main objectives of PRODEV has been to bring together the former 'Regional Programmes' into one strengthened unit that can effectively ensure that the ITC-ILO is able to respond to the wide range of opportunities for the provision of training services in the different regions of the world. This means engaging with partner organizations in the different countries and regions, an ongoing dialogue with ILO constituents and ILO field offices, and sensitivity to regional priorities and particularities.

40 One important area of work has been to see how the ITC-ILO can align its services with the regional priorities and country priorities set out in the 'Decent Work Country Programmes'. Whereas it is not always possible to provide training at country level, there has been an effort to propose regional or sub-regional training on themes that are common to a range of countries and their DWCPs.

41 The specific initiatives and projects undertaken around the world are reported under each of the Technical Programmes. The following points highlight the main trends and issues in each of the regions.

Africa

42 As part of a broad range of training services targeting Africa, a specific effort has been made to provide more training in youth employment and gender mainstreaming. Expertise and products of the Centre were made available to African participants in English, French and Portuguese in order to develop their capacity to formulate and implement concrete policies in those areas. An effort was made to work more closely with regional groupings, for instance the SADC and CEMAC, on promoting social dialogue for regional integration.

The Americas

43 The ITC-ILO has made significant contributions to the region's 'Hemispheric Agenda', for instance through the Eurosocial project, which stimulates dialogue on European and Latin-American experience concerning employment. Distance learning is becoming increasingly important, for instance in work on vocational training in Central America. Experience and expertise from Latin America is also being made available on training courses for African participants.

Arab States

44 Working closely with the ILO's Regional Office, the ITC-ILO has run a series of regional courses on ILO core topics to encourage sharing of knowledge and experience from the different sub-regions (the Maghreb and Mashreq). This has been complemented by an increasing number of participants from the region in Turin's interregional core courses, who learn about international trends and the latest thinking and experience concerning ILO core issues, with cost-sharing by captive resources.

45 Specific initiatives for Palestine and Iraq have been launched and should grow in 2008, provided funding is available and conditions on the ground are favourable. Finally, training was provided in response to specific requests from national constituents and institutions.

Asia

46 The ITC's focus for Asia and the Pacific has been on the priorities for the 'Asian Decent Work Decade'. This has meant providing training services in the five priority areas of the ILO in the region, namely:

- labour market governance
- local development
- youth employment
- labour migration
- competitiveness and productivity.

47 The Centre has been reviewing the specific programme for China with its partners in China, with a view to joint in-country training and including Chinese participants in interregional training programmes in Turin.

Europe

48 With the expansion of the European Union to the east, the thrust of the Centre's efforts in Europe will also move eastwards, targeting the countries in the Caucasus and Central Asia especially. At the same time, there will be projects to meet specific requests by partners in new member and candidate countries, and there will probably be cross-Mediterranean collaboration, following political initiatives by the European Union.

49 The programme for the region draws partly on funding from the European Commission obtained through 'calls for proposals', including for projects on

social dialogue and capacity building for trade unions and employers' organizations. A number of new EU countries are now looking to extend cooperation to other countries, in certain cases becoming donors and partners in ITC-ILO programmes.

The Turin Learning Approach

50 The Centre's 2007-2011 Development Plan provides guidelines for practical activities based on the needs and the profile of the participants and the specific context and requirements of their organizations. It outlines how the Centre's training activities are conceived, designed, implemented and followed up. It notes the Centre's multidisciplinary approach and its increasing reliance on information and communication technology before, during and after face-to-face activities.

51 The knowledge and skills that participants acquire can quickly be applied in their daily work or

form part of the organizational development agenda of their institutions. Learning takes place or is facilitated through exposure to international expertise, the sharing of practices among participants, and exposure to good practice on study visits. The increasing use of a three-phase blended approach (online, face-to-face, online) helps participants to learn over an extended period, which usually increases sustainability and impact. Non-conventional training methods boost the effectiveness of learning by allowing for very different learning styles.

52 The systematic assessment of participants' needs should be matched with regular evaluation of the impact of training in the participants' context. Evaluation is being strengthened to generate increased Centre-wide attention to evaluating learning, its application and its effects, and also to feed findings back into the design process.

53 In order to ensure that the quality standards of the Turin Learning Approach are applied Centre-wide,

**TABLE 5:
PARTICIPANTS, DAYS OF TRAINING AND PARTICIPANT DAYS BY TECHNICAL PROGRAMME**

| Programme | 2006 | | | 2006 | | |
|---|---------------------|------------------|------------------|---------------------|------------------|------------------|
| | No. of participants | Days of training | Participant days | No. of participants | Days of training | Participant days |
| Standards and Fundamental Principles and Rights at Work | 2 027 | 186 | 6 212 | 1 383 | 210 | 6 093 |
| Employment and Skills Development | 642 | 185 | 3 904 | 673 | 189 | 3 775 |
| Enterprise Development | 1 239 | 332 | 11 413 | 1 426 | 356 | 11 500 |
| Social Protection | 733 | 321 | 6 352 | 816 | 256 | 6 272 |
| Social Dialogue ¹ | 408 | 142 | 3 399 | 1 071 | 209 | 6 066 |
| Workers' Activities | 1 059 | 490 | 8 699 | 1 565 | 685 | 13 641 |
| Employers' Activities | 420 | 49 | 1 056 | 738 | 105 | 2 846 |
| Sustainable Development and Governance ² | 994 | 452 | 9 412 | 1 065 | 458 | 10 077 |
| European Social Fund Projects ³ | 1 604 | 180 | 4 718 | 573 | 31 | 642 |
| Learning Technology (DELTA) | 619 | 137 | 2 800 | 965 | 318 | 8 560 |
| Gender Coordination and Non-Discrimination ² | 432 | 131 | 2 544 | 438 | 109 | 2 769 |
| Local Development – DelNet ² | 678 | 242 | 7 832 | 722 | 303 | 8 463 |
| Post-graduate courses ⁴ | 145 | 379 | 10 956 | 162 | 432 | 11 314 |
| Other activities ⁵ | 255 | 23 | 828 | 334 | 62 | 1 714 |
| Total | 11 255 | 3 249 | 80 125 | 11 931 | 3 723 | 93 732 |

¹ Including the field-based project on "Strengthening social dialogue for innovation and change in Turkey".

² Some Technical Programmes have been renamed: the former Gender Coordination unit is now called Gender Coordination and Non-Discrimination; the former DelNet Programme is now called Local Development - DelNet; the former Management of Development Programme is now part of a wider Sustainable Development and Governance Cluster.

³ The European Social Fund Projects were managed by a single unit in 2006 and most of 2007. Future ESF-supported projects may be entrusted to different technical units on the basis of the available expertise, with the back-up of PRODEV.

⁴ Statistics on post-graduate courses in this table exclude the "Occupational Safety and Health" course, which is covered by the Social Protection Programme.

⁵ Including activities which are not specific to any single programme.

that the Centre's activities are truly learner-centred and that this becomes a feature by which the organization is recognized, a systematic in-house upgrading programme for trainers on learning design and technology was run in 2007 and will continue in 2008 and 2009.

Areas of Training

54 Table 5 shows the distribution of participants, days of training and participant days by Technical Programme in 2006 and 2007.

55 Table 6 and Chart C show the number of participants in 2007 from a different perspective. The purpose is to highlight how the Centre's training

activities relate and contribute to the ILO strategic objectives and operational outcomes.

56 A more complex set of parameters is being developed by the Centre to reflect its relevance to the different dimensions of the Decent Work Agenda.

57 Table 6 and Chart C show that the ILO Decent Work Agenda remains the foundation and the leading principle of the Centre's programme. As for the distribution of activities by strategic objective, the table and chart highlight the main focus of the activities and projects, but can hardly reflect the complexities of cross-fertilization among different programmes.

**TABLE 6:
NUMBER OF PARTICIPANTS BY STRATEGIC OBJECTIVE IN 2007**

| Strategic objective no. 1: Promote and realize standards and fundamental principles and rights at work | | | | | | | | | | |
|---|---|----------------------------|---|---------------|-----------------|-------------|---------------|--------------------|------------|--------------|
| Operational objective | | Operational outcome | | Africa | Americas | Asia | Europe | Arab States | ICS | Total |
| 1a | Fundamental principles and rights at work | 1a.1 | Improved implementation of fundamental principles and rights at work | 217 | 387 | 207 | 125 | 71 | 2 | 1 009 |
| | | 1a.2 | Targeted action against child labour | 152 | 36 | 39 | 83 | 4 | 10 | 324 |
| 1b | Normative action | 1b.1 | Improving the impact of standards | 7 | 8 | 5 | 2 | 4 | | 26 |
| | | | | 376 | 431 | 251 | 210 | 79 | 12 | 1 359 |
| Strategic objective no. 2: Create greater opportunities for women and men to secure decent employment and income | | | | | | | | | | |
| Operational objective | | Operational outcome | | Africa | Americas | Asia | Europe | Arab States | ICS | Total |
| 2a | Employment, labour markets, skills and employability | 2a.1 | Employment as central to economic and social policies | 100 | 342 | 34 | 112 | 67 | 54 | 709 |
| | | 2a.2 | Skills and employability policies and programmes for decent work | 139 | 749 | 101 | 418 | 4 | | 1 411 |
| | | 2a.3 | Youth employment | 36 | 38 | 41 | 39 | 18 | | 172 |
| 2b | Employment creation | 2b.1 | Employment creation through enterprise development | 327 | 246 | 249 | 339 | 214 | 18 | 1 393 |
| | | 2b.2 | Employment creation through employment-intensive investment approaches | 17 | 3 | 9 | 1 | 1 | | 31 |
| | | 2b.3 | Decent work through local development: poverty reduction through local employment and empowerment | 125 | 621 | 117 | 71 | 5 | | 939 |
| | | | | 744 | 1999 | 551 | 980 | 309 | 72 | 4 655 |

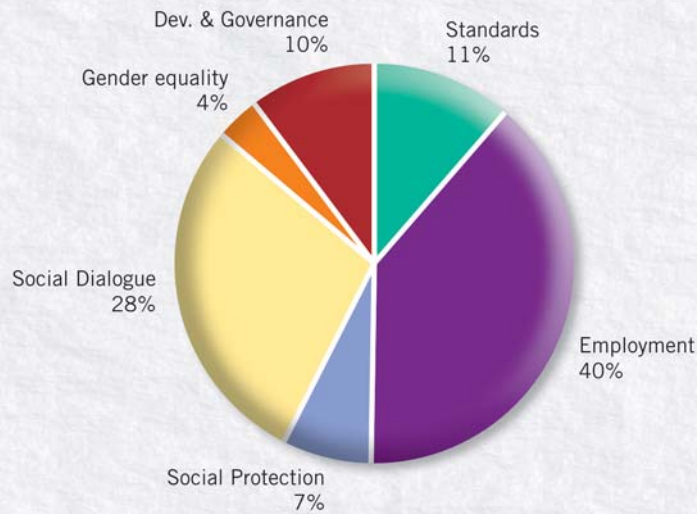
| Strategic objective no. 3: Enhance the coverage and effectiveness of social protection for all | | | | | | | | | | |
|--|-----------------------------------|---------------------|---|------------|------------|------------|------------|-------------|----------|------------|
| Operational objective | | Operational outcome | | Africa | Americas | Asia | Europe | Arab States | ICS | Total |
| 3a | Enhanced social security coverage | 3a.1 | Improved policies and strategies to extend social protection to all | 49 | 70 | 146 | 7 | 11 | | 283 |
| | | 3a.2 | Better instruments and tools for policy analysis and formulation and good governance in social protection | 88 | 101 | 19 | 49 | 42 | 9 | 308 |
| 3b | Effective labour protection | 3b.1 | Improved labour protection within the formal and informal economy | 28 | 5 | 56 | 66 | 46 | | 201 |
| | | 3b.2 | Tripartite action on labour migration | 50 | 1 | 10 | 1 | | | 62 |
| | | 3b.3 | National plans for combating HIV/AIDS in the world of work | | | | | | | |
| | | | | 215 | 177 | 231 | 123 | 99 | 9 | 854 |

| Strategic objective no. 4: Strengthen tripartism and social dialogue | | | | | | | | | | |
|--|--|---------------------|--|------------|------------|------------|-------------|-------------|-----------|--------------|
| Operational objective | | Operational outcome | | Africa | Americas | Asia | Europe | Arab States | ICS | Total |
| 4a | Strengthened social partners | 4a.1 | Employers' and workers' organizations are more valuable to their membership and to potential members | 397 | 342 | 294 | 267 | 80 | 64 | 1 444 |
| | | 4a.2 | Social partners influence socio-economic and governance policies | 138 | 137 | 106 | 214 | 26 | 4 | 625 |
| 4b | Governments and institutions of social dialogue | 4b.1 | Strengthening the social dimension of regional integration | | 310 | | | | | 310 |
| | | 4b.2 | Improving governance | 83 | 33 | 101 | 458 | 5 | 1 | 681 |
| 4c | The development of social dialogue at sectoral level | 4c.1 | Improved labour and social outcomes in specific sectors | 63 | 44 | | 231 | | | 338 |
| | | | | 681 | 866 | 501 | 1170 | 111 | 69 | 3 398 |

| Cross-sector | Africa | Americas | Asia | Europe | Arab States | ICS | Total |
|--|------------|-----------|------------|------------|-------------|------------|--------------|
| Advancing gender equality | 200 | 1 | 93 | 15 | 8 | 121 | 438 |
| Sustainable development and governance | 125 | 44 | 411 | 398 | 153 | 96 | 1 227 |
| | 325 | 45 | 504 | 413 | 161 | 217 | 1 665 |

| | | | | | | | |
|--------------|--------------|--------------|--------------|--------------|------------|------------|---------------|
| TOTAL | 2 341 | 3 518 | 2 038 | 2 896 | 759 | 379 | 11 931 |
|--------------|--------------|--------------|--------------|--------------|------------|------------|---------------|

**CHART C:
PARTICIPANTS BY STRATEGIC OBJECTIVE IN 2007**



58 For instance, all the Centre's programmes disseminate ILO standards and FPR, either by organizing special training and information sessions or by ensuring that the Conventions and Recommendations which are relevant to the subject of a training activity or project are included in the activity's design, and are presented to, and discussed with, the participants. Similarly, in addition to specialized training in social protection, substantial work is done on social security and occupational safety and health in projects and activities for workers' organizations. This is equally true for other subjects, as regards both workers' and employers' programmes. Finally, most gender equality activities are specialist services provided by the relevant unit to external institutions. They do not include the many gender-related or women-specific activities and projects in the mainstream of other programmes.

Funding

59 Information on the Centre's financing is contained in the financial documents submitted to the Board. The information presented here refers specifically to income from programmes and projects and does not take into account assessed contributions from Italy and the ILO.

60 Income from training activities was 36.4 million US dollars in 2007. Chart D shows the sources of funds for the Centre's activities.

61 Italy's annual voluntary contribution to the Turin Centre made up 21 per cent of the total income from activities.

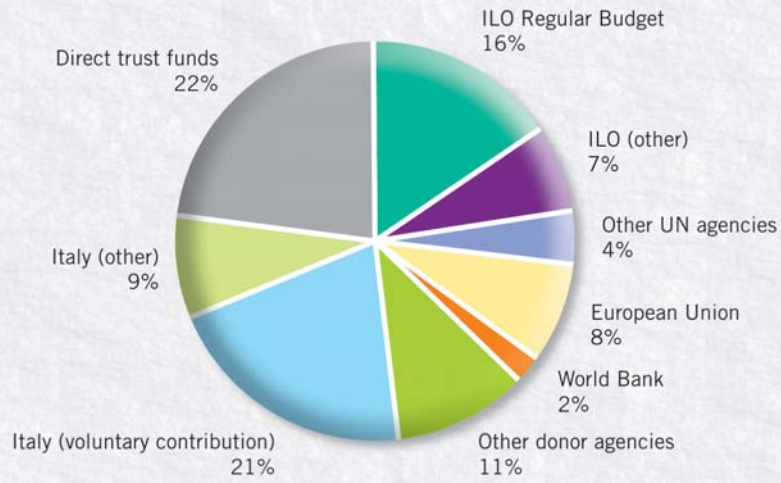
62 The ILO's regular budget resources allocated for the Centre's training activities accounted for 16 per cent of the total income for training activities. An additional 7 per cent was provided from ILO extra-budgetary resources, for activities implemented by the Centre at the request of the ILO, or jointly implemented by the ILO and the Centre.

63 The Centre continued to develop its capacity to generate income from other sources, either through direct negotiation or through competitive bidding. The new funding strategy endorsed by the ILO Governing Body in November 2007 should give the Centre greater access to donor agencies as part of the ILO's broader technical cooperation programme. A more programmatic and strategic approach to donor funding is also part of the new strategy.

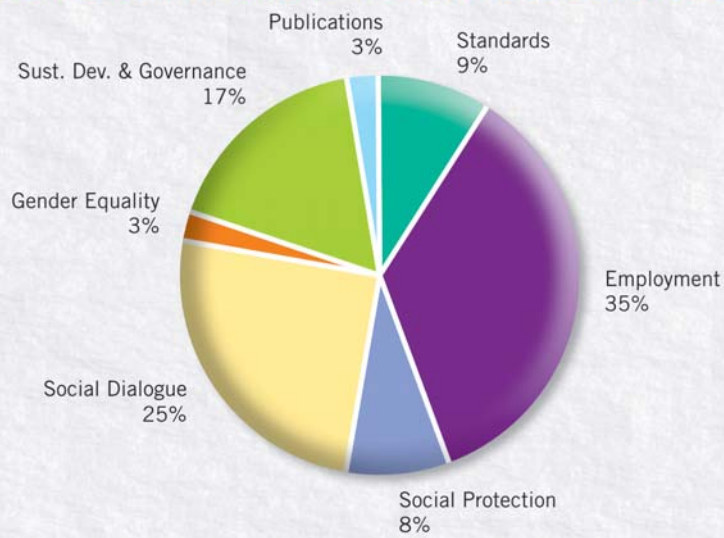
64 A number of standard and tailor-made programmes were run with direct financial participation by the recipient institutions. This is an important indicator of the Centre's competitiveness.

65 Chart E shows how the funds were allocated to activities and projects relating to the four strategic objectives and mainstreamed programmes.

**CHART D:
INCOME FROM ACTIVITIES BY SOURCE OF FUNDING (2007)**



**CHART E:
INCOME FROM ACTIVITIES BY STRATEGIC OBJECTIVE (2007)**



TECHNICAL PROGRAMMES

Standards and Fundamental Principles and Rights at Work

66 The Standards and Fundamental Principles and Rights at Work Programme seeks to support the ILO constituents in their action to secure the respecting of fundamental principles and rights at work, the gradual eradication of child labour, and the ratification and application of international labour standards. It does so through training.

67 In 2007, it offered a range of interregional courses on the main topical issues. It held a course on labour rights for journalists and other media professionals for the first time.

68 In planning and holding sub-regional and national courses, it closely consulted specialists and the field structure. It integrated them, as far as possible, into the DWCPs.

69 Several activities stressed freedom of association in 2007. There was an interregional course on freedom of association and the social dimension of regional integration. In addition, specific projects or activities were held in the field, notably for: rural workers in Malawi; the public sector in the southern cone of Latin America; tripartite groups in Angola, Indonesia and the Philippines; parliamentarians in Bahrain; and a tripartite group in the Pacific islands (on labour law reform).

70 Several activities were also held on child labour and forced labour at interregional, sub-regional and national level.

71 Other activities on standards were held for judges and jurists (two in Africa and three in Latin America), on the Maritime Convention for the Portuguese-speaking countries of Africa, and on corporate social responsibility for Morocco and Tunisia.

72 Moreover, the Programme took cross-cutting action to integrate standards into activities run by other Programmes at the Centre. This happened 44 times in 2007. Almost every course run by the Workers' Activities Programme included an overview of standards and a specific module on freedom of association. Several further activities on standards were held in Turin and in the field for trade union representatives.

73 In 2008 and 2009, the Programme will follow the same strategy as in 2007. Several activities will take up the same subjects touched upon in 2007. There will be further collaboration with the European Investment Bank to get standards taken into account in the Bank's financial dealings.

74 Linked to training for journalists, an international prize has been launched with the aim of giving labour rights greater visibility.

75 Specific training for freedom of association experts will be introduced to boost the capacity of the Programme and the ILO to meet the demand for training in the subject.

76 Activities concerning the fight against child labour and forced labour will be developed further in conjunction with NORMES, IPEC and SAP-FL. A two-year project entitled "Prevention and rehabilitation measures addressing children associated with armed forces and groups or involved in the worst forms of child labour in conflict or post-conflict situations" began in April 2008.

77 The annual interregional activity on discrimination will focus on gender and racial discrimination. An activity on indigenous and tribal rights will be held, as will a course for Arabic-speaking countries on equal opportunities in employment.

78 In line with the Centre's Development Plan, the Programme will work with the Gender Coordination and Non-discrimination Unit, in particular, to develop new training products on the fight against discrimination. It will make sure that such training fits into the plan of action against discrimination adopted by the Governing Body in November 2007 as follow-up to the global report presented at the 96th session of the ILC.

Employment and Skills Development

79 Four main inter-related topics were addressed by the Employment and Skills Development Programme in 2007 through training courses in Turin and in developing countries as part of the ILO Programme and Budget for 2006-2007: (i) labour market information; (ii) the employment of vulnerable groups; (iii) skills development; and (iv) labour market institutions and policies.

80 The first topic brought out the need for evidence-based policymaking and recognized that implementing the Decent Work Agenda requires adequate information with which to monitor progress towards decent work goals. A series of courses on labour market information and analysis provided participants with the basic skills needed to collect, process and analyse data.

81 The second topic stemmed from the recognition that some groups, including young people and people with disabilities, face more serious employment problems than the rest of the population. Accordingly, the Programme ran a series of courses on youth employment and on the inclusion of people with disabilities in the labour market. Using the Decent Work Agenda as a paradigm for action, the courses on youth employment analysed current thinking on how to address youth employment problems. The courses on disability built on the new UN Convention on the Rights of Persons with Disabilities (PWD) and covered definitions, concepts, reasons for discrimination and, most importantly, strategies, policies and programmes for working towards inclusion and equity.

82 On the third topic, a series of courses on training policies and the management of training systems and training institutions enhanced the capacity of ILO constituents to design and implement training policies through the review of good and bad practice and the identification of new challenges and needs for skills development.

83 On the fourth topic, the role of labour market institutions and labour market policies was covered in a series of courses on the changing role of public employment services and vocational guidance in the context of globalization, change and turmoil. Additional training was held on decent jobs for all, with the aim of supporting the design and implementation of more effective employment and labour market policies in developing and transition countries, and building on the ILO Global Employment Agenda as a framework for policy development.

84 Those four main inter-related topics will be taken up again in 2008 and 2009, together with new topics already in the pipeline. Activities in 2008 include a new course on the management of competency-based training, the piloting of a new disability equality course for ILO constituents and UN staff, an inter-agency course on youth investment programmes (ILO, World Bank, Council of Europe, WHO) and a joint ITCILO-UCW course on linking child labour and youth employment in Asia.

85 Possible courses in 2009 include a joint ILO-World Bank regional labour market course for Europe and Central Asia and for Africa, a joint ILO-OECD course on labour market institutions, a joint

ILO-World Bank course on evaluating the impact of development programmes and policies, a course on statistical tools for measuring and analysing gender disparities in labour markets, a related course on statistical tools for measuring and analysing labour market outcomes, and a new course on "green" jobs. In addition, a new programme on labour migration will be launched in conjunction with the Social Protection Programme.

Enterprise Development

86 Promoting decent work through sustainable enterprise development is this Programme's mission. It is part of the Employment Sector and works closely with the ILO's Job Creation and Enterprise Development Department (EMP/EMT) and Social Finance Programme (SFP).

87 The Enterprise Development Programme fulfils its capacity-building mandate using four main strategies. Firstly, it jointly invests with ILO technical departments in the development of high-quality training packages and papers, which can be disseminated through Decent Work Country Programmes and cooperation projects.

88 Secondly, it offers ILO constituents and development partners the opportunity to learn through face-to-face courses, distance learning courses, or a blend of the two. Sharing international experience amongst organizations that operate enterprise development programmes is a core component of most courses.

89 Thirdly, it provides capacity-building services to ILO constituents, microfinance institutions, banks, women's business associations, educational institutions and business development service-providers.

90 Fourthly, the Programme has partnership agreements for running training programmes with organizations such as the Boulder Institute for Microfinance, the Caribbean Development Bank and the United Nations Industrial Development Organisation. The prestigious Boulder Microfinance Training Programme is now held annually in Turin.

91 With funding from Italy and the Netherlands, the Programme contributes training materials and technical advice to support the development of youth entrepreneurship programmes for Botswana's senior secondary schools, Indonesia's polytechnics and Tanzania's Vocational Education and Training Authority. Enhancing employment opportunities for young women and men through promoting youth entrepreneurship is a priority in the Decent Work Country Programmes for Indonesia and Tanzania.

92 In the area of microfinance, with funding from Italy, the United States, the Ford Foundation and the United Nations Development Programme, management training methodology for microfinance institutions is being disseminated through national counterparts in Argentina, Benin, Bolivia, Brazil, Mali, Mexico, Mozambique, Nigeria and Pakistan.

93 The programme also assisted the Donor Committee for Enterprise Development with the organization of an African Regional Conference on Business Environment Reform, which took place in Accra in November 2007.

94 Following the International Labour Conference discussion of sustainable enterprise, a new tripartite training course was developed on Promoting sustainable enterprise through good workplace practice and human resources management. Training is being given to ILO constituents and others in Arabic, English and Spanish on reforming the business environment to promote small enterprise development, and in English and French on cooperative policy and legislation. There has been training in women's entrepreneurship and business development services for Arab States, including Iraq and those in North Africa. In the Caribbean, training has focused on developing industrial clusters, improving access to credit for small enterprises through commercial banks, and assisting employers' organizations in providing training to small and medium-sized enterprises.

Social Protection

95 The aim of the Social Protection Programme is to design and implement training and learning activities that promote the ILO's Decent Work Agenda and contribute to its strategic objective of "Enhancing coverage and effectiveness of social protection for all". The Programme, which encompasses social security, the extension of social protection, occupational safety and health, working conditions, international labour migration and HIV/AIDS, works closely with the ILO in Geneva and in the field.

96 Good governance of social security institutions was the focus of several activities during the year, beginning with a new high-level course on financial management and investment of social security funds for English-speaking countries. In cooperation with the EU-funded "Eurososocial" project, a course on improving the management of contribution-collection, including a study visit to Spain, was held for social security officials from Latin American countries. This cooperation will continue in 2008, with activities on compliance and debt management. At the request of the Employers' Activities Programme, a workshop on governance for employer representatives on social

security boards in South-eastern Europe was held in Sofia.

97 Tailor-made and core courses benefited from cooperation with the International Social Security Association. A partnership was formed with a new ILO project, Quatrain-Americas, to provide training in quantitative methods, in particular actuarial techniques, applied to social protection. A pilot course including distance learning components began in Chile. An event for the countries of Portuguese-speaking Africa was repeated, with a study visit to Brazil. Further cooperation with those countries, involving a seminar with Brazilian participants, is expected in 2008 as part of Quatrain-Americas.

98 In line with the ILO's aim of extending social security benefits to all, and the Global Campaign for the Extension of Social Security, three core courses concerning low coverage were held for French, English and Spanish-speaking countries. They included visits to local organizations illustrating best practice in combining social policies and targeting the poor. A fourth tripartite course on participatory approaches to improving working and employment conditions of informal economy workers in Asia was held at the Korea Labor Education Institute (KLEI), in cooperation with the ILO's Conditions of Work and Employment Programme and the ILO Subregional Office in Bangkok. It is planned to run a similar course for French-speaking countries in Dakar in 2008.

99 One important outcome of the strategic objective on social protection is the improvement of safety and health conditions at the workplace (OSH). In 2007, two technical cooperation projects on OSH, started in 2004, were completed; one aimed to strengthen the labour inspectorate of the Ministry of Labour in Jordan and the other supported the Russian Federation in implementing a labour protection policy in the shipping and port sectors. A revised and consolidated second version of the postgraduate course on occupational health and safety in the workplace was run in cooperation with the University of Turin and the ILO's SafeWork programme. A tripartite subregional workshop for South Asian countries was organized jointly with SafeWork and the ILO offices in the region to promote the new Promotional Framework on Occupational Safety and Health Convention, No. 187.

100 In conjunction with the ILO's MIGRANT Programme, an open course on international labour migration was launched in Turin and a workshop on labour migration for Southern Africa was held in Gaborone. The core course will be repeated in 2008, and there will be a similar course for French-speaking countries.

101 The Programme also worked with courses for employers and workers on workers' rights in the informal economy and HIV/AIDS at the workplace. A course on HIV/AIDS is being discussed with the ILO-AIDS programme.

102 In 2008 and 2009, the Social Protection Programme will contribute to the attainment of the overall strategic objectives of the ILO in the area of social protection, while providing support for meeting the national priorities identified in Decent Work Country Programmes.

Social Dialogue

103 The Programme's mission is to support the ILO in promoting social dialogue and tripartism through capacity building (advocacy, knowledge-sharing and skills development). The Programme runs its training activities in consultation with the relevant ILO departments, field office specialists and constituents with a view to achieving this strategic objective. The Programme helps the ILO disseminate its knowledge, and uses ILO research, studies and expertise as key input into training.

104 The main target groups are representatives of national tripartite bodies, governments, employers' organizations, workers' organizations and bodies that deal specifically with labour administration, including those in charge of conciliation and mediation of labour disputes. National equal opportunities bodies and academia may also be involved.

105 In 2007, the Programme organized, in cooperation with ILO HQ and field offices, a series of courses with new curricula, including a workshop on promoting pay equity: a tripartite approach; a French version of the course on participatory labour law making; an advanced version of the same course in English; a course on joint union/management negotiation skills in the mining sector for RDC; an experts meeting and a workshop on the employment relationship; and an meeting of experts on Strengthening and re-engineering labour administration.

106 A gender-mainstreaming strategy was complemented by specific gender-focused activities, such as a workshop on pay equity and an activity for the Tripartite Commissions on Equal Opportunities of Southern America.

107 A training project on strengthening social dialogue in Ukraine, fully integrated into the national DWCP, was also implemented. The project, funded by the Regional Government of Flanders (Belgium), was designed and run in cooperation with the ILO (Budapest, Kiev and HQ). Its outcomes were incorporated into the Decent Work Country Programme (DWCP - UKR126) and strong synergy was established with the ILO project entitled "Consolidating legal and institutional foundations of social dialogue in Ukraine". Following recommendations by the beneficiaries, a proposal for a second phase of the project was submitted to donors for funding.

108 A two-year EU-funded project on "Strengthening social dialogue for innovation and change in Turkey" was completed in 2007. The project assisted the Ministry of Labour and Social Security (MoLSS) and social partners with promoting social dialogue at all levels in order to accelerate the *acquis communautaire* process, and to prepare them to fulfil their future responsibilities concerning EU social policies. In 2007, the project involved training for over 450 people, and technical assistance services. All activities were field-based and generated synergy with relevant ILO projects in the country. Results included: tools and indicators with which to increase the capacity of MoLSS to monitor social dialogue processes; increased cooperation among social partners; and better training facilities for MoLSS staff and social partners.

109 In 2008, the Programme will focus on the selected training areas mentioned above, and will continue ongoing projects.

110 To mark the 30th anniversary of the ILO Labour Administration Convention (No. 150) a set of initiatives will be taken, in cooperation with DIALOGUE: the development of a training package in English and Arabic; an international experts meeting; a two-week international course; and a two-week course for Arab States.

111 Cooperation with the ILO will further support the capacity-building component of Decent Work Country Programmes. The Programme will implement a project on strengthening social dialogue in the SADC region. Phase two of the Ukraine project on social dialogue is also expected to materialize.

Workers' Activities

112 The Workers' Activities Programme of the ITC acts as the training arm of the Bureau for Workers' Activities (ACTRAV) of the ILO. It is the largest international labour education programme in the world.

113 The Programme focuses on international labour standards, freedom of association and the ILO's Decent Work Agenda. It trains some 1,500 unionists a year, both in Turin and in the regions. In 2007, 43 per cent of them were women.

114 Its training activities follow guidelines set by Trade Union Training Committee, the Workers' Group of the Governing Body of the ILO and the Bureau for Workers' Activities. In this way, its activities are fully integrated into the overall workers' education policy and regional programmes of ACTRAV.

115 While the specific content of curricula varies, the following subjects are always included: ILS and the Declaration; the rights of women workers; globalization and its impact on workers' organizations; basic information technology; trade union policies and campaigns on HIV/AIDS; and the agenda of the International Labour Conference.

116 The Programme runs specialized residential training courses at the Centre, follow-up seminars and training activities in the field, and online labour education courses.

117 The specialized residential training courses aim at strengthening the staff of national centres and trade unions by developing and upgrading knowledge of a range of issues. Curricula are mainly in line with the four ILO strategic objectives, women workers' rights, training methodology, and tailor-made courses for global union federations. In addition, the Programme facilitates staff training for ACTRAV in workshops held at the Centre.

118 The follow-up seminars and training activities are held in conjunction with the field structure of ACTRAV. They assess the impact and contribution of the Programme for Workers' Activities to the achievement of development objectives in the area of training, and can provide further advanced training. Follow-up seminars will be run when required, but their number is being reduced.

119 The online labour education programme uses the SoliComm communication platform (based on free software), which enables distance learners in countries with unreliable or expensive telephone connections to use the Internet reliably and cheaply for education.

120 The Programme has boosted its distance education capabilities by adding a World Wide Web search engine to its Internet communications system. This search engine focuses exclusively on labour organizations, which makes the finding of information about and from unions easier.

Employers' Activities

121 The mission of the Employers' Activities Programme is to support and enhance the role of employers' organizations, mainly through training programmes, in close collaboration with the Bureau for Employers' Activities (ACT/EMP) at ILO Geneva and the International Organisation of Employers (IOE).

122 The Programme concentrates on building up the capacity of employers' organizations (EOs) in developing countries to play their double role. First, as the voice of business that influences policy-making through advocacy and social dialogue. This will create an enabling environment for sustainable enterprise, which is an essential condition for economic growth, employment creation and poverty alleviation. Secondly, as a provider of high quality business development services to members. Both objectives are strategic outcomes for the ILO.

123 The Programme follows two strategies in its bid to achieve those objectives: direct training and the development of innovative training material.

124 In 2007, training covered a number of topical issues, all specifically targeting employers' organizations: EO governance; lobbying and advocacy; services for members; how to reach small and medium-sized enterprises better; EOs and the fight against child labour; EOs and the struggle against HIV/AIDS; etc.

125 Training creates capacity, but turning it into results depends on other factors. Nevertheless, remarkable progress in enhancing the role of employers' organizations as active voices of business, as development partners or as trustworthy providers of services was made. A few examples: employers became more active in training services in Eastern Europe; reaching out to SMEs made progress in Viet Nam and Latin American countries; Iraqi employers got organized to help reconstruct the country; employers in Africa became more active in combating HIV/AIDS; and employers' organizations in the Pacific drew up plans to improve their services.

126 Literature is scarce on strengthening EOs as organizations and as policy formulators in specific areas. These subjects are not taught at school, nor at university. Much must thus be invested in the

development of innovative training material that encapsulates practice and transmits it properly.

127 The Programme's newly developed training material includes a hands-on guide to building and managing effective employers' organizations, an in-depth training manual on lobbying and advocacy, and a handbook on basic macro-economic concepts for employers who take part in national socio-economic dialogue, either on national bodies or in the framework of international instruments such as DWCPs and PRSPs.

128 The goals for the future remain ambitious. The focus will be on expansion of activities, diversification of funding, maximization of resources, greater visibility of the Programme to employers, better integration with ACT/EMP Geneva and the IOE, and, finally, a more needs-driven approach to training, which implies closer and stronger links with the constituents. The Programme will thereby contribute to ensuring that ILO objectives and projects continue to be relevant to the employer community and thus enhance the employers' contribution to productive and decent work across the globe.

Sustainable Development and Governance

129 The Programme's objective is to enhance professionalism and integrity in the management of public resources in support of "good governance" and "sustainable development" - a concept which combines economic growth, social progress and respect for the environment. The Programme's learning and capacity-building products range from core training courses offered on campus for an inter-regional audience to tailor-made procurement reform and institution-building assignments in a number of developing and transition countries. All are designed to enhance managerial effectiveness in order to optimize the economic and social benefits of projects and programmes undertaken in the context of the ILO Decent Work Country Programmes, national development plans and poverty reduction strategies.

130 The main subjects covered are:

- 1) project cycle management;
- 2) public procurement management;
- 3) Master's and other post-graduate courses on development policies and the rules of the global economy.

131 The beneficiaries of the Programme are government staff, representatives of the social partners, officials from development agencies and national/regional training institutions. The core courses are designed and implemented in partnership with the ILO, leading international institutions like the

World Bank, the OECD and universities. The Programme also designs and runs customized training on demand to meet the specific training needs of multi-lateral development agencies as well as ministries and institutions engaged in social and economic reform.

132 The Programme plays a leading role in bringing ILO standards into the mainstream of public sector management, both through its standard courses and through its involvement in the implementation of public sector reform projects. Its training and advisory services in those areas provide the necessary competences to ensure amplification of the ILO's Decent Work Agenda through economic instruments like public procurement laws, regulations and contracts.

133 In 2007, the Programme successfully completed a five-year project for public procurement reform in Bangladesh. The project provided technical assistance with a new legislative and regulatory framework for public procurement in the country and for the nascent Central Procurement Department, created to serve as the backbone for public procurement reform. It also formulated national bidding documents and procurement training curricula. It trained more than 1,700 government officials, suppliers, contractors and consultants to play their role in the new public procurement system effectively. Its outcomes were evaluated by the Independent Evaluation Group of the World Bank, which classified it as an example of "best practice" in national capacity building. Similar success was achieved by a technical assistance project for the Ministry of Labour and Social Policy in Bulgaria, which equipped, and subsequently launched training activities at, the Ministry's training centre at Manastirsky Livadi on subjects including management, social policy and training methodology. In 2008, it is planned to build up the capacity of the Bulgarian centre to provide training and technical assistance to neighbouring countries.

134 The Programme's Master's and other post-graduate courses gained visibility and relevance while attracting an inter-continental audience. A new Master's course on "Public Procurement Management for Sustainable Development" was successfully launched in 2007. Further work to consolidate their reputation and expand their network of partners is under way.

135 In 2008, the Programme has been re-organized under the title "Sustainable Development and Governance Cluster". It now incorporates a new Programme named the "Social Dimension of Trade and Investment". The re-organization will facilitate expansion of the pilot activities started in 2006 and 2007 to supplement the ILO's efforts to mitigate the

adverse effects of globalization by providing government officials and social partners with the skills to manage public expenditure in a socially responsible manner, which includes using trade and investment as engines for employment creation and social progress. New training will be designed and run in 2008 in addition to the traditional portfolio of inter-regional training activities. A new project to modernize Morocco's public procurement training systems and related training capacity began in early 2008. A new project under negotiation with the African Development Bank will strengthen its procurement training systems and may be replicated in its beneficiary countries. Collaboration has started with UNESCO's World Heritage Centre and Turin Polytechnic on a new Master's course entitled "World Heritage at Work". It is designed to contribute to the preservation and promotion of world heritage sites and to using the potential of the sites to generate income and create employment.

European Social Fund Projects

136 In 2007, the Centre continued to implement selected projects financed by the European Social Fund in support of European Union social policy.

Activities focused on three main areas:

- i) institutional and administrative capacity building concerning ESF management, monitoring and evaluation;
- ii) support for social partners and public institutions in promoting the social inclusion of disadvantaged groups;
- iii) action to raise the awareness of decision-makers and social partners in the EU of obstacles that prevent young women from entering the labour market, particularly in the ICT sector.

137 The first area saw training and advisory services for the projects' managing authorities in Italy and new member states. The objective in 2007 was to standardize the methodology for managing and auditing the ESF projects on human resources development through the design of a handbook and training activities for staff at central and regional level. The sharing of experience with European auditing institutions increased the visibility of the results.

138 Action in the second area related to preventing and managing redundancies due to industrial crises. With the involvement and active participation of the social partners and decision-makers in Italy, Germany and Ireland, the "Equal" project produced guidelines for redundancy management, local training policies to adapt skills and competencies, collective bargaining on the restructuring process and social dialogue.

139 The third area focused on job opportunities for women in the ICT sector, defining and sharing a set of competencies with social partners in three countries (Spain, Italy and Ireland) and developing tools and documents for an awareness-raising campaign.

140 In 2007, a multi-year "International Training and Employment Networks" project was completed. It had contributed to building a networking capacity among communities of migrants with a view to strengthening employment opportunities and social development at local level.

141 The new EU framework for 2007-2013 has revised rules and conditions for new member states and accession countries to benefit from structural funds for relevant projects. Now part of PRODEV, the former ESF Unit focuses more on the identification, design and implementation of projects within the new EU programmes regarding accession and neighbourhood policies in the 2007-2013 framework, especially programme cycle management and evaluation. It will assist the Centre's Technical Programmes with the identification and design of new project ideas.

Gender Coordination and Non-Discrimination

142 In 2007, The Gender Coordination Unit took a twin-track approach. It offered input on concepts and techniques for mainstreaming gender concerns in other Centre Programmes³, and it also ran training activities directly.

143 Gender budgeting and auditing were two new topics. Each was the subject of one-week residential courses in Turin and will be offered again in 2008. Regular open courses on gender mainstreaming (both face-to-face and online) are now part of the unit's regular activities. The unit now intends to run more courses in Spanish and French.

144 Five multi-activity training projects were carried out during 2007 and 2008, in four different languages.

145 Three international projects were conducted in partnership with, or in support of, other UN agencies (UNIFEM) and major donors (EC).

146 Two country projects offered standard gender training through a variety of means and methods (face-to-face and at a distance).

147 The Unit's work contributed to a number of ILO strategic objectives and outcomes, in particular as regards Sri Lanka, where Turin-based activities were

3 More than 30 days of input in 2007.

provided as follow-up to an ILO consultancy for the Ministry of Labour, and in South Africa, where the gender audit methodology was disseminated among national and local government departments.

148 The Unit also provided methodological support for two ILO regional events, held in Addis Ababa for Africa, and in Jakarta for Asia. They aimed at sharing knowledge of gender mainstreaming in technical cooperation projects. Both activities will contribute to achieving the gender equality joint outcome and are among the first training activities that reflect the Governing Body's 2007 endorsement of a results-based management knowledge strategy.

149 This topic will be the core subject of an additional workshop to be run in 2008 in Turin for ILO gender focal points and other ILO staff.

150 In 2008, the Unit was given a broader mandate on "non-discrimination", in line with the Centre's new Development Plan. It is therefore, in consultation with other Centre Programmes and ILO Departments and Offices, exploring training needs concerning other forms of discrimination at work, such as pay gaps and discrimination based on stereotypes.

151 New avenues will be explored in 2009, covering other grounds for discrimination and meeting identified learning requirements.

Local Development - DelNet

152 The DelNet project supports local development and decentralization by enhancing the capabilities of local players through training, information, technical consultancy and networking, using distance learning technology. Recently, the scope of DelNet has been broadened to include work with other technical units, pooling expertise and developing joint products on a local approach to decent work.

153 The DelNet programme is designed for experts, managers and officials of both public and private institutions involved in local development processes. In 2007, it carried out a series of training activities on current thinking and best practice in the management of local development in three languages (English, Portuguese and Spanish). Other, more region-oriented courses were held in Portuguese and in Spanish.

154 The local development approach aims at improving individual and institutional capacity for the design and implementation of development strategies that fit the local socio-economic context and improve the quality of life. It seeks to boost employment and income generation at the local level, particularly in relation to self-employment and micro, small and medium-sized businesses, as part of an integrated

strategy that combines sustainable development and economic growth.

155 The programme has also covered a gender approach to local development, the management of health services at the local level, and the development of sustainable tourism at the local level. Gender issues are a cross-cutting dimension of all DelNet courses and a criterion for the assignment of study grants. In fact, women's participation rate in DelNet courses is over 50 per cent, thanks in part to its distance learning methodology.

156 Finally, a number of activities were held for Latin America as part of a project on disaster prevention and recovery, in partnership with UN agencies. The local development approach, combined with risk reduction strategies, is to empower local players to prevent or deal with an emergency and to formulate policies for economic recovery when poverty is aggravated by disaster. The programme was developed in cooperation with the ILO's Crisis Response and Reconstruction Programme (IFP/CRISIS), in support of the International Recovery Platform.

157 Distance learning courses on local development, gender and tourism were planned for the first half of 2008, and a second blended course on disaster risk reduction is under way. An English adaptation of the latter is now being promoted in the Asia region in order to get more balanced geographical coverage.

158 In accordance with the broadened scope of the Local Development - DelNet programme, cooperation with other technical units is being enhanced in 2008. A first step is a joint package that combines face-to-face (LED Turin) and distance learning courses (DelNet). DelNet has also offered to devote an issue of the DelNet Journal to the LED Conference to be held in Turin in October 2008.

159 The Programme's achievements in 2008 will depend heavily on the outcome of project proposals submitted to regional institutions (Banco do Nordeste do Brasil, SENA Colombia, ISDR regional office for the LAC region, and others). A project being negotiated with the Ministry of Employment of Argentina involves cooperation with the ILO Integrated Programme to Support Reactivation of Employment in Argentina.

Distance Education and Learning Technology Applications (DELTA)

160 The DELTA Programme has a double mandate: to strengthen the Centre's in-house capacity to apply state-of-the-art learning and training methodology and

processes, and to provide training services to outside customers. It provides these services in line with ILO Recommendation No. 195 on human resources development to promote policies and programmes which facilitate lifelong learning and employability, stress the importance of innovation, promote investment in information and communication technology for training, and reduce inequality.

161 Large projects and several other activities, both face-to-face and at a distance, used a competency-based human resources development package, for example in training over 600 trainers and entrepreneurs in El Salvador. In Tanzania and Indonesia, DELTA supported a skills upgrading programme for vocational trainers through local workshops, distance learning platforms and face-to-face curricula. Contributions to the EuroSocial project included preparing training material and facilitating workshops.

162 The Programme ran a series of competency-based standard courses for trainers and to improve human resources management. In 2008, a new blended course on lifelong e-learning has been added.

163 DELTA supports the ILO's in-house staff training (e.g. design and development of a virtual portal on social protection, of Web-based modules on tripartism, and of an individual learning package on project evaluation) and specific ILO technical cooperation projects (e.g. validation of training tools or workshop facilitation for ILO Crisis and Local Economic Reconstruction).

164 DELTA's mandate also includes making all the Technical Programmes of the Centre aware of, and able to use, cutting-edge training methodology and learning technology. It does so by providing in-house advisory services, by transforming knowledge resources into learning or training material (e.g. a training manual on youth employment for the Employers' Activities Programme), by supporting the setting-up or management of distance learning environments (e.g. a platform on communicating labour rights), by participating in the design and running of a staff development programme on learning design and technology, by adapting face-to-face training material for distance learning, and by facilitating or providing advice to standard courses run by other Technical Programmes (e.g. a social security course for Latin America).

EVALUATION OF THE CENTRE'S ACTIVITIES

Introduction

165 The Centre considers it essential to undertake a systematic evaluation of its training activities. The 1998-2001 Investment Fund enabled it to establish a computerized system for gathering and statistically analysing participants' opinions at the end of each course. With the help of the 2002-2005 Investment Fund, the Centre improved and expanded its tools and methods for assessing the effects of training, both on the participant's own performance and on the performance of the participant's organization. As part of the current Investment Programme (2007-2011), the Centre will consolidate an evaluation-oriented approach, integrate it into the learning cycle and make the evaluation of training outcomes and impact systematic.

Evaluation of participants' satisfaction

166 The end-of-activity questionnaire provides feedback on participants' immediate satisfaction with the quality and relevance of the content, methods and services of an activity that has been completed. Standardization has enabled the Centre to process statistical information on participants' satisfaction and to identify trends, strengths and areas for improvement in its training activities and services.

167 Evaluation results are sent for deeper analysis to the activity team (activity manager and secretary) and to the management. They are responsible for any corrective action and for capitalizing on lessons learned and good practice.

Table I
Average evaluation scores on 16 core questions dealing with teaching and organization

| Item | 2006 average | 2007 average | Diff. 2007/06 |
|------------------------------------|--------------|--------------|---------------|
| Preliminary information | 3.48 | 3.57 | 0.09 |
| Clarity of objectives | 4.48 | 4.47 | -0.01 |
| Achievement of objectives | 4.17 | 4.18 | 0.00 |
| Contents serve objectives | 4.25 | 4.27 | 0.02 |
| Contents appropriate to your level | 4.17 | 4.18 | 0.01 |
| Gender in the training | 3.77 | 3.76 | 0.00 |
| Learning methods | 4.24 | 4.21 | -0.02 |
| Resource persons | 4.39 | 4.42 | 0.03 |
| Group working relations | 4.21 | 4.22 | 0.01 |
| Materials quality | 4.31 | 4.33 | 0.02 |
| Activity's organization | 4.40 | 4.42 | 0.02 |
| Secretariat | 4.47 | 4.48 | 0.01 |
| Study tours/visits | 4.44 | 4.37 | -0.07 |
| Activity's overall quality | 4.37 | 4.38 | 0.01 |
| Relevance to current functions | 4.35 | 4.40 | 0.05 |
| Relevance to organization's needs | 4.43 | 4.45 | 0.02 |
| Number of questionnaires | 5159 | 7005 | + 1846 |

Table II
Average evaluation scores on the main items dealing with the Centre's facilities and services

| Item | 2006 average | 2007 average | Diff. 2007/06 |
|--|--------------|--------------|---------------|
| Information on the Turin Centre | 3.91 | 3.91 | 0.00 |
| The Turin Centre Website | 4.37 | 4.18 | -0.19 |
| Your accommodation | 4.46 | 4.36 | -0.10 |
| Cleaning of your room | 4.38 | 4.34 | -0.04 |
| Laundry/ironing | 3.98 | 3.85 | -0.13 |
| The Reception | 4.21 | 4.04 | -0.17 |
| Coffee lounge/canteen staff | 4.23 | 4.14 | -0.09 |
| The food for breakfast | 3.93 | 3.95 | 0.02 |
| The food for lunch | 3.83 | 3.90 | 0.07 |
| The food for supper | 3.67 | 3.81 | 0.14 |
| The food at weekends | 3.76 | 3.71 | -0.05 |
| Appropriateness of meals for your diet | 3.60 | 3.65 | 0.05 |
| The coffee lounge | 4.03 | 3.94 | -0.09 |
| The class coffee breaks | 4.19 | 4.15 | -0.04 |
| The post office | 3.97 | 4.09 | 0.12 |
| The bank | 4.03 | 4.12 | 0.09 |
| The documentation centre/library | 4.23 | 4.38 | 0.15 |
| The training room | 4.42 | 4.39 | -0.03 |
| Interpreters | 4.34 | 4.34 | 0.00 |
| Organized leisure time activities | 4.13 | 4.12 | -0.01 |
| Sports activities | 3.50 | 3.64 | 0.14 |
| Excursions | - | 4.30 | - |
| The medical service | 4.13 | 4.25 | 0.12 |
| The Centre's travel section | 4.29 | 4.32 | 0.03 |
| Cisalпина Tours | 4.21 | 4.22 | 0.01 |
| Number of questionnaires | 2 474 | 3 054 | + 580 |

* On a scale from 1 to 5.

168 Statistics by venue, region and Programme are published at the beginning of the year on the Centre's Intranet. Annual performance results by Technical Programme are presented to the management at annual review meetings.

169 Customized software enables each activity manager to create a questionnaire at their workstation, in one of the Centre's eight most frequently used languages. The results of all activities undertaken by the Centre are available to each activity manager for consultation and for statistical purposes.

170 The Intranet evaluation pages are regularly updated and enriched both to share information and to generate a common approach to evaluation. A general statistics section presents results by region, Programme and venue. Evaluation guidelines by the ILO and other international organizations, documents on evaluation standards and tools for improving evaluation are also included.

171 During 2007, the Centre's standard questionnaire was completed by 7,005 participants in 309 activities, covering 66% of all the Centre's training activities. Compared to 2006, the coverage increased by 6 percentage points and the number of processed questionnaires rose by 33% (1,846 questionnaires more). Tailor-made versions met special requirements of non-standard activities, involving 1,340 questionnaires.

172 An ad hoc version of the end-of-activity questionnaire was developed in cooperation with activity managers of distance learning courses, to meet their special needs, and work began on a permanent version.

173 In 2007, the Evaluation Unit started using a revised version of the questionnaire on campus facilities, which made the information obtained more reliable and relevant.

174 The following paragraphs offer a brief analysis and interpretation of the results for 2007, shown in the tables above. Table I refers to educational and organizational aspects of activities. On a five-point scale (where 1 denotes minimum satisfaction and 5 denotes maximum satisfaction), the average score ranged from 3.57 to 4.48. Overall quality of training activities scored 4.38 in 2007. The scores on most items were close to those of the previous year. Feedback from participants was positive overall. Most participants found the activity relevant to the needs of their organization (4.45) and to their current functions (4.40). They were satisfied with the clarity of objectives (4.47) and with their achievement (4.18). Contents were considered appropriate to the course objectives (4.27) and to the level of the participant's prior knowledge (4.18).

175 Participants were particularly satisfied with the work carried out by the secretaries (4.48), with the study tours (4.37) and with the activity's overall organization (4.42).

176 There is a need for more and better information before courses. This may have to do with the process and timing of nomination of participants by their institutions. The Centre intends to use distance learning to prepare participants better before face-to-face training. Systematic mainstreaming of gender equality issues is also unevenly rated. Certain programmes and curricula have a more explicit gender dimension than others. The way the question is formulated is being revised to elicit more reliable feedback on this important aspect.

177 Concerning the services of the Centre (Table II), scores were similar to the previous year's. The Documentation Centre (+0.15), the Medical Service (+0.12) and the sports activities (+0.14) all did better. A new item, "Excursions", registered high appreciation by participants (4.30). The Laundry (-0.13), the Reception (-0.17) and the Turin Centre Website (-0.19) obtained a slightly lower score than the previous year.

178 Participants' evaluation of the residential, logistic and administrative services provided by the Centre has remained stable over time. In some areas, e.g. accommodation, an improvement may follow substantial refurbishment. In other areas, improvement will require taking into account the complexity of a more diversified, sophisticated and culturally sensitive audience.

In-house surveys

179 In 2007, the Evaluation Unit conducted in-house surveys for the Centre's Documentation Service, the Translation Section, and the Multimedia and Desktop Publishing Unit. The aim was twofold: to evaluate the services' relevance to other Units and Programmes of the Centre, and to assess the overall satisfaction of their in-house users. Each survey had between 53 and 60 respondents, who were on average very satisfied with the service being assessed. The feedback collected was detailed enough to help bring the services concerned even closer into line with the needs of their in-house users.

Assessment of learning

180 The Centre's trainers use a variety of methods to determine the extent to which participants have assimilated new knowledge and mastered new skills as a result of a training activity. The favoured methods are self-assessment, often both before and after a

training session, and multiple-choice questionnaires. On longer courses, participants have to write essays or to present the results of assignments. Most activities require participants to develop action plans to implement once back within their own organizations. Presenting these action plans at the end of the workshop gives participants and trainers the opportunity to assess what learning has taken place.

181 The diversity of objectives and content of activities make it undesirable to produce standard learning assessment tools. The activity manager decides on the appropriate tools to use in each case.

Outcomes and impact evaluation

182 The Centre's training activities are meant to build capacity (knowledge, skills and attitudes) in individuals and, through them, have a lasting effect on organizations and at times on society as a whole.

183 The Centre is aware of the importance in terms of accountability and learning of regular evaluation of the effects of training on participants' professional

performance, on their institutions and beyond. The new Investment Programme therefore calls for a bigger effort to enhance the quality and coverage of such evaluation.

Strengthening evaluation through the Centre's 2007-2011 Investment Programme

184 The Investment Programme intends to strengthen the Centre's evaluation capacity. Its specific goals are to:

- (a) instil a common evaluation culture and framework at the Centre;
- (b) conduct a limited number of impact studies and in-depth reviews;
- (c) develop a curriculum and training material on the evaluation of learning and training.

185 To that effect, the Centre has taken a number of steps which are reported in greater depth in the next chapter, which is on the Investment Programme.

INVESTMENT PROGRAMME 2007-2011

186 The 2007-2011 Development Plan set out specific, time-bound, results-based projects that would draw upon the Centre's General Fund reserves. Given the limited funds available, the Investment Programme is being used to complement the Centre's regular budget and other external funds that are being mobilized for achieving one or more of the Development Plan's objectives.

187 The following allocations from the Investment Programme were approved by the Board:

| Project No. | Project | US \$ |
|--------------|---|------------------|
| 1.1 | Discrimination | 350,000 |
| 1.2 | Migration | 350,000 |
| 1.3 | Mainstreaming Social Dialogue and Tripartism | 250,000 |
| 1.4 | Corporate Social Responsibility | 300,000 |
| 2.1 | Evaluation | 200,000 |
| 2.2 | Web Site Upgrade | 110,000 |
| 3.1 | Oracle Financials Upgrade to 11i | 620,000 |
| 3.2 | Oracle HR Analysis of Business Requirements (Phase 1) | 130,000 |
| TOTAL | | 2,310,000 |

The current status of the projects

1.1 Discrimination

188 This project foresees curriculum design and pilot training activities that contribute to the elimination of all forms of discrimination in work and employment. Its implementation started in January 2008 under the joint responsibility of the Gender Coordination and Non-Discrimination Unit and the Standards and Fundamental Principles and Rights at Work Programme. In 2008, a number of multi-activity projects, open courses, ad-hoc workshops, studies and training materials have been developed. They explore various grounds for discrimination, especially gender, race and ethnicity. The issue of disability has also been introduced in the light of a relevant UN Convention that has recently come into force.

189 Exploratory consultations and discussions are being held with the ILO departments and field offices concerned. In 2008 and early 2009, special attention and awareness-raising activities will be devoted to

specific areas of discrimination to be discussed at the 2009 International Labour Conference (gender equality and HIV/Aids).

1.2. Migration

190 The project is being jointly implemented by the Centre's Programmes on Employment and Skills Development and on Social Protection. A specialist in migration, who will coordinate the project, has been recruited for an initial one-year period. He will officially start in January 2009, but has already been involved in preparatory meetings to identify project components.

191 The first component is the production of background materials for training modules. It will focus on four areas for which demand for capacity-building activities is significant, namely: (i) the promotion of bilateral and multilateral agreements on social security for migrant workers (via the ILO's International Labour Migration Programme); (ii) the "portability" of skills and employability policies; (iii) labour migration policies; (iv) the role of public and private labour market institutions in reducing global labour market imbalances and skill mismatches (including techniques for forecasting skill needs).

192 The second component is the development of training modules in English, French and Spanish. They will be based on the existing course on migration, but will add specific modules on the four areas described above. These modules could be assembled in flexible ways to form stand-alone courses that will meet the needs of specific audiences.

193 The third component will be two workshops with key stakeholders from the ILO, the social partners, the research community and donors. They will help validate the training materials. They will also ensure strong "ownership" by the ILO and its constituents of the design of the new capacity-building programme on migration. Finally, they will seek to secure the support of key strategic technical and financial partners for the running of the new programme. This work will be done in close collaboration with the ILO's International Labour Migration Programme.

1.3. Mainstreaming Social Dialogue and Tripartism

194 In 2007, the Director approved a US\$ 75,000 proposal to be implemented by the Centre's Social Dialogue Programme. A modular training package in English and Arabic on "strengthening and re-engineering labour administration" was developed and validated in 2007 in collaboration with the ILO Social Dialogue Branch and Turin Programmes. This led to two training activities in 2008 and to a core curriculum on labour administration for the years to come.

195 By the end of 2007, the training package had been outlined and the first two modules drafted. If additional funds become available, French and Spanish versions will also be produced.

196 Additional components are being prepared for the mainstreaming of tripartism and social partner involvement in the Centre's training activities. These will be coordinated with the Centre's Programmes for Employers' Activities and for Workers' Activities, respectively.

1.4. Corporate Social Responsibility

197 The project seeks to develop further the Centre's capacity to offer relevant services and products concerning CSR, to update and expand existing training materials and to design new, innovative materials and curricula for specific target groups, in close collaboration with ILO Geneva and the Subcommittee on Multinational Enterprises. The project is jointly coordinated by the Centre's Programme for Employers' Activities and the new Programme on the Social Dimension of Trade and Investment.

198 Preparatory work included consultations with the social partners and units concerned at ILO Headquarters and at the Centre, through a group established for that purpose. A project proposal with a work plan and list of resources has been submitted to the Centre's management for approval.

199 At the same time, formal collaboration has been established with EMP/MULTI. Detailed outlines of activities for 2008 are currently being drafted by the CSR project management unit and EMP/MULTI, to be submitted to ACTEMP, ACTRAV and the social partners for comments.

200 Meanwhile, the design and production of training materials is under way. The first training course is scheduled for September 2008 and will target ILO officials. In addition, the project has been

asked to provide specific CSR-related input to other activities run by different units of the Centre, and will explore further funding and training opportunities.

2.1. Evaluation

201 The aim of this component is to strengthen the Centre's evaluation capacity, in particular to: a) instil a common evaluation culture and framework at the Centre; b) conduct a limited number of impact studies and in-depth reviews; and c) develop a curriculum and training material on the evaluation of learning and training.

202 To instil an evaluation culture at the Centre, a shared approach to evaluation needs to be established. Sustainable strengthening of the Centre's evaluation capacity will be achieved by developing staff capacity and producing in-house evaluation tools. Key activities will include: regular staff development sessions on the basics of evaluation and on cutting-edge approaches and methods; the integration of evaluation into the learning cycle and the use of evaluation findings to enhance training and its impact; testing innovative approaches; and improving the evaluation pages on the Centre's intranet to make it a repository of knowledge and an instrument for sharing information.

203 Two staff learning events were held in 2007 on impact evaluation and on "outcome mapping". In addition, participation by Centre staff in training workshops on evaluation principles, methods and tools was encouraged. In 2008, an action plan to improve the culture of evaluation at the Centre was prepared. The plan entails the inclusion, in each training activity, of an introductory presentation on evaluation, meetings with selected activity managers upon completion of a training event to review evaluation results and learn useful lessons, and a bi-annual review of evaluation results for each Technical Programme to identify areas for improvement and action.

204 Additional action included: a) the creation of a virtual documentation resource on evaluation on the Centre's intranet; b) the development of a tool with which to assess distance learning activities; c) knowledge-sharing on in-house evaluation initiatives; and d) the partial re-design of the end-of-activity questionnaire.

205 To evaluate impact, three projects were chosen:

- *ITU⁴ Training of trainers: a human resources capacity strengthening project.* This project started in mid-2007. It will mainly benefit one institution and its students. From the beginning,

4 ITU: Instituto Tecnológico Universitario, Mendoza, Argentina.

monitoring and evaluation were part of the project design. It will draw lessons about the approach and see how far it can be applied to other training projects.

- *Impact on social security institutions in Ghana and Zambia.* This project will provide an in-depth analysis of the effects and influences on national social security policies of the social security courses run over the last ten years for about 90 participants from Ghanaian and Zambian social security institutes.
- *Micro-finance courses.* This study will analyse the Centre's microfinance activities, focusing on improvement of training content and on the effects of sustained training on a given context.

206 The development of a curriculum and training material on the evaluation of learning and training has been undertaken in response to requests from constituents and partners. The Centre has started to analyse its experience of the evaluation of learning and of market conditions and the demand for a stand-alone course on the evaluation of training and learning. That will be followed by the development, validation and pilot-testing of a curriculum and material for training activities in different languages.

2.2. Website Upgrade

207 The new website went online in January 2008. It promotes the scope and quality of the Centre's training and expertise, as well as its activities and services.

208 The new website was designed after a user survey. It has a more dynamic front page divided into two parts. The upper part contains news which is regularly updated, giving an overview of the Centre's activities. The lower part lists forthcoming training activities.

209 The "Press Room" has been revised and a new photo gallery has been added. It will eventually contain a comprehensive Turin Centre photo gallery with high-resolution photos and captions in three languages.

210 A new map of the campus has been added, together with an aerial view and new Google map directions. The intranet publications pages are being revised and will soon be moved to the Internet. Information for participants, such as travel arrangements, are constantly updated, for instance to reflect changes in EU visa procedures.

211 The pages on the training units and regions have been expanded and updated. Pages on individual activities keep potential or registered participants informed in the lead-up to the activity. This information can also be found from the home page, using a search box.

212 A number of staff members have been trained in the use of Zope/Plone, the new content management system, in both group and ad-hoc training sessions. The Centre has also acquired the skills to update and upgrade the website by itself.

213 A user survey at the end of the project will assess the new site's use.

3.1. Oracle Financials Upgrade to 11i

214 The purpose of the project is to upgrade the software application that was introduced in 2000 as part of a resource planning project. The aim is to improve the capability of the information management system, its security and its user-friendliness.

215 A first progress report was submitted to the Board in November 2007. Since then, the upgrade has been completed, and the upgraded system went live as per plan in January 2008. No problems were encountered and the system is now fully operational.

3.2. Oracle HR Analysis of Business Requirements (Phase 1)

216 The purpose is to replace the existing, outdated Informix payroll system with a new application better integrated into the overall ERP system. This should: improve the quality, availability, reliability and timeliness of the data needed for decision-making on human resources management; ensure greater efficiency; reduce duplication of data input; and provide an effective means of upgrading the system, which will increase its flexibility and its lifespan.

217 The advantages and disadvantages of two options are currently under consideration:

- The independent development of a new application: a customized application of a payroll system developed for the public health sector in Italy. However, a more thorough assessment of business requirements and a gap analysis of the proposed system still need to be done.
- Outsourcing the payroll to the ILO, i.e. contracting all or part of the responsibility for the operation of a system to ILO headquarters. This would imply processing transactions and running the payroll from Turin via the Internet using the ERP applications servers in Geneva. This option

needs to be further assessed in the context of the extension of IRIS to country offices, including the Rome office. This solution would use the experience already gained by the ILO in matching business requirements with a customized Oracle payroll system, but would not necessarily be more cost-effective in the long term because of high running costs.

Management and monitoring

218 In designing and launching the different projects in the 2007-2011 Investment Programme,

care has been taken to follow up the conclusions and recommendations of the review of the implementation of the 2002-2005 investment projects, which was carried out in June 2007. In particular:

- follow-up action has been planned and budgeted for several work items included in the 2002-2005 programme;
- planning and monitoring have been emphasised in individual investment projects;
- clear management responsibilities have been set for the programme and individual projects;
- staff time and input have been accounted for in the various projects.

PUBLICATIONS AND TRAINING PACKAGES, 2007

| TITLE | DESCRIPTION | LANGUAGE* |
|--|--|---|
| CENTRE PUBLICATIONS | | |
| ITCILO on-line catalogue of publications | Web site | EN, FR, ES |
| Know About Business - 2007 edition | Training modules | EN |
| Guide - International Labour Standards Guide - Normes internationales du travail Guía - Normas Internacionales del Trabajo | Training guide, 2007 edition | EN, FR, ES |
| Uguaglianza nel lavoro. Affrontare le sfide | Book | IT |
| The 2008 Reader on Private Sector Development – Measuring and Reporting Results | Book | EN, FR, ES |
| Creación de un entorno empresarial favorable para el fomento de la pequeña empresa | Training modules | ES |
| Desarrollo económico local + Empleo. Material para promotores | Training modules | ES |
| Torino – Giornate internazionali delle Nazioni Unite 2007 | Public information campaign and Web site | IT |
| 2008 standard courses | Brochure | EN, FR, ES |
| PUBLICATIONS FOR THE INTERNATIONAL LABOUR OFFICE | | |
| ILO "World of Work" magazine, Nos. 59, 60, 61 | Magazine | EN, FR |
| IPEC 12 TO 12 community portal on child labour | Online portal and leaflet | EN, FR, ES, IT |
| Decent Work Country Programme Guidebooks – 2007 revision | Guidebook | EN |
| International HIV-AIDS cartoon exhibition | Exhibition | EN |
| Productivity and Competitiveness, Central Asia and Caucasus | CD-ROM | Armenian, Azeri, EN, RU, Georgian, Kyrgyz, Tajik, Uzbek |
| DIALOGUE year planner 2008 | Poster | EN, FR, ES |
| Reaching out to SMEs. An electronic toolkit for employers' organizations. 2007 revision | Web site and CD-ROM | EN, FR, ES |
| Employers' Organizations Work-Family Training | CD-ROM | EN |
| Modern policy and legislative responses to child labour | Textbook | EN, FR, ES |
| IPEC SCREAM module on HIV/AIDS | Module and CD-ROM | EN |
| Employers and Child Labour - practical guides | Guidebooks | EN, FR, ES |
| Photo exhibition on child labour in agriculture for WDAFL | Exhibition | EN |
| Manual for drafting ILO instruments: The Quick Guide | Practical guide | EN, FR, ES |
| Dépliant sur la protection sociale | Leaflet | EN, FR, ES, ARA |
| Economic reintegration of child soldiers | Book and DVD | EN |
| Burundi | Book | FR |
| Men as partners in reproductive health through organized workforce | Training package | EN |
| Material for the Child Labour Conference, Istanbul, September 2007 | Public information material | EN, RU |
| The Global Task Force on Child Labour and Education for All | Brochure | EN, FR, ES |
| Youth Employment: Making it Happen. Resource Tool for Employers | Web site and CD-ROM | EN |
| Combating child labour through education | Brochure | EN, FR, ES |
| Combating trafficking in children for labour exploitation. A resource kit for policymakers and practitioners | Resource kit | EN, FR, ES |

| TITLE | DESCRIPTION | LANGUAGE* |
|--|-------------------|--|
| Photo exhibition on decent work for the ILO Library | Exhibition | |
| Employers' organizations taking the lead on gender equality | Book | EN, FR |
| Training resource pack on the elimination of hazardous child labour in agriculture | Training kit | EN, FR |
| ACTEMP leaflet | Leaflet | EN, FR, ES |
| IPEC Education as an intervention strategy to eliminate and prevent child labour | Brochure | EN |
| Photo exhibit on disabled workers | Exhibition | |
| Training guide on access to funding for initiatives targeting employment of youth at risk of social exclusion - youth employment, Bulgaria | Training manual | EN |
| Research papers on youth employment | Research papers | EN |
| Six papers relating to the tripartite initiative on youth employment and to the Sub-regional Tripartite Meeting of Experts on Decent Employment for Young People | Research papers | EN |
| ILO photo book: Work, a Celebration | Photo book | EN, FR; ES |
| C138, C182 and the Declaration | Pocket booklet | IT |
| Driving for Change on HIV/AIDS in the Road Transport Sector | Training kit | EN |
| PUBLICATIONS FOR THE UNITED NATIONS SYSTEM | | |
| UNHCR Global Report 2006 | | |
| UNHCR Global Appeal 2008 | Report | EN, FR |
| UNHCR WHO Guide on clinical management of rape survivors | Guide | ARA |
| UNHCR Rescue at Sea brochure | Leaflet | ARA |
| UNHCR Protection Induction Programme | Manual and CD-ROM | EN, FR, ES, RU, ARA |
| UNHCR Compilation of International Instruments | Four volumes | RU |
| UNHCR IDP Protection Handbook | Handbook | EN |
| OHCHR Human Rights Package for Judges, Prosecutors and Lawyers | Training package | RU |
| UNFPA – Year planner 2008 for Mauritania | Poster | EN, AR |
| United Nations Police Handbook | Handbook | EN |
| PUBLICATIONS FOR THE EUROPEAN TRAINING FOUNDATION | | |
| Brochures, magazines, leaflets, newsletters, reports, books, studies, CD-ROMs, DVDs, information and promotional material | Various | ARA, BG, CZ, DA, DE, EE, ES, FI, FR, GR, HU, IT, LT, LV, MT, NL, PL, PT, RO, RU, SK, SLO, SR, SW, TR |

* ARA: Arabic; BG: Bulgarian; CZ: Czech; DA: Danish; DE: German; EE: Estonian; ES: Spanish; FI: Finnish; FR: French; GR: Greek; HU: Hungarian; IT: Italian; LT: Lithuanian; LV: Latvian; MT: Maltese; NL: Dutch; PL: Polish; PT: Portuguese; RO: Romanian; RU: Russian; SK: Slovak; SLO: Slovenian; SR: Croatian; SW: Swedish; TR: Turkish.

INTERNAL ADMINISTRATION

Campus renovation and extraordinary maintenance programme

219 The City of Turin had prepared a renovation programme for the campus pavilions not affected by the 2006 Olympic Winter Games in Turin. However, because of local government cuts decided upon by the Italian Government, the municipality did not have funds available in its budgets. Finally, after negotiations between the management of the Centre and the appropriate departments of the City of Turin, an agreement to provide € 1 500 000⁵ over three years to fund extraordinary maintenance work on the campus came into effect in 2006 and will run until the end of 2008. This agreement is particularly important because it allows the Centre to carry out the most urgent extraordinary maintenance work without drawing on its budget.

220 From the end of 2006 to April 2007, the Centre renovated the bedrooms, the electrical system, the lighting and the fire system in Pavilion E.

221 In the first half of 2007, the Internal Administration Service had the facilities in Pavilion X altered to create three new classrooms to replace the two classrooms on the first floor of Pavilion 2 that had been turned into offices for around 15 staff and a meeting room. The cost of this work was € 350 000.

222 Work on Pavilions P, R and S, costing € 700 000 altogether, was to take place from May to September 2008. The aim was to renovate and make safe the electrical system, the fire system, the data network, the office lighting, the inside areas, the tiling, the ceilings, etc. It is financed by the extraordinary maintenance fund mentioned above, except for the renovation of the electrical system and the fire system, whose € 200 000 cost will be met by the local power company, IRIDE.

223 At the beginning of 2008, IRIDE completed work which had begun in 2007 on bringing the inside wiring, lighting and fire systems in Pavilions 1, 2 and T up to standard. During the year, IRIDE has done further work in Pavilion P, where the Centre, for its part, has renovated the ground floor, including classrooms P1, P2 and P3.

224 Renovation work on Pavilion L, financed by the Piedmont Region and the "Compagnia di San Paolo", whose cost is estimated at € 3 500 000, will start at the end of this year. The tendering process, and the work itself, will be administered directly by the Centre, which, as agreed with headquarters, has set up a steering committee to monitor the process.

225 In 2008, the Internal Administration Service has also created two large classrooms on the ground floor of Pavilion I to replace the ones in Pavilion L made unavailable by the work mentioned above, which will last until the first half of 2010.

Ordinary maintenance work financed and carried out by the Centre

226 The main projects in 2007/2008 are listed below.

- a) A programme to adapt and renovate classroom equipment and office furniture in line with ergonomic criteria is under way.
- b) A new, computerized management programme for the off-campus laundry, adapted to the Centre's needs, was installed in the first third of 2007. It has made a significant contribution to controlling the cost of services provided by the sub-contractor concerned.
- c) Air conditioning was installed in the offices on the first and second floors of Pavilion N during the hottest days of summer in 2007.

Tenders and miscellaneous services

227 The way the Centre handles its relations with sub-contractors has changed radically since 2005. It now seeks to evaluate both the quality and the price of the services they provide more carefully. Since 2006, there have been significant changes in services and sub-contractors, to make economies and boost efficiency.

- a) Several tenders were launched in 2007 and in the first half of 2008. They all used the same criteria. A list of contracts signed with sub-contractors follows.

⁵ Because these allocations, like all expenditure in the Centre's regular budget on buildings and amenities, are always made in euros, that is how they are expressed in this report.

- i) Travel agency. Awarded to "Jet Viaggi s.p.a.", starting from 1 January 2008. This led to savings of around 50 per cent on direct air ticket prices in the first quarter of 2008.
 - ii) Coach transport. Awarded to "Autoservizi Novarese s.r.l.", starting from 1 January 2008.
 - iii) Catering services. Awarded to "Avenance Italia s.p.a.", starting from 1 July 2008. Because of the size of the contract, which is for over € 1 600 000 a year, the Centre's Internal Administration Service made a major effort, with the help of specialist consultants, to revise the overall specifications, bring in a communication project to give users all the information needed for a balanced diet, and provide good-quality food that would reflect the cultures and cuisines of the whole world. Extensive market research included systematically inviting the best collective catering firms, both local and international, as well as publishing a call for tenders in the press and on the "UN Global Marketplace" Web site. The bids were assessed, and the tender awarded, on the basis of price, quality and the best operational project presented.
- b) For other services purchased by the Centre, namely electricity and heating, despite a rise in tariffs charged by the suppliers, mainly due to higher prices for raw materials, the final amount paid by the Centre was lower in 2007 than in 2006. Heating, indeed, had been placed under constant monitoring in the pavilions renovated for the Olympic Games, thanks to a computerized system installed during the renovation work.
 - c) Working closely with JUR, and supervised by the Contracts Committee, the Internal Administration Service prepared and used new, uniform lists of specifications for the works it carries out directly.
 - d) The Centre changed its telephone network in March 2007. It was able to buy two switchboards that had only been used for a few months from TOROC for around € 100 000, thereby saving around € 150 000, since the average cost of a network is € 250 000.

Occupational safety and health

228 Some of the older buildings on the campus, built before 1994, had dangerous materials in their structure. Nevertheless, those materials were "contained" within very precise spaces, or else were on the outside of the buildings, and did not release dangerous particles into the air. In the wake of analyses by the Turin Chamber of Commerce during a big campaign, first in 2005, again in February 2006 and once more in March 2008, the Centre received confirmation that the air in the pavilions was not contaminated. The Centre's Health and Safety Committee, and all staff, were told the results of these analyses. The same information was passed on to the firms awarded maintenance contracts so that they could have their employees take all due precautions and follow all due procedures while working.

229 Nevertheless, while waiting for those pavilions to be renovated, the Centre itself decided to remove certain materials containing asbestos from Pavilion I, to avoid any erosion or breakage that could release dangerous particles into the air. This was done in March 2007.

Security of staff and facilities at the Centre

230 At its 288th session, the ILO Governing Body authorized the Office to take security measures at the headquarters building. Unfortunately, it did not allocate funds for the Centre to do the same. On the basis of those steps, and of the strengthening of analogous measures throughout the United Nations system, a working party based in Turin, made up of representatives of the Centre, the United Nations Interregional Crime and Justice Research Institute (UNICRI) and the United Nations System Staff College (UNSSC), was set up. This working party meets regularly to provide coordinated advice on concerning security and safety.

231 A number of measures have already been taken, whereas others are still being looked into and may call for additional funding.

232 Regular meetings have been held with the police authorities of the host country to assess potential risks and decide on the extra security measures to take.

233 Emergency evacuation procedures are to be established, and evacuation teams for each pavilion are being formed and trained. A safety expert from the World Food Programme came on a mission to Turin in February 2007. The expert will decide what procedures are required, drawing on those used by the World Food Programme, and will devise an awareness-raising course for all staff on the campus. In addition, the conditions for recruiting security guards are to be revised and further training may be called for.

234 Finally, the Centre will work together with the United Nations' Department of Safety and Security (DSS), the ILO security service, the United Nations' Security and Safety Sections in Geneva and Vienna, and the local authorities responsible for security to keep threat assessment continuously up to date and to adjust security measures regularly.

Services to third parties

235 As in previous years, the Internal Administration Service coordinated services to third

parties, which make the campus residential and training facilities available to carefully chosen outside institutions. These services, which entail no responsibility on the part of the Centre for the content of activities, generated an additional income of around € 450 000 in 2007. The services to third parties, moreover, are an excellent way of making the activities of the ILO and of the Centre more widely known among local institutions and cultural circles.

Collaboration with the ILO

236 As usual, all aspects of the Centre's internal administration were the subject of prior consultation with the Legal Adviser (JUR), the Bureau of Internal Administration (INTER) and the Budget and Finance Branch (BUDFIN) of the ILO. The consultations with JUR were of particular importance in drawing up the specifications for the tenders launched in 2007/2008.

APPENDIX I DISTRIBUTION OF PARTICIPANTS BY COUNTRY/TERRITORY IN 2007

| Country/Territory | Number of Participants | | | | Workers | | | Employers | | |
|--------------------------|------------------------|-----|-------|------|---------|----|------|-----------|----|------|
| | Total | Men | Women | %W | M | W | %W | M | W | %W |
| AFGHANISTAN | 7 | 6 | 1 | 14% | 0 | 0 | 0% | 0 | 0 | 0% |
| ALBANIA | 44 | 20 | 24 | 55% | 2 | 1 | 33% | 6 | 1 | 14% |
| ALGERIA | 41 | 23 | 18 | 44% | 6 | 2 | 25% | 3 | 3 | 50% |
| ANGOLA | 120 | 73 | 47 | 39% | 15 | 3 | 17% | 3 | 1 | 25% |
| ANGUILLA | 1 | 1 | 0 | 0% | 0 | 0 | 0% | 1 | 0 | 0% |
| ANTIGUA AND BARBUDA | 6 | 2 | 4 | 67% | 1 | 0 | 0% | 0 | 1 | 100% |
| ARGENTINA | 338 | 177 | 161 | 48% | 60 | 52 | 46% | 13 | 0 | 0% |
| ARMENIA | 71 | 31 | 40 | 56% | 3 | 5 | 63% | 3 | 6 | 67% |
| ARUBA | 1 | 0 | 1 | 100% | 0 | 0 | 0% | 0 | 1 | 100% |
| AUSTRALIA | 4 | 4 | 0 | 0% | 1 | 0 | 0% | 0 | 0 | 0% |
| AUSTRIA | 1 | 1 | 0 | 0% | 0 | 0 | 0% | 0 | 0 | 0% |
| AZERBAIJAN | 40 | 32 | 8 | 20% | 8 | 1 | 11% | 8 | 1 | 11% |
| BAHAMAS | 4 | 1 | 3 | 75% | 0 | 2 | 100% | 1 | 0 | 0% |
| BAHRAIN | 24 | 16 | 8 | 33% | 3 | 0 | 0% | 0 | 0 | 0% |
| BANGLADESH | 288 | 265 | 23 | 8% | 5 | 3 | 38% | 18 | 0 | 0% |
| BARBADOS | 20 | 9 | 11 | 55% | 2 | 3 | 60% | 2 | 2 | 50% |
| BELARUS | 5 | 2 | 3 | 60% | 1 | 0 | 0% | 1 | 1 | 50% |
| BELGIUM | 38 | 25 | 13 | 34% | 17 | 10 | 37% | 2 | 2 | 50% |
| BELIZE | 6 | 2 | 4 | 67% | 1 | 1 | 50% | 0 | 2 | 100% |
| BENIN | 32 | 21 | 11 | 34% | 8 | 5 | 38% | 3 | 1 | 25% |
| BERMUDA | 5 | 2 | 3 | 60% | 0 | 0 | 0% | 1 | 0 | 0% |
| BHUTAN | 5 | 4 | 1 | 20% | 0 | 0 | 0% | 0 | 0 | 0% |
| BOLIVIA | 84 | 44 | 40 | 48% | 2 | 0 | 0% | 3 | 3 | 50% |
| BOSNIA AND HERZEGOVINA | 18 | 7 | 11 | 61% | 0 | 0 | 0% | 2 | 5 | 71% |
| BOTSWANA | 31 | 18 | 13 | 42% | 7 | 0 | 0% | 2 | 3 | 60% |
| BRAZIL | 312 | 132 | 180 | 58% | 41 | 29 | 41% | 4 | 4 | 50% |
| BRITISH VIRGIN ISLANDS | 1 | 0 | 1 | 100% | 0 | 0 | 0% | 0 | 1 | 100% |
| BULGARIA | 98 | 25 | 73 | 74% | 10 | 26 | 72% | 7 | 6 | 46% |
| BURKINA FASO | 38 | 24 | 14 | 37% | 6 | 1 | 14% | 3 | 3 | 50% |
| BURUNDI | 68 | 46 | 22 | 32% | 8 | 8 | 50% | 2 | 0 | 0% |
| CAMBODIA | 38 | 35 | 3 | 8% | 3 | 2 | 40% | 6 | 0 | 0% |
| CAMEROON | 38 | 20 | 18 | 47% | 2 | 2 | 50% | 3 | 2 | 40% |
| CANADA | 13 | 6 | 7 | 54% | 0 | 0 | 0% | 0 | 0 | 0% |
| CAPE VERDE | 58 | 19 | 39 | 67% | 3 | 0 | 0% | 1 | 0 | 0% |
| CAYMAN ISLANDS | 2 | 2 | 0 | 0% | 0 | 0 | 0% | 1 | 0 | 0% |
| CENTRAL AFRICAN REPUBLIC | 5 | 5 | 0 | 0% | 0 | 0 | 0% | 0 | 0 | 0% |
| CHAD | 10 | 10 | 0 | 0% | 3 | 0 | 0% | 1 | 0 | 0% |
| CHILE | 174 | 95 | 79 | 45% | 29 | 19 | 40% | 5 | 6 | 55% |
| CHINA | 184 | 132 | 52 | 28% | 47 | 20 | 30% | 6 | 0 | 0% |
| COLOMBIA | 207 | 109 | 98 | 47% | 10 | 9 | 47% | 7 | 6 | 46% |
| COMOROS | 11 | 9 | 2 | 18% | 2 | 1 | 33% | 0 | 0 | 0% |
| CONGO | 26 | 22 | 4 | 15% | 4 | 0 | 0% | 3 | 0 | 0% |
| COSTA RICA | 98 | 48 | 50 | 51% | 1 | 3 | 75% | 2 | 1 | 33% |
| COTE D'IVOIRE | 40 | 32 | 8 | 20% | 1 | 3 | 75% | 6 | 1 | 14% |
| CROATIA | 62 | 21 | 41 | 66% | 11 | 15 | 58% | 3 | 14 | 82% |
| CUBA | 39 | 26 | 13 | 33% | 11 | 9 | 45% | 0 | 0 | 0% |
| CYPRUS | 9 | 6 | 3 | 33% | 6 | 1 | 14% | 0 | 0 | 0% |
| CZECH REPUBLIC | 12 | 5 | 7 | 58% | 2 | 2 | 50% | 1 | 5 | 83% |
| DJIBOUTI | 2 | 2 | 0 | 0% | 0 | 0 | 0% | 0 | 0 | 0% |
| DOMINICA | 3 | 2 | 1 | 33% | 0 | 0 | 0% | 1 | 0 | 0% |

| Country/Territory | Number of Participants | | | | Workers | | | Employers | | |
|------------------------------|------------------------|-----|-------|------|---------|----|------|-----------|----|------|
| | Total | Men | Women | %W | M | W | %W | M | W | %W |
| DOMINICAN REPUBLIC | 75 | 40 | 35 | 47% | 11 | 13 | 54% | 1 | 0 | 0% |
| ECUADOR | 99 | 70 | 29 | 29% | 7 | 3 | 30% | 7 | 0 | 0% |
| EGYPT | 45 | 32 | 13 | 29% | 1 | 1 | 50% | 4 | 1 | 20% |
| EL SALVADOR | 693 | 305 | 388 | 56% | 3 | 3 | 50% | 4 | 1 | 20% |
| ERITREA | 3 | 2 | 1 | 33% | 0 | 0 | 0% | 0 | 0 | 0% |
| ESTONIA | 26 | 3 | 23 | 88% | 3 | 18 | 86% | 0 | 3 | 100% |
| ETHIOPIA | 28 | 26 | 2 | 7% | 6 | 0 | 0% | 5 | 0 | 0% |
| FIJI | 19 | 13 | 6 | 32% | 5 | 5 | 50% | 5 | 0 | 0% |
| FINLAND | 4 | 2 | 2 | 50% | 1 | 0 | 0% | 0 | 0 | 0% |
| FRANCE | 57 | 25 | 32 | 56% | 5 | 0 | 0% | 5 | 5 | 50% |
| GABON | 10 | 2 | 8 | 80% | 0 | 3 | 100% | 0 | 0 | 0% |
| GAMBIA | 13 | 9 | 4 | 31% | 0 | 1 | 100% | 0 | 0 | 0% |
| GEORGIA | 64 | 45 | 19 | 30% | 4 | 2 | 33% | 4 | 4 | 50% |
| GERMANY | 26 | 14 | 12 | 46% | 0 | 0 | 0% | 1 | 1 | 50% |
| GHANA | 123 | 73 | 50 | 41% | 12 | 6 | 33% | 7 | 23 | 77% |
| GREECE | 3 | 3 | 0 | 0% | 1 | 0 | 0% | 0 | 0 | 0% |
| GRENADA | 5 | 4 | 1 | 20% | 0 | 0 | 0% | 1 | 0 | 0% |
| GUATEMALA | 49 | 33 | 16 | 33% | 6 | 0 | 0% | 5 | 0 | 0% |
| GUINEA | 19 | 13 | 6 | 32% | 0 | 1 | 100% | 3 | 1 | 25% |
| GUINEA-BISSAU | 29 | 23 | 6 | 21% | 2 | 1 | 33% | 1 | 0 | 0% |
| GUYANA | 3 | 1 | 2 | 67% | 1 | 0 | 0% | 0 | 0 | 0% |
| HAITI | 29 | 18 | 11 | 38% | 0 | 0 | 0% | 1 | 1 | 50% |
| HOLY SEE | 1 | 0 | 1 | 100% | 0 | 0 | 0% | 0 | 0 | 0% |
| HONDURAS | 107 | 53 | 54 | 50% | 19 | 15 | 44% | 5 | 3 | 38% |
| HONG KONG | 7 | 4 | 3 | 43% | 0 | 2 | 100% | 1 | 0 | 0% |
| HUNGARY | 30 | 14 | 16 | 53% | 13 | 11 | 46% | 1 | 3 | 75% |
| INDIA | 231 | 174 | 57 | 25% | 15 | 11 | 42% | 8 | 1 | 11% |
| INDONESIA | 327 | 247 | 80 | 24% | 55 | 14 | 20% | 88 | 12 | 12% |
| IRAN, ISLAMIC REPUBLIC OF | 13 | 13 | 0 | 0% | 1 | 0 | 0% | 1 | 0 | 0% |
| IRAQ | 110 | 72 | 38 | 35% | 0 | 0 | 0% | 12 | 6 | 33% |
| IRELAND | 1 | 1 | 0 | 0% | 0 | 0 | 0% | 0 | 0 | 0% |
| ITALY | 762 | 389 | 373 | 49% | 1 | 4 | 80% | 1 | 0 | 0% |
| JAMAICA | 30 | 16 | 14 | 47% | 2 | 1 | 33% | 2 | 2 | 50% |
| JAPAN | 14 | 6 | 8 | 57% | 0 | 1 | 100% | 2 | 0 | 0% |
| JORDAN | 135 | 102 | 33 | 24% | 1 | 1 | 50% | 4 | 0 | 0% |
| KAZAKHSTAN | 18 | 8 | 10 | 56% | 5 | 2 | 29% | 1 | 1 | 50% |
| KENYA | 68 | 46 | 22 | 32% | 6 | 2 | 25% | 13 | 2 | 13% |
| KIRIBATI | 6 | 3 | 3 | 50% | 0 | 2 | 100% | 3 | 0 | 0% |
| KOREA, REPUBLIC OF | 13 | 8 | 5 | 38% | 2 | 5 | 71% | 2 | 0 | 0% |
| KOSOVO (UNMIK) | 20 | 13 | 7 | 35% | 1 | 1 | 50% | 0 | 0 | 0% |
| KUWAIT | 6 | 1 | 5 | 83% | 0 | 0 | 0% | 0 | 0 | 0% |
| KYRGYZSTAN | 54 | 27 | 27 | 50% | 4 | 3 | 43% | 2 | 0 | 0% |
| LAO PEOPLE'S DEMOCRATIC REP. | 25 | 15 | 10 | 40% | 3 | 1 | 25% | 0 | 4 | 100% |
| LATVIA | 25 | 8 | 17 | 68% | 5 | 13 | 72% | 3 | 3 | 50% |
| LEBANON | 53 | 30 | 23 | 43% | 3 | 0 | 0% | 2 | 1 | 33% |
| LESOTHO | 13 | 6 | 7 | 54% | 1 | 0 | 0% | 1 | 1 | 50% |
| LIBERIA | 16 | 11 | 5 | 31% | 2 | 0 | 0% | 0 | 0 | 0% |
| LIBYAN ARAB JAMAHIRIYA | 4 | 4 | 0 | 0% | 0 | 0 | 0% | 0 | 0 | 0% |
| LITHUANIA | 10 | 6 | 4 | 40% | 6 | 4 | 40% | 0 | 0 | 0% |
| MADAGASCAR | 179 | 75 | 104 | 58% | 8 | 5 | 38% | 3 | 2 | 40% |
| MALAWI | 34 | 24 | 10 | 29% | 6 | 4 | 40% | 5 | 2 | 29% |
| MALAYSIA | 45 | 26 | 19 | 42% | 3 | 5 | 63% | 2 | 0 | 0% |
| MALDIVES | 3 | 1 | 2 | 67% | 0 | 0 | 0% | 0 | 0 | 0% |

| Country/Territory | Number of Participants | | | | Workers | | | Employers | | |
|------------------------|------------------------|-----|-------|-----|---------|----|------|-----------|----|------|
| | Total | Men | Women | %W | M | W | %W | M | W | %W |
| MALI | 29 | 21 | 8 | 28% | 3 | 1 | 25% | 5 | 0 | 0% |
| MALTA | 31 | 26 | 5 | 16% | 26 | 5 | 16% | 0 | 0 | 0% |
| MAURITANIA | 15 | 12 | 3 | 20% | 4 | 1 | 20% | 2 | 0 | 0% |
| MAURITIUS | 43 | 28 | 15 | 35% | 10 | 2 | 17% | 2 | 0 | 0% |
| MEXICO | 228 | 136 | 92 | 40% | 75 | 41 | 35% | 4 | 0 | 0% |
| MOLDOVA, REPUBLIC OF | 15 | 9 | 6 | 40% | 0 | 0 | 0% | 5 | 0 | 0% |
| MONGOLIA | 29 | 13 | 16 | 55% | 4 | 2 | 33% | 2 | 3 | 60% |
| MONTSERAT | 2 | 2 | 0 | 0% | 1 | 0 | 0% | 1 | 0 | 0% |
| MOROCCO | 113 | 50 | 63 | 56% | 8 | 3 | 27% | 10 | 1 | 9% |
| MOZAMBIQUE | 93 | 58 | 35 | 38% | 6 | 2 | 25% | 1 | 0 | 0% |
| MYANMAR | 17 | 12 | 5 | 29% | 12 | 5 | 29% | 0 | 0 | 0% |
| NAMIBIA | 26 | 18 | 8 | 31% | 6 | 2 | 25% | 3 | 0 | 0% |
| NEPAL | 55 | 49 | 6 | 11% | 13 | 4 | 24% | 4 | 0 | 0% |
| NETHERLANDS | 13 | 7 | 6 | 46% | 0 | 0 | 0% | 1 | 1 | 50% |
| NEW CALEDONIA | 2 | 1 | 1 | 50% | 1 | 1 | 50% | 0 | 0 | 0% |
| NICARAGUA | 44 | 22 | 22 | 50% | 0 | 1 | 100% | 1 | 0 | 0% |
| NIGER | 24 | 20 | 4 | 17% | 3 | 2 | 40% | 7 | 0 | 0% |
| NIGERIA | 154 | 105 | 49 | 32% | 2 | 3 | 60% | 5 | 1 | 17% |
| NORWAY | 3 | 2 | 1 | 33% | 0 | 0 | 0% | 0 | 0 | 0% |
| OMAN | 15 | 11 | 4 | 27% | 0 | 0 | 0% | 1 | 0 | 0% |
| PAKISTAN | 108 | 88 | 20 | 19% | 10 | 1 | 9% | 4 | 0 | 0% |
| PANAMA | 37 | 23 | 14 | 38% | 5 | 0 | 0% | 3 | 1 | 25% |
| PAPUA NEW GUINEA | 9 | 6 | 3 | 33% | 1 | 0 | 0% | 4 | 2 | 33% |
| PARAGUAY | 97 | 54 | 43 | 44% | 38 | 30 | 44% | 1 | 1 | 50% |
| PERU | 234 | 103 | 131 | 56% | 12 | 34 | 74% | 18 | 2 | 10% |
| PHILIPPINES | 167 | 99 | 68 | 41% | 37 | 20 | 35% | 13 | 3 | 19% |
| POLAND | 36 | 22 | 14 | 39% | 17 | 9 | 35% | 5 | 3 | 38% |
| PORTUGAL | 19 | 8 | 11 | 58% | 3 | 0 | 0% | 0 | 0 | 0% |
| PUERTO RICO | 1 | 1 | 0 | 0% | 0 | 0 | 0% | 0 | 0 | 0% |
| QATAR | 7 | 6 | 1 | 14% | 0 | 0 | 0% | 0 | 0 | 0% |
| REP. DEM. CONGO | 163 | 124 | 39 | 24% | 32 | 21 | 40% | 4 | 1 | 20% |
| REPUBLIC OF MONTENEGRO | 19 | 6 | 13 | 68% | 1 | 1 | 50% | 4 | 6 | 60% |
| REPUBLIC OF SERBIA | 38 | 21 | 17 | 45% | 10 | 3 | 23% | 5 | 5 | 50% |
| REUNION | 3 | 2 | 1 | 33% | 2 | 1 | 33% | 0 | 0 | 0% |
| ROMANIA | 66 | 35 | 31 | 47% | 6 | 5 | 45% | 21 | 8 | 28% |
| RUSSIAN FEDERATION | 217 | 114 | 103 | 47% | 9 | 5 | 36% | 3 | 1 | 25% |
| RWANDA | 183 | 119 | 64 | 35% | 14 | 5 | 26% | 69 | 34 | 33% |
| SAINT LUCIA | 11 | 4 | 7 | 64% | 0 | 0 | 0% | 1 | 0 | 0% |
| SAO TOME AND PRINCIPE | 8 | 5 | 3 | 38% | 1 | 1 | 50% | 1 | 0 | 0% |
| SAUDI ARABIA | 41 | 40 | 1 | 2% | 0 | 0 | 0% | 0 | 0 | 0% |
| SENEGAL | 49 | 37 | 12 | 24% | 8 | 4 | 33% | 7 | 2 | 22% |
| SEYCHELLES | 7 | 4 | 3 | 43% | 1 | 0 | 0% | 0 | 1 | 100% |
| SIERRA LEONE | 7 | 6 | 1 | 14% | 0 | 0 | 0% | 0 | 0 | 0% |
| SINGAPORE | 6 | 5 | 1 | 17% | 1 | 1 | 50% | 4 | 0 | 0% |
| SLOVAKIA | 5 | 3 | 2 | 40% | 3 | 2 | 40% | 0 | 0 | 0% |
| SLOVENIA | 40 | 19 | 21 | 53% | 19 | 20 | 51% | 0 | 1 | 100% |
| SOLOMON ISLANDS | 6 | 4 | 2 | 33% | 0 | 0 | 0% | 1 | 2 | 67% |
| SOMALIA | 1 | 1 | 0 | 0% | 0 | 0 | 0% | 0 | 0 | 0% |
| SOUTH AFRICA | 125 | 32 | 93 | 74% | 9 | 10 | 53% | 5 | 0 | 0% |
| SPAIN | 69 | 32 | 37 | 54% | 4 | 9 | 69% | 3 | 0 | 0% |
| SRI LANKA | 118 | 56 | 62 | 53% | 6 | 3 | 33% | 4 | 2 | 33% |
| ST KITTS-NEVIS | 4 | 1 | 3 | 75% | 0 | 0 | 0% | 0 | 0 | 0% |
| ST VINCENT | 8 | 4 | 4 | 50% | 0 | 0 | 0% | 2 | 0 | 0% |
| SUDAN | 29 | 21 | 8 | 28% | 0 | 1 | 100% | 4 | 0 | 0% |

| Country/Territory | Number of Participants | | | | Workers | | | Employers | | |
|--|------------------------|-------------|-------------|------------|-------------|------------|------------|------------|------------|------------|
| | Total | Men | Women | %W | M | W | %W | M | W | %W |
| SURINAME | 18 | 5 | 13 | 72% | 1 | 0 | 0% | 1 | 1 | 50% |
| SWAZILAND | 16 | 11 | 5 | 31% | 2 | 2 | 50% | 0 | 1 | 100% |
| SWEDEN | 6 | 1 | 5 | 83% | 0 | 0 | 0% | 0 | 0 | 0% |
| SWITZERLAND | 11 | 6 | 5 | 45% | 1 | 1 | 50% | 0 | 0 | 0% |
| SYRIAN ARAB REPUBLIC | 34 | 17 | 17 | 50% | 0 | 1 | 100% | 3 | 1 | 25% |
| TAJKISTAN | 39 | 35 | 4 | 10% | 7 | 0 | 0% | 2 | 1 | 33% |
| TANZANIA, UNITED REPUBLIC OF | 72 | 44 | 28 | 39% | 2 | 5 | 71% | 8 | 5 | 38% |
| THAILAND | 48 | 16 | 32 | 67% | 2 | 0 | 0% | 1 | 1 | 50% |
| THE FORMER YUGOSLAV REP. OF MACEDONIA | 24 | 15 | 9 | 38% | 0 | 1 | 100% | 9 | 0 | 0% |
| THE PALESTINIAN AUTHORITY | 23 | 15 | 8 | 35% | 1 | 0 | 0% | 4 | 0 | 0% |
| TIMOR LESTE | 8 | 7 | 1 | 13% | 0 | 0 | 0% | 3 | 1 | 25% |
| TOGO | 21 | 16 | 5 | 24% | 1 | 3 | 75% | 4 | 1 | 20% |
| TRINIDAD AND TOBAGO | 47 | 19 | 28 | 60% | 1 | 2 | 67% | 0 | 2 | 100% |
| TUNISIA | 45 | 34 | 11 | 24% | 3 | 2 | 40% | 12 | 1 | 8% |
| TURKEY | 548 | 421 | 127 | 23% | 112 | 16 | 13% | 6 | 5 | 45% |
| TURKMENISTAN | 6 | 4 | 2 | 33% | 0 | 0 | 0% | 1 | 1 | 50% |
| TURKS AND CAICOS ISLANDS | 6 | 3 | 3 | 50% | 0 | 0 | 0% | 0 | 0 | 0% |
| TUVALU | 1 | 1 | 0 | 0% | 1 | 0 | 0% | 0 | 0 | 0% |
| UGANDA | 34 | 23 | 11 | 32% | 7 | 0 | 0% | 8 | 4 | 33% |
| UKRAINE | 179 | 91 | 88 | 49% | 26 | 15 | 37% | 27 | 9 | 25% |
| UNITED ARAB EMIRATES | 17 | 17 | 0 | 0% | 0 | 0 | 0% | 0 | 0 | 0% |
| UNITED KINGDOM | 20 | 13 | 7 | 35% | 3 | 2 | 40% | 0 | 1 | 100% |
| UNITED STATES | 79 | 32 | 47 | 59% | 0 | 0 | 0% | 4 | 0 | 0% |
| URUGUAY | 234 | 118 | 116 | 50% | 83 | 58 | 41% | 8 | 1 | 11% |
| UZBEKISTAN | 26 | 12 | 14 | 54% | 2 | 1 | 33% | 2 | 3 | 60% |
| VANUATU | 11 | 8 | 3 | 27% | 4 | 1 | 20% | 3 | 1 | 25% |
| VENEZUELA | 46 | 29 | 17 | 37% | 8 | 4 | 33% | 2 | 0 | 0% |
| VIET NAM | 192 | 104 | 88 | 46% | 7 | 4 | 36% | 14 | 26 | 65% |
| WESTERN SAMOA | 5 | 3 | 2 | 40% | 1 | 0 | 0% | 1 | 1 | 50% |
| YEMEN | 18 | 11 | 7 | 39% | 1 | 1 | 50% | 0 | 0 | 0% |
| ZAMBIA | 141 | 44 | 97 | 69% | 8 | 4 | 33% | 4 | 2 | 33% |
| ZIMBABWE | 27 | 17 | 10 | 37% | 4 | 5 | 56% | 3 | 1 | 25% |
| Total Participants from Countries / Territories | 11455 | 6677 | 4778 | 42% | 1283 | 791 | 38% | 720 | 316 | 31% |
| International Civil Servants | 476 | 199 | 277 | 58% | 0 | 0 | 0% | 0 | 0 | 100% |
| Grand Total of Participants | 11931 | 6876 | 5055 | 42% | 1283 | 791 | 38% | 720 | 316 | 31% |

Number of beneficiary countries/territories in 2007: 190

Number of participants from 1965 up to and including 2007: 158060

APPENDIX II
DISTRIBUTION OF PARTICIPANTS BY PROGRAMME, REGION AND GENDER (2006)

| | AFRICA | | | | | | AMERICAS | | | | | | ASIA and the PACIFIC | | | | | | EUROPE | | | | | | ARAB STATES | | | | | | TOTAL | | | |
|---|-------------|------------|------------|------------|------------|-----------|-------------|-------------|------------|------------|------------|-----------|----------------------|------------|------------|------------|------------|-----------|-------------|-------------|------------|------------|------------|------------|-------------|------------|-----------|-----------|-----------|-----------|------------|------------|--------------|------------|
| | TOTAL | | Workers | | Employers | | TOTAL | | Workers | | Employers | | TOTAL | | Workers | | Employers | | TOTAL | | Workers | | Employers | | TOTAL | | by Unit | | | | | | | |
| | M | W | M | W | M | W | M | W | M | W | M | W | M | W | M | W | M | W | M | W | M | W | M | W | M | W | TOT | %W | | | | | | |
| Standards and Fundamental Principles and Rights at Work | 264 | 127 | 48 | 15 | 23 | 4 | 182 | 247 | 24 | 26 | 6 | 6 | 184 | 67 | 81 | 18 | 29 | 6 | 123 | 86 | 2 | 4 | 1 | 2 | 56 | 22 | 9 | 2 | 4 | 3 | 14 | 11 | 1383 | 40% |
| Employment and Skills Development | 156 | 61 | 12 | 4 | 20 | 3 | 46 | 67 | 6 | 4 | 1 | 1 | 108 | 41 | 8 | 1 | 8 | 5 | 69 | 51 | 10 | 4 | 10 | 6 | 40 | 16 | 1 | 0 | 2 | 0 | 10 | 8 | 673 | 36% |
| Local Development - DellNet | 48 | 19 | 0 | 0 | 0 | 0 | 270 | 310 | 1 | 0 | 0 | 0 | 3 | 4 | 0 | 0 | 0 | 27 | 38 | 0 | 0 | 0 | 0 | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 722 | 52% |
| Enterprise Development | 178 | 201 | 0 | 0 | 3 | 24 | 177 | 150 | 0 | 0 | 11 | 3 | 208 | 79 | 1 | 1 | 8 | 1 | 102 | 99 | 0 | 0 | 1 | 0 | 93 | 117 | 0 | 0 | 0 | 0 | 13 | 9 | 1426 | 46% |
| Social Protection | 152 | 58 | 6 | 1 | 3 | 0 | 88 | 50 | 4 | 0 | 0 | 1 | 171 | 58 | 11 | 3 | 11 | 2 | 83 | 43 | 0 | 1 | 0 | 0 | 79 | 25 | 0 | 0 | 1 | 0 | 6 | 3 | 816 | 29% |
| Social Dialogue | 150 | 55 | 19 | 6 | 11 | 3 | 65 | 59 | 6 | 10 | 9 | 7 | 70 | 43 | 5 | 2 | 6 | 2 | 80 | 64 | 26 | 10 | 22 | 6 | 25 | 4 | 0 | 0 | 0 | 0 | 1 | 4 | 620 | 37% |
| Workers' Activities | 138 | 90 | 137 | 90 | 0 | 0 | 369 | 287 | 0 | 0 | 0 | 0 | 132 | 86 | 131 | 85 | 0 | 0 | 210 | 179 | 209 | 178 | 1 | 1 | 21 | 11 | 21 | 11 | 0 | 0 | 24 | 18 | 1565 | 43% |
| Employers' Activities | 141 | 57 | 0 | 0 | 140 | 57 | 69 | 18 | 0 | 0 | 69 | 18 | 132 | 43 | 1 | 0 | 119 | 42 | 103 | 89 | 0 | 0 | 102 | 88 | 53 | 11 | 0 | 0 | 53 | 11 | 15 | 7 | 738 | 30% |
| Sustainable Development and Governance | 49 | 76 | 0 | 0 | 0 | 0 | 21 | 23 | 0 | 0 | 1 | 0 | 328 | 83 | 0 | 0 | 14 | 0 | 193 | 205 | 0 | 0 | 0 | 0 | 112 | 41 | 0 | 0 | 0 | 0 | 38 | 58 | 1227 | 40% |
| European Social Fund Projects | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 627 | 395 | 110 | 15 | 6 | 3 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 1024 | 39% | |
| Distance Education and Learning Technology Applications | 46 | 25 | 1 | 1 | 1 | 1 | 317 | 429 | 2 | 3 | 5 | 2 | 66 | 27 | 0 | 0 | 4 | 0 | 6 | 23 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 13 | 12 | 965 | 53% |
| Gender Coordination and Non-Discrimination | 24 | 125 | 0 | 2 | 0 | 3 | 0 | 1 | 0 | 0 | 0 | 0 | 26 | 52 | 2 | 3 | 1 | 1 | 0 | 17 | 0 | 0 | 0 | 0 | 2 | 7 | 0 | 0 | 0 | 0 | 47 | 137 | 438 | 77% |
| OTHER | 0 | 0 | 0 | 0 | 0 | 0 | 150 | 105 | 19 | 2 | 11 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 12 | 5 | 1 | 1 | 2 | 0 | 30 | 5 | 0 | 0 | 0 | 0 | 17 | 10 | 334 | 37% |
| TOTAL | 1346 | 894 | 223 | 119 | 201 | 95 | 1754 | 1746 | 431 | 332 | 113 | 42 | 1428 | 583 | 240 | 113 | 200 | 59 | 1635 | 1294 | 358 | 214 | 145 | 106 | 514 | 261 | 31 | 13 | 61 | 14 | 199 | 277 | 11931 | 42% |

| PARTICIPANTS | AFRICA | | | AMERICAS | | | ASIA | | | EUROPE | | | ARAB STATES | | | ICS | | | | | | | | | | | | | | | |
|--------------|--------|-----|-----|----------|-----|------|------|-----|-----|--------|-----|------|-------------|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|----|-----|----|-----|-----|-----|
| | TOT | %W | Tot | TOT | %W | Tot | TOT | %W | Tot | TOT | %W | Tot | TOT | %W | Tot | TOT | %W | | | | | | | | | | | | | | |
| 2240 | 40% | 342 | 35% | 296 | 32% | 3500 | 50% | 763 | 44% | 155 | 27% | 2011 | 29% | 353 | 32% | 259 | 23% | 2929 | 44% | 572 | 37% | 251 | 42% | 775 | 34% | 44 | 30% | 75 | 19% | 476 | 58% |

