

Annual Implementation Report for 2012

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EXECUTIVE SUMMARY

1. This is the first Annual Implementation Report presented by the International Training Centre of the ILO (the Centre) within the framework of its Strategic Plan for 2012-15 (the Plan). An Interim Implementation Report was submitted to the 74th Session of the Board (November 2012) which reported on results for the first half of 2012. This report completes the information provided in that report giving final data for the full year as well as providing an overall analysis of the results and progress made in 2012.
2. During 2012, the Centre delivered training and learning activities to almost **11,000 participants** across all the main policy areas of the ILO and the broader international development agenda. In addition to the programme of standard courses offered on the campus, some **300 tailor-made training courses** were delivered at regional, sub-regional or country level.
3. While the reduction of around 4 per cent in the volume of activities compared to 2011 was relatively small, the **reduction in revenue from training activities of around 18 per cent** (€ 4.6 million) was more significant for the operations of the Centre. This reduction in revenue can be attributed to the on-going challenging environment for voluntary contributions from donors for training activities. Also, 2012 was the first year of the ILO biennium which traditionally means a lower level of joint-activity due to the lead-in time needed to agree on joint-work at the beginning of each biennium. These resource constraints were already known in 2011 and taken into account in the preparation of the programme and budget for 2012.
4. Having regard to these external resource constraints, the Centre pursued a strategy based on the following three elements. First, it ensured that a critical mass of training programmes was offered concentrating on a more limited portfolio of standard courses and academies. To reinforce this, the use of surplus funds from previous years was prioritized in support of a number of training programmes, including the employers' and workers' training programmes, and a limited number of academies. Second, a sustained effort was made across the Centre to control operating costs and where possible, reduce costs. A significant **reduction of 14 per cent in non-staff costs** was achieved in 2012. Third, the Centre continued to actively seek new sources of funding as well as to expand its collaboration and range of partnerships with relevant regional, sub-regional and national training and research institutes.
5. Despite the budgetary constraints and the drop in revenue described above, the overall financial results for 2012 were positive leading to a **€ 975,000 financial surplus**. The Centre also received an **unqualified audit opinion** from the External Auditors as well as becoming **fully IPSAS compliant**.
6. A **Gender Action Plan for 2012-15** was adopted to enhance gender equality in the Centre's human resources policies as well as in the design and delivery of all training activities. The percentage of women participants in training activities in 2012 increased over 2011.
7. Eleven projects were started under the **Innovation Fund** to promote the development of new training products and to diversify delivery methods. Preparatory work for the launch of an E-campus started with a view to harmonizing the different platforms and applications used for on-line learning courses.
8. **Collaboration with the ILO** continued to be central to the work of the Centre which played an active role in the ILO's outcome-based work plan reviews, in the preparation of the ILO Programme and Budget proposals for 2014-15, implementation of IPSAS, and in the ILO Knowledge Management Initiative. Strong operational collaboration was maintained with headquarters and the regions through joint-planning, design and delivery of a large number of activities. Involvement in ILO staff development programmes and ILO publications and multimedia production continued to expand. In the second half of 2012, the Centre actively participated in the **ILO transition and reform processes** launched by the new Director-General and in the working groups subsequently established on policy and management reform. The Transition Team visited the Centre in August and the new Director-General visited the Centre in November.
9. In the framework of the **Turin School of Development**, measures were implemented to ensure that all the 7 courses offered in 2013 are Masters Programmes and that 6 out of the 7 Masters Programmes are delivered on campus in the first half of the year thereby ensuring more efficient use of the campus facilities. Work was also undertaken to launch a Spanish version of the Masters in World Heritage

and Cultural Projects for Development in collaboration with the University of Barcelona, and to deliver the Masters on Sustainable Public Procurement in French in collaboration with SciencesPo. A framework for launching a pilot Ph.D. Programme was agreed with the ILO.

10. The Centre continued to enjoy the active support of the authorities of the **Piedmont Region, the City of Turin** and the **Chamber of Commerce** as well as two major local foundations i.e. the **Compagnia di San Paolo** and the **Fondazione CRT**. In addition to their critical financial support, their promotion of the international role of the City of Turin and the Region increases the visibility of the presence of the Centre and the other UN entities on the campus.

11. Overall, 2012 proved to be a challenging year for the Centre. However, the commitment and joint efforts of both the staff and management demonstrated a strong ability to adapt to the changing environment, to innovate and to deliver. The adjustments and investments made in 2012 should yield benefits for the future sustainability of the Centre.

12. Section I of this report provides information on action taken on the five priorities set down in the Strategic Plan (2012-15); Section II provides information on the progress made on the targets set for 2012 as well as the targets set for the period 2012-15; Section III provides information on Risk Management and Section IV summarizes the main training and learning activities undertaken by each of the technical programmes.

I. PROGRESS ON THE FIVE PRIORITIES OF THE STRATEGIC PLAN (2012-15)

13. This section of the report provides information on action taken in 2012 on the five priorities set down in the Plan. These priorities inform and guide the work of the management team.

Priority 1: The introduction of a results-based framework aligned to the ILO Strategic Policy Framework for 2010-15

14. This was the first year of implementation of the Plan. It was necessary to establish baselines for a number of indicators and to start collecting new data which proved challenging. There was a lack of historical data which could be used to accurately set targets in a number of areas. On-going fine-tuning and adjustment of targets will continue to be required in the light of experience. Improvements in data collection and analysis will allow for more accurate and realistic target setting in 2014 and 2015. The data and information provided in this report are intended to enable the Board to track progress in relation to the achievement of the specific targets set for 2012 as well as the medium-term targets set down in the Plan.

15. As part of the results-based approach to its work, the Centre systematically participated in the ILO's RBM processes including the reviews of Outcome-based workplans (OBWs) as well as mapping regional priorities and Decent Work Country Programme priorities as a basis for planning training activities and allocation of resources.

Priority 2: Reinforcing the governance role of the Board of the Centre

16. An Interim Implementation Report for 2012 was presented to the Board meeting in November, 2012 providing an overview of progress for the first half of 2012 so that it could provide guidance to the management as to where it needed to focus and concentrate action in the light of changing circumstances and new challenges.

17. The Centre became fully IPSAS compliant at the end of 2012 providing the Board with financial statements and information in a new and more transparent format. The Office of Internal Audit and Oversight presented its 2011 Annual Report to the 74th Session of the Board (November 2012) summarizing the findings and recommendations of internal audits or investigations undertaken by it in 2011. A report on the Centre's follow-up to the 2011 recommendations of the Internal Auditor was presented to the Board.

18. The Centre's Financial Rules were revised, updated and approved by the Board in November 2012. Both the Financial Regulations and the Financial Rules have now been revised and updated to bring them fully into compliance with IPSAS as well as more closely aligned with those of the ILO.

Priority 3: Diversifying the resource base and increasing outreach

19. New projects were funded by the Government of Italy for an overall amount of some € 1 million. Contributions were received from the development agencies of Australia, Austria, Belgium, France, Germany, Luxembourg and Switzerland. Negotiations started with the Government of Japan which should lead to positive results in 2013.

20. The African Development Bank became a new important donor collaborating on the theme of youth employment. Three assignments were concluded on mainstreaming youth employment into the Bank's operations through training packages and staff training. AGFUND approved two projects for Rwanda on "Making Microfinance Work, Managing Product Diversification" and for Kenya on "Making Markets more Inclusive for Women and Youth to Promote Entrepreneurship and Job Creation."

21. Tendering operations continued with the European Commission (EC) and other agencies resulting in a volume of around € 3 million. The most significant was a project for refugees awarded by the Italian Ministry of Internal Affairs with EU and Italian

funding. The other EC contracts which were awarded related to projects for the integration of third-country migrants in Europe, migration in ACP countries, labour rights in Rwanda and social dialogue and industrial relations in Europe.

22. Collaboration with ILO constituents was strengthened through the signature of agreements with the Ministry of Labour of Afghanistan, the training institutes of CC.OO and UGT in Spain and with the National Confederation of Industry of Brazil. New partnerships were also signed with the US Federal Mediation and Conciliation Service, the Nanjing University of Finance and Economics of China, the Faculty of Law of the San Paulo University of Brazil, the Academy of Judges in Peru, the VGNLI National Labour Institute of India and the AGAPA Training Centre of Ukraine.

23. Collaboration continued with UN System partners for the development of training packages, staff development and joint-organization of training events. This included initiatives with UNDP in Afghanistan, Chile and Nigeria and with UN Women in Jordan, the Occupied Palestinian Territories, Serbia and Tanzania. UNDESA requested the Centre to undertake the induction training of UN Junior Professional Officers and UN Fellows. Following the signature of a Memorandum of Understanding in 2011 with the United Nation System Staff College (UNSSC) and UNITAR, the first joint UN Summer Academy took place in August 2012.

24. Cooperation with non-state partners included FIIAPP and NUFFIC. Jointly with ENEL, the Centre won an EC-funded project on "Building the information and consultation mechanisms for the ENEL EWC members and HR managers." Webinars were developed on non-discrimination for the ENI Corporate University and an agreement was signed with the Jacobs Foundation which will contribute to the Youth Development Academy in 2013.

25. Collaboration continued with national vocational training institutions. Eight training courses were organized on campus for the Technical and Vocational Training Corporation of Saudi Arabia on "Strategic Planning." A distance learning project on competency-based training was renewed with INSAFORP (El Salvador). A new partner, the Saudi Credit and Savings Bank, funded a staff development programme on "Managing for Improved Performance" which was organized on the campus.

26. Participation in the ILO's overall resource mobilization and partnership strategy was reviewed in July 2012 and a series of concrete steps were agreed for greater involvement in the ILO's technical

cooperation and resource mobilization strategies. A pilot software project was started to improve the promotion of training activities and better manage relationships with constituents, donors, and partners.

Priority 4: Reforming internal operating and administrative procedures

27. The Business Process Review (BPR) undertaken in 2011 made recommendations to modify procedures and establish tools to consolidate financial data, eliminate data duplication and double data entry. New tools have been deployed to streamline activity budgeting and invoicing processes. Implementation of the Business Intelligence project started in 2012 with the objective of providing management with real-time key business information. The technical work on the project has been completed and the system should go live by June 2013.

28. An Information Technology Strategic Plan for the medium-term (2012-15) was adopted in July and the IT governance framework has been aligned with the recommendations of the UN Joint Inspection Unit on "Information and Communication Technology (ICT) Governance in the United Nations System Organizations."¹ The first edition of the IT Service Catalogue was issued in September. Information Technology Infrastructure Library (ITIL) was adopted as an IT service life cycle management methodology following UN System-wide best practice. As of December, all members of the IT staff are certified in ITIL. Work started on enhancing the overall IT security programme by adopting ISO 27001 as a formal standard for IT security. The Centre joined the UN ICT Network as a member of the ILO delegation. This facilitates benchmarking with UN System-wide initiatives.

29. IPSAS implementation has improved business processes and controls; enhanced the transparency and quality of financial information; promoted greater stewardship of assets and ensured the availability of the financial statements to stakeholders on a timely basis. A comprehensive assets register was created and a physical inventory of capital assets was carried out in line with IPSAS requirements.

30. A partial reorganization of travel services took place at the end of the year. Travel procedures were reviewed and new arrangements were put in place for the delivery of some components of the travel services.

1 (JIU/REP/2011/9).

31. The Human Resources Services (HRS) embarked on a number of reforms aimed at streamlining, updating and automating data management, transactions and processes. As implementation of the ILO's IRIS system did not meet the business needs of the Centre and it was also too inflexible and expensive, the decision was taken in 2011 to develop a new e-HR database and contract management system which became operational in 2012. This system now provides the underpinning database on which all HR benefits and entitlement transactions are based.

32. In addition to processing of staff entitlements and payroll, the new e-HR system reinforces accountability mechanisms. Up-to-date data are available as needed to support decision-making on HR matters. It has also facilitated the implementation of a new e-leave management system which will gradually replace the current paper-based system.

Priority 5: Upgrading the campus facilities

33. The Interim Implementation Report for 2012 provided information on the improvements undertaken in the first half of the year. In the second half of 2012, works to improve the efficiency of the central heating system were conducted and a number of IT infrastructure projects were implemented to improve IT security, deliver new services, modernize and improve the efficiency of the Data Centre.

34. In June, the United Nations Department of Safety and Security (UNDSS) endorsed a project to improve the Centre's security and access system. Works to implement the new system started in December and are scheduled for completion in June 2013.

35. A technical feasibility study on the renovation of the Pavilion Europe was completed. The study identified the need to undertake refurbishment works to address the obsolescence of the structure and technological equipment, and the removal of asbestos. The focus of the project is on upgrading the training facilities and office accommodation, improving fire safety, disability access and energy efficiency.

36. Works to improve disability access were carried out in many areas of the campus adapting footpaths, entrances to buildings and elevators. In Pavilion Oceania, a wheelchair lift and accessible toilet were installed.

37. In August, the Centre registered for the Eco Schools Programme of the Federation for Environmental Education (FEE) leading to the award of the Green Flag. The Centre has also enhanced its capacity to collect and separate waste. The ICT strategy for 2012-15 contains initiatives for the greening of information technologies and a greener approach was taken on major procurement actions.

II. OUTCOMES, INDICATORS AND TARGETS

38. The Plan set down three outcomes, indicators and targets for the period 2012-15. Annual targets under each indicator are set in each programme and budget exercise to enable progress towards achieving the targets set in the Plan to be tracked on an annual basis. This section of the report provides information on the progress made vis-à-vis the targets set for 2012 as well as the overall targets set for the period 2012-15.

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

39. This outcome seeks to measure the extent to which the training activities delivered for ILO constituents contribute to the achievement of ILO outcomes and the Decent Work Agenda at country or global level. This is explicitly linked to the mandate given to the Centre under the Follow-up to the

Declaration on Social Justice for a Fair Globalization (2008). It also relates to the ILO's cross-cutting strategy of developing the capacity of constituents as formulated in the ILO Strategic Policy Framework for 2010-15 and Programme and Budget for 2012-13.

Indicator 1.1: Annual number of participants, disaggregated by gender, from tripartite constituent organizations out of the total number of participants

Baseline (2010)	Target 2012	Results 2012	Target 2012-15
1,346 employer participants	1,500 employer participants	765 employer participants	1,500 employer participants
1,937 worker participants	2,200 worker participants	1,543 worker participants	2,200 worker participants
1,293 labour ministry participants	1,500 labour ministry participants	919 labour ministry participants	1,500 labour ministry participants
3,500 other governmental and public institutions participants	3,500 other governmental and public institutions participants	4,012 other governmental and public institutions participants	3,500 other governmental and public institutions participants
40.2 per cent women	42 per cent women	41.4 per cent women	48 per cent women

40. The volume and breakdown of activities was affected by the reduction of un-earmarked contributions, the budgetary constraints of some of the main donors and the slow start of activities at the beginning of a new ILO biennium. The decrease in these contributions was partly offset by the acquisition of new projects through direct negotiations or competitive bidding and utilization of the 2010 surplus.

41. The number and percentage of employer and worker participants decreased, mainly as a result of the reduction and subsequently the discontinuation of two important funding sources for the employers' and workers' programmes i.e. the annual voluntary contribution from Italy and two projects financed by Spain.

42. The relatively large number of representatives from government and public institutions is partly explained by the implementation of two large training projects on public procurement in the Balkans and in Rwanda as well as a training programme for managers and trainers of the Technical and Vocational Training Corporation of Saudi Arabia. The reduction in the number of participants from labour ministries is primarily linked to fluctuations in ILO funding, as labour administration training activities are largely planned and financed in close collaboration with the relevant ILO programme.

Indicator 1.2: The use made by participants of the knowledge and competencies acquired

Baseline (2011)	Target 2012	Results 2012	Target 2012-15
99.4 per cent of former participants responding to ex-post surveys indicated at least some improvement in their performance as a result of their participation in the training and learning activities.	60 per cent of former participants from labour ministries, employers' and workers' organizations responding to ex-post surveys indicate that their performance improved as a result of their participation in the Centre's training and learning activities.	99.5 per cent of former participants from labour ministries, employers' and workers' organizations responding to ex-post surveys indicate that their job performance improved as a result of the training.	70 per cent of former participants from labour ministries, employers' and workers' organizations responding to ex-post surveys indicate that their job performance improved as a result of the training.

43. The values presented are based on the current methodology and scope of ex-post surveys, which are limited to participants in standard courses. Ex-post surveys are sent 6 months after the course ends. The survey elicits information on the improvement of professional competencies and benefits generated in terms of job performance. In 2012, 191 former participants in standard courses from labour ministries, employers' and workers' organizations responded to ex-post surveys: 100 per cent of these participants indicated improvements in their competencies and more than 99 per cent reported at

least a slight improvement in their job performance as a result of the training; for 65 per cent, this improvement was large or very large.

44. Among participants who are not ILO constituents, 53 per cent reported a large or very large improvement in their job performance. In the interpretation of these results, the response rate of the ex-post survey should be taken into account. Around 70 per cent of the former participants did not respond to the survey. This may be related to changes in contact details, technological difficulties, or lack of interest.

Indicator 1.3: The use made by the institutions of the knowledge and competencies acquired by the participants

Baseline (2011)	Target 2012	Results 2012	Target 2012-15
16 per cent of institutions of former participants surveyed to evaluate the impact of the Centre's training and learning activities on their institutions.	10 per cent of institutions of former participants surveyed to evaluate the impact of the Centre's training and learning activities on their institutions.	23 per cent of institutions of former participants were surveyed to evaluate the impact of the Centre's training and learning activities on their institutions.	50 per cent of institutions of former participants surveyed to evaluate the impact of the Centre's training and learning activities on their institutions.

45. The presented values are based on the current methodology of ex-post surveys, which are limited to participants in standard courses. Institutional impact is assessed through the former participants' direct feedback. To measure this indicator, there is an assumption that each participant represents a different institution. In 2012, out of the 6,370 government, employers' or workers' institutions who participated in the Centre's activities, 1,465 participated in standard courses and were surveyed. Responses were received from 451 participants: 92 per cent indicated at least a slight improvement in the performance of the organization as a result of the training, and around 28 per cent reported a large or very large improvement. Also for this indicator, ILO constituents report more positive results than non-constituents. Among these, 85 per cent indicate

at least a slight improvement of institutional performance, with 25 per cent classifying it as large or very large.

46. Additional feedback from former participants is received through the Participants' Network. This is a virtual platform which provides information to former participants and connects them with one another and with the Centre. It includes the Participants' Gallery, a section highlighting success stories of former participants; Participants' Stories, a section where participants can submit their success stories and Participants' Publications where they can share their documents and publications. The Centre's pages on social media (Facebook, LinkedIn, Twitter, Flickr and RSS stream) also provide a useful platform for exchange of information.

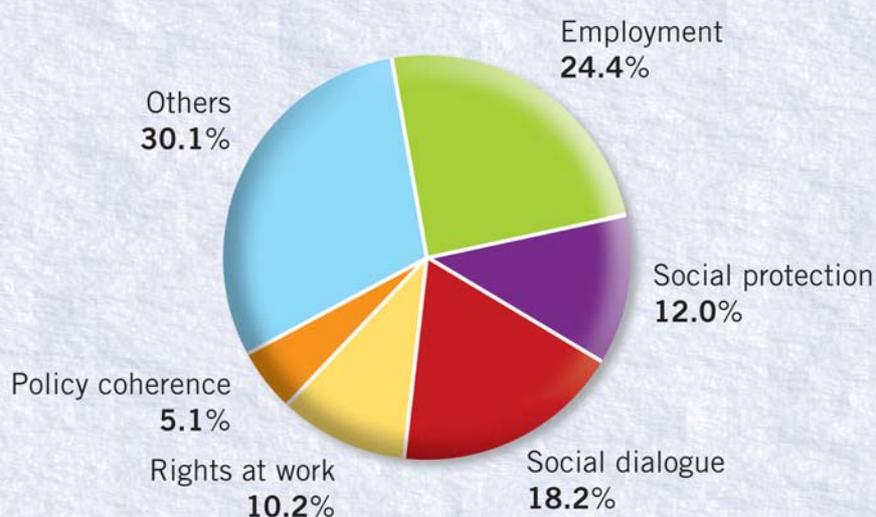
Indicator 1.4: Volume of training income linked to the ILO's 19 outcomes

Baseline (2010)	Target 2012	Results 2012	Target 2012-15
76 per cent of annual training income.	75 per cent of annual training income.	70 per cent of annual training income.	80 per cent of annual training income.

47. Training activities are systematically linked to relevant ILO outcomes with a view to measuring the actual contribution made by the training and learning programmes to the 19 ILO outcomes. Chart A shows the breakdown of training income by ILO Strategic

Objective. Compared to 2011, the main variations were a lower share of activities related to social dialogue and an increase in the share of activities related to social protection.

**CHART A
INCOME FROM ACTIVITIES BY ILO STRATEGIC OBJECTIVE IN 2012**



48. Indicator 1.4 is particularly sensitive to the funding portfolio of the Centre. The combination of a reduction in un-earmarked resources and a slow start up of joint-activities at the start of the ILO biennium increases the importance of paying demand as well as competitive-bidding opportunities.

49. Activities outside the direct scope of the ILO mandate represent an important complement to the funding base and allow the Centre to reach out to non-traditional partners and audiences and to mainstream ILO messages into the broader international development agenda. In particular, a large programme on public procurement training was conducted in the first half of 2012.

Indicator 1.5: Percentage of Centre's training activities designed and delivered in collaboration with ILO technical departments and offices

Baseline (2011)	Target 2012	Results 2012	Target 2012-15
65.8 per cent	50 per cent	51.5 per cent	60 per cent

50. Indicator 1.5 covers both tailor-made activities designed and implemented upon request and in collaboration with the ILO and the active involvement of the ILO technical sectors and specialists in the delivery of standard courses and academies. Data show that the level of collaboration with different ILO technical sectors and offices was high in 2012. Sometimes this is on an ad hoc and decentralized

basis. In other areas, the entire training programme is conceived and delivered in cooperation with the relevant ILO technical departments. The target set for 2012 was exceeded but the percentage was lower than the baseline in 2011. The main reason for this decrease is the slow start of joint-planning at the beginning of the ILO biennium.

Indicator 1.6: Delivery of specific ILO staff development and training programmes

Baseline (2010)	Target 2012	Result 2012	Target 2012-15
517 ILO staff	550 ILO staff	741 ILO staff	600 ILO staff

51. The main factor behind the increase in the participation of ILO officials, well above the set target not just for 2012 but for the period of the Plan, was the launch of a series of self-learning induction modules, in collaboration with the Human Resources Department of the ILO. These modules were on International Labour Standards, Tripartism and Gender Equality. Other activities included the facilitation of several knowledge-sharing workshops on

green jobs, sustainable enterprises, labour inspection and Decent Work Country Programme analysis, a new edition of the courses on research skills, project design and implementation courses and workshops, two orientation courses for new officials as well as a new course on resource mobilization vis-à-vis the European Union. In addition, there was a general upward trend in the participation of ILO staff in standard courses and Masters Programmes.

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

52. This outcome seeks to assess the extent to which the Centre's support to training, learning and human resources development programmes of a broader community of external partner institutions contributes to

the dual objective of promoting sustainable development and governance and of disseminating knowledge of ILO values, policies and tools, including international labour standards and tripartism to a wider audience.

Indicator 2.1: Number of training activities organized in partnership with either a national, regional or international training or academic institution

Baseline (2011)	Target 2012	Results 2012	Target 2012-15
17.3 per cent per cent of the Centre's activities implemented in partnership with other training, research and academic institutions.	10 per cent of the Centre's activities implemented in partnership with other training, research and academic institutions.	28.2 per cent of the Centre's activities implemented in partnership with other training, research and academic institutions.	30 per cent of the Centre's activities implemented in partnership with other training, research and academic institutions.

53. The establishment of partnerships with international, regional or national training and academic institutions has increasingly become a core component of the Centre's strategy to contribute to institutional capacity development and to increased outreach. This indicator was measured in 2011 for the first time. The data collected show that a substantial number of activities are being implemented jointly with international, regional or national training, research and academic institutions. As a consequence, the results in 2012 were well above the 2011 baseline and the target set for 2012. One important factor in 2012 was the implementation of two training projects on public procurement in the Balkans and in Rwanda in systematic collaboration with national training institutions.

others are the result of ad hoc collaboration. An important dimension of this partnership strategy is represented by the collaboration between academic institutions and the Turin School of Development.

54. Some of the joint-activities are implemented in the framework of institutional partnerships while

55. The Centre was active in several international networks, such as the UN Learning Managers Forum, the UN Learning Community and UNeLearn, as well as the *Réseau international d'institutions de formation dans le domaine du Travail (RIIFT)*, a French-speaking network specialized in training on labour administration and inspection issues. The Centre and the Austrian Development Agency were entrusted with the responsibility of organizing on the campus in Turin the annual meeting of Train4Dev, a donor network seeking to promote improved aid effectiveness for poverty reduction through enhanced co-operation in the field of competence development and training. The meeting took place in June 2012.

Indicator 2.2: Annual number of participants, disaggregated by gender, and participant days

Baseline (2010)	Target 2012	Results 2012	Target 2012-15
13,730 participants	12,500 participants	10,847 participants	12,500 participants
102,365 participant days	100,000 participant days	88,146 participant days	100,000 participant days
43.2 per cent women	44 per cent women	42.7 per cent women	50 per cent women

56. Table 1 shows the breakdown of activities and participants in 2012 by type of activity and a comparison with 2011. The number of activities held on the campus actually increased in 2012 compared to 2011, while the number of activities in-country and at a distance decreased.

57. The rate of women's participation was slightly below the 2012 target, but higher than in 2011. This is partly explained by the increase in European participants, where women's participation is traditionally higher than other regions. At the same time, several constituent and partner organizations are making a specific effort to enhance women's participation in training as part of their equal opportunities strategies.

TABLE 1: DISTRIBUTION OF ACTIVITIES BY TYPE OF TRAINING IN 2011 AND 2012

	2011				2012			
	Activities	Participants	Days of training	Participant days	Activities	Participants	Days of training	Participant days
At the Centre	149	3,998	1,026	30,043	172	4,244	1,119	29,283
"Blended-C" (Distance plus face-to-face phase on Campus)	19	454	803	20,712	21	523	773	20,957
<i>Distance</i>			240	7,016			265	7,606
<i>Face-to-face</i>			563	13,696			508	13,351
In the field	240	6,573	1,049	27,535	206	4,967	1,044	25,609
"Blended-F" (Distance plus face-to-face phase in the field)	1	24	6	144	1	27	10	270
<i>Distance</i>			1	24			6	162
<i>Face-to-face</i>			5	120			4	108
At a distance	36	909	676	15,973	25	1,086	293	12,027
TOTAL	445	11,958	3,560	94,407	425	10,847	3,239	88,146

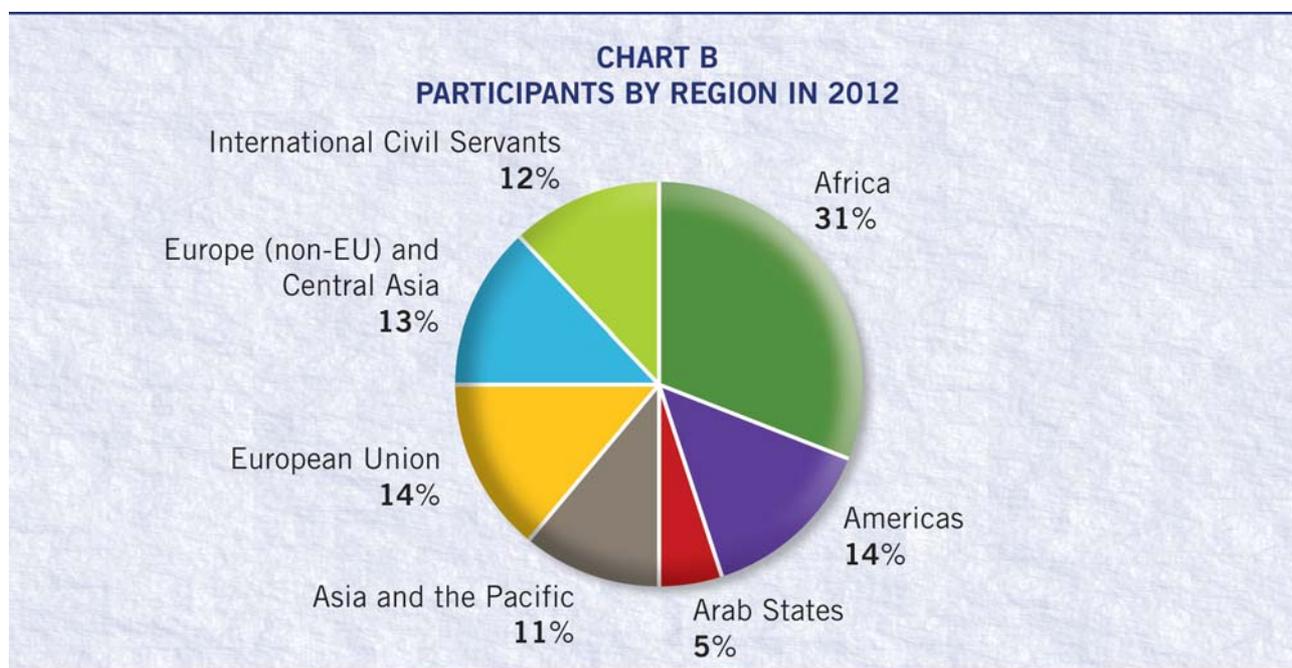
The "participant/day" is calculated for each training activity as the product of the number of participants and the actual number of days of training.

58. The regional dimension of activities remains an important comparative advantage. It complements the portfolio of standard inter-regional training courses offered on campus and adds to the relevance of the Centre's training offer. Through its response, the

Centre contributes to regional, sub-regional and country-specific priority needs and to the achievement of ILO Decent Work Country Programme objectives and Country Priority Outcomes.

59. Geographic breakdown of participants was heavily influenced by the nature and coverage of projects under implementation. Participants in 2012 came from 186 countries and territories. Chart B shows the regional distribution of the participants.

Compared to 2011, there was a decrease in Latin America and slight decreases in Africa and Asia and the Pacific, while an increase was recorded for Europe (non-EU), Central Asia and the Arab States.



60. Ninety-six regional or country-specific activities were organized for Africa which were attended by 2,395 participants. Eighty-four activities were run in Africa, ten on the campus and two at a distance. Two projects were approved by the Government of Italy: one for MENA/North African countries to create decent work opportunities as a response to the challenges for Algeria, Libya, Tunisia and Egypt and the second for Somalia to build capacity in support of Decent Work. Cooperation started with the African Development Bank in the field of youth employment.

61. For the Americas, the Centre organized 51 regional or country specific activities which were attended by some 1,000 participants on campus, in the field and through distance learning. The collaboration with the Government of Brazil continued with the implementation of a training programme on humanitarian assistance, prevention of catastrophes and post-crisis recovery. A fruitful collaboration started with the Organization of American States (OAS) and the Pan American Health Organization (PAHO) which contributed with partial fellowships to several courses offered at a distance. The Centre also

collaborated with the Ministry of the Economy of Costa Rica for an accreditation programme of facilitators and teachers on “Know About Business.”

62. For the Arab States, 24 regional or country specific activities were organized which were attended by almost 500 participants with the majority of courses implemented on the campus in Turin. The work in the region focused on country-specific programmes. There was a continuation of the project funded by the Ministry of Foreign Affairs of Italy for the Occupied Palestinian Territories to build municipal capacity. Activities in the Occupied Palestinian Territories also included strengthening capacity of the social fund for employment; promoting the inclusion of people with disabilities in the labour market and two courses with UN Women on gender equality and engendering UNDAF. The successful partnership with the Technical and Vocational Training Corporation of Saudi Arabia was renewed and a new programme on improving management was implemented for the Saudi Credit and Savings Bank. Consultancy services were also provided for developing Iraq public financial management - funded by the Ministry of Finance of Iraq.

63. Thirty regional or country specific activities were organized for Asia and the Pacific, which were attended by over 600 participants. A new project was funded by Italy to support the government and social partners of Myanmar for the promotion of freedom of association, rights at work and social dialogue. Collaboration continued with the Japan International Labour Foundation (JILAF) for trade union activities and with Fair Work–Australia for the implementation of a regional conference on ILS for judges and arbitrators. Discussions on an agreement with the Ministry of Health, Labour and Welfare of Japan were initiated to second one of their officials to the Centre. The Ministry is also considering releasing some funds in support of the training activities that the designated official would manage, with a likely focus on Asia and the Pacific.

64. Ninety regional or country specific activities were organized for Europe and Central Asia for a total of over 2,000 participants. Thirty-two training courses were held on the campus, while 58 courses were run in different locations in Europe and Central Asia. Implementation continued of the project on “Support to the Cooperation of the Ministry of Labour and Social Policy of the Republic of Bulgaria with South-East European Countries in the area of Human Resources Development.” In partnership with the Ministry of Labour and Social Insurance of the Republic of Cyprus, the Social Insurance Services and Ministry of Labour and Social Policy of the Republic of Bulgaria, a new project was implemented entitled “Improving citizens’ knowledge of their rights and obligations through improved social security coordination.” A study visit on public employment services was organized in Italy within the EC-funded technical assistance project for promoting women’s employment in Turkey in collaboration with WYG Türkiye.

Indicator 2.3: Level of satisfaction of participants with the quality of the training and its relevance for their institutional objectives through end-of-course evaluation questionnaires, ex-post surveys and feedback from the Past Participants’ Network

Baseline (2010)	Target 2012	Results 2012	Target 2012-15
Average score on the overall quality of training activities through end-of-course questionnaires was 4.4 on a scale of 1 to 5.	Average score on the overall quality of training activities through end-of-course questionnaires was 4.5 on a scale of 1 to 5.	Average score on the overall quality of training activities through end-of-course questionnaires was 4.44 on a scale of 1 to 5.	Average score on the overall quality of training activities through end-of-activity questionnaires increases to 4.5.

65. End-of-activity results in 2012 were very positive and stable. On a scale of 1 to 5, satisfaction with the overall quality of the training had an average score of 4.44. Among participants from labour ministries, employers’ and workers’ organizations, the overall quality is assessed as slightly higher (above 4.5). Overall quality is evaluated as particularly high for training targeting the region of the Americas and training contributing to the ILO Strategic Objective on standards and fundamental principles and rights at work.

66. In terms of the evaluation of specific characteristics of the training, the achievement of the objectives, learning methods, resource persons, materials, secretariat, relevance to participants’ job and institutional needs, remained at the high levels of previous years. Slight improvements were recorded for the two questions that traditionally receive the lowest scores i.e. information received prior to the training activity and effective integration of a gender dimension in the course design and delivery. On the other hand, the question on the organization of the logistics of the activity received a lower score in 2012.

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

67. This outcome seeks to assess progress made by the Centre in diversifying the resource base for its operations, in making the most efficient use of its

resources and in ensuring the necessary investments to improve the quality and cost-effectiveness of its work.

Indicator 3.1: Increase the diversification and predictability of the Centre's financial resources			
Baseline (2008-11)	Target 2012	Results 2012	Target 2012-15
€ 157 million Baseline (2010) 2 new donors	Mobilize an overall volume of € 40 million in funding and earned income in 2012 and identify at least 2 new donors.	Around € 35.5 mobilized by December, 2012 for the funding of training activities, publications, other income, fixed contributions and surplus from prior years. Three new donors: the African Development Bank, the government of Japan and the Jacobs Foundation (the last two to materialize in 2013).	Mobilize an overall volume of € 170 million in funding and earned income and reach agreements with 10 new donors.

68. The effort to diversify funding sources is taking place in the context of a reduction of many donors' development cooperation budgets; a reduction of human resources development budgets in some national institutions; increasingly stringent requirements in relation to aid effectiveness and coherence; decentralization of donor resources; important changes in the role and nature of UN development cooperation; and ILO's results-based

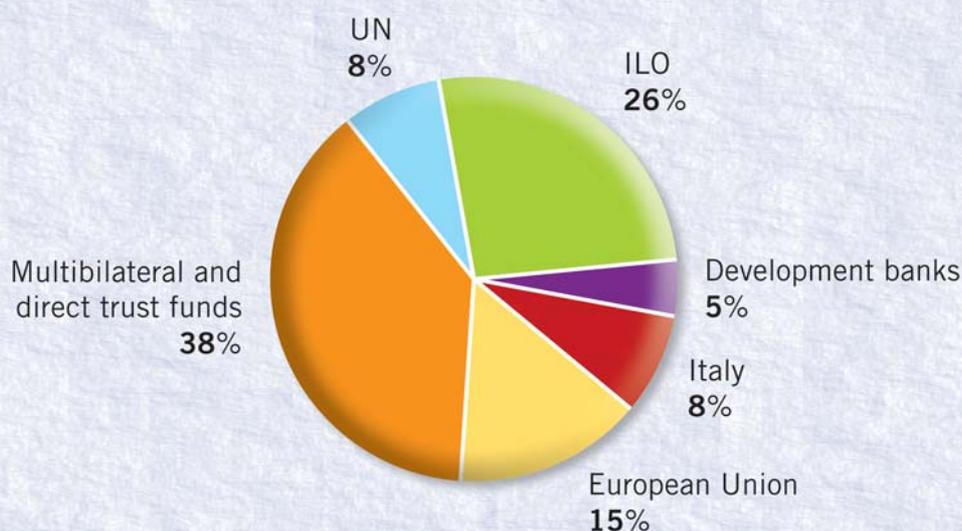
strategy focusing on the consistency of technical cooperation with global and national priorities determined by Decent Work Country Programmes. The initiatives undertaken and the results obtained are described in more detail under Priority 3 (Diversifying the resource base and increasing outreach). Table 2 provides summary information on the main resources mobilized in 2012. Appendix I provides a more detailed listing.

TABLE 2: SUMMARY OF APPROVALS FOR 2012*

	Period	Euro
Competitive bidding		
European Commission	2012-14	1,457,875.00
Ministry of Interior (Italy)	2012-14	1,672,677.00
NUFFIC	2012-16	43,000.00
Danish Refugee Council	2013	19,756.00
		3,193,308.00
Direct Agreements		
UN Organizations	2012-14	986,835.00
Governments		
Italy	2012-13	1,058,000.00
Banks and Funds		
AGFUND	2012-13	121,535.00
African Development Bank	2012-13	145,314.00
		266,849.00
Recipient Institutions		
Technical and Vocational Training Corporation (TVTC)	2012	519,619.00
<i>Instituto Salvadoreño de formación profesional (INSAFORP)</i>	2012-13	352,350.00
Saudi Credit and Savings Bank	2012	206,389.00
		1,078,358.00
Trust Funds		
Rwanda		554,716.00
Total		7,138,066.00

*This table lists funds acquired in 2012 through bidding or direct agreements for specific projects, programmes and activities. It does not include the contributions by national governments and development agencies, UN organizations, non-state actors and recipient institutions for standard courses implemented by the Centre.

CHART C
INCOME FROM ACTIVITIES BY SOURCE OF FUNDING IN 2012



69. Chart C shows the breakdown of training income by sources of funding.

Indicator 3.2: Administrative and support staff costs as a percentage of total staff costs

Baseline (2011)	Target 2012	Results 2012	Target 2012-15
37 per cent	35 per cent	35 per cent	25 per cent

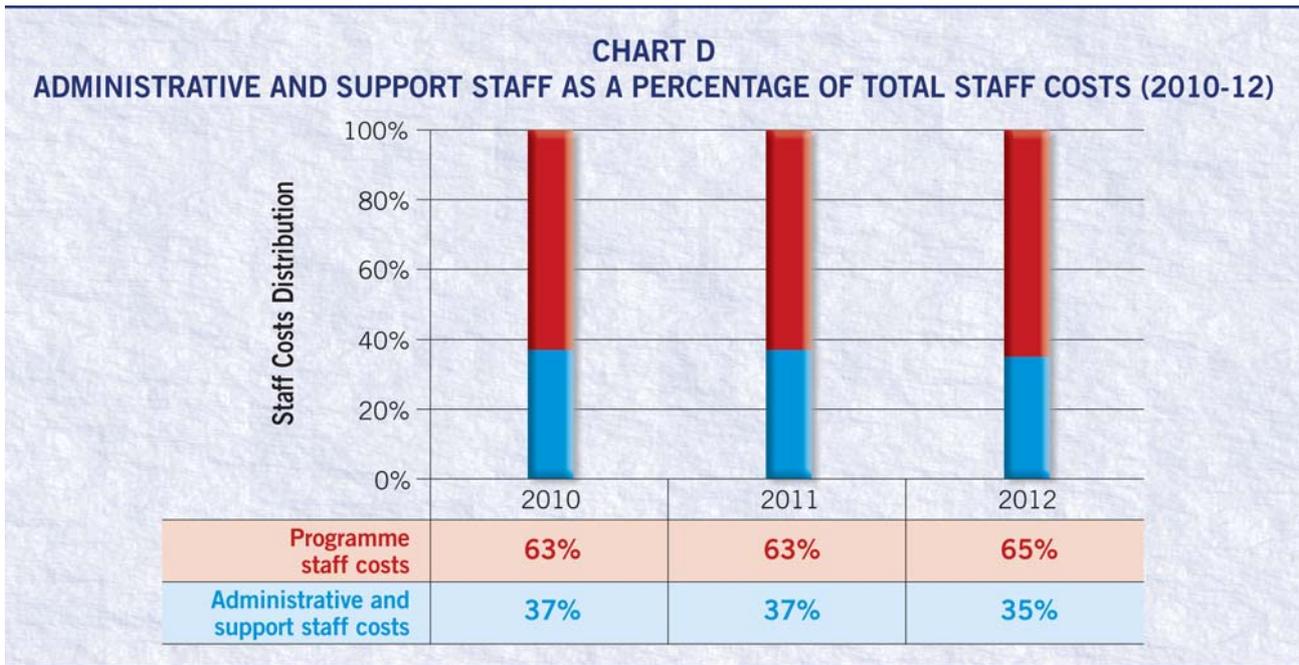
70. The investments made in the streamlining of business processes generated staff savings in the area of financial management and administration. With the roll out of new tools, additional staff savings should be realized during 2013 and 2014.

71. Investments were made in streamlining work processes, automation of some manual processes, and enhancement of technology tools. The unit responsible for activity budgeting and financial reporting was integrated with the Financial Services. This was aimed at eliminating duplication of tasks, improving the flow of information between the Training Programmes and the Financial Services and consolidating financial reporting and cost control functions.

72. Progress was made on the implementation of the following BPR recommendations:

- introduction of an enhanced invoicing tool,
- new budgeting tool replacing the manual process of producing activity budgets,
- a new MAP (planning and reporting tool for activities and participants) version that updates data from Oracle instead of manual updates on activity income and expenditure,
- enhanced module in Oracle to keep track of sponsor funding agreements with respect to funding availability, funding distribution and cash receipts.

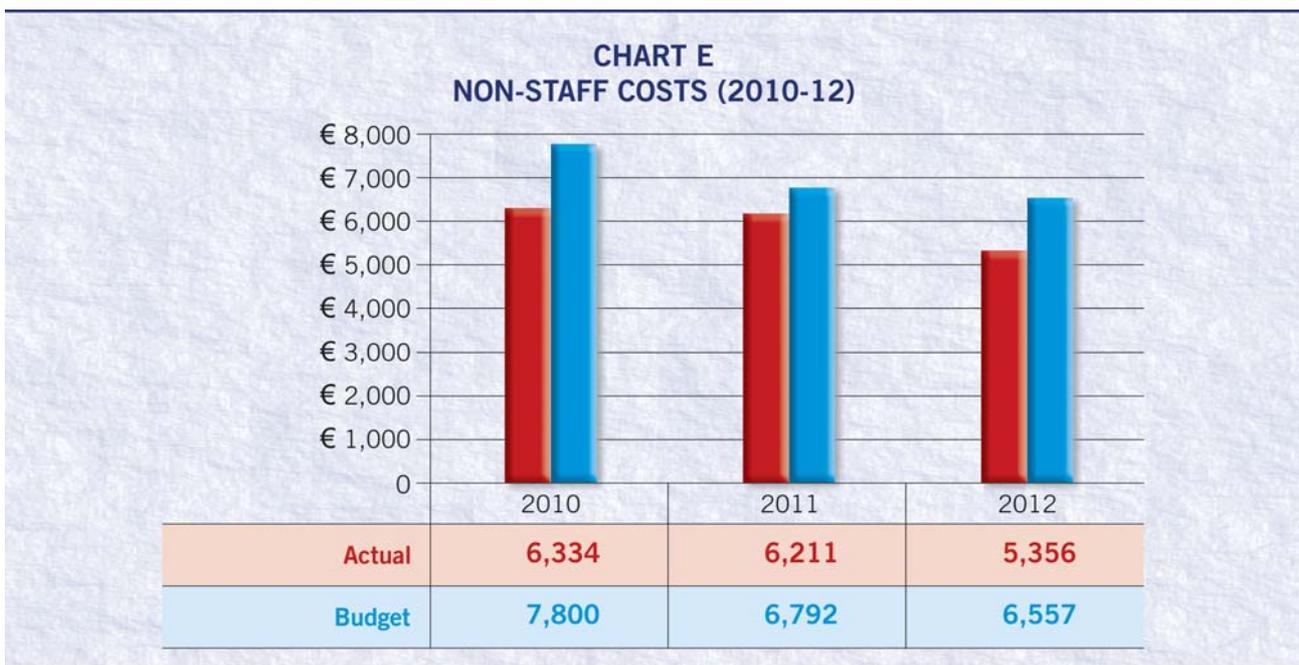
73. Additional initiatives outside of the BPR recommendations were pursued including the introduction of standard costs for the accounting of activity expenditure which creates transparency on costs charged to donors and sponsors and will pave the way for the automation of standard donor financial reports by the end of 2013.



74. The streamlining of processes, staff retirements and re-organization of some of the administrative units also led to the improvement of administrative and support costs ratio vis-à-vis the total staff costs (chart D).

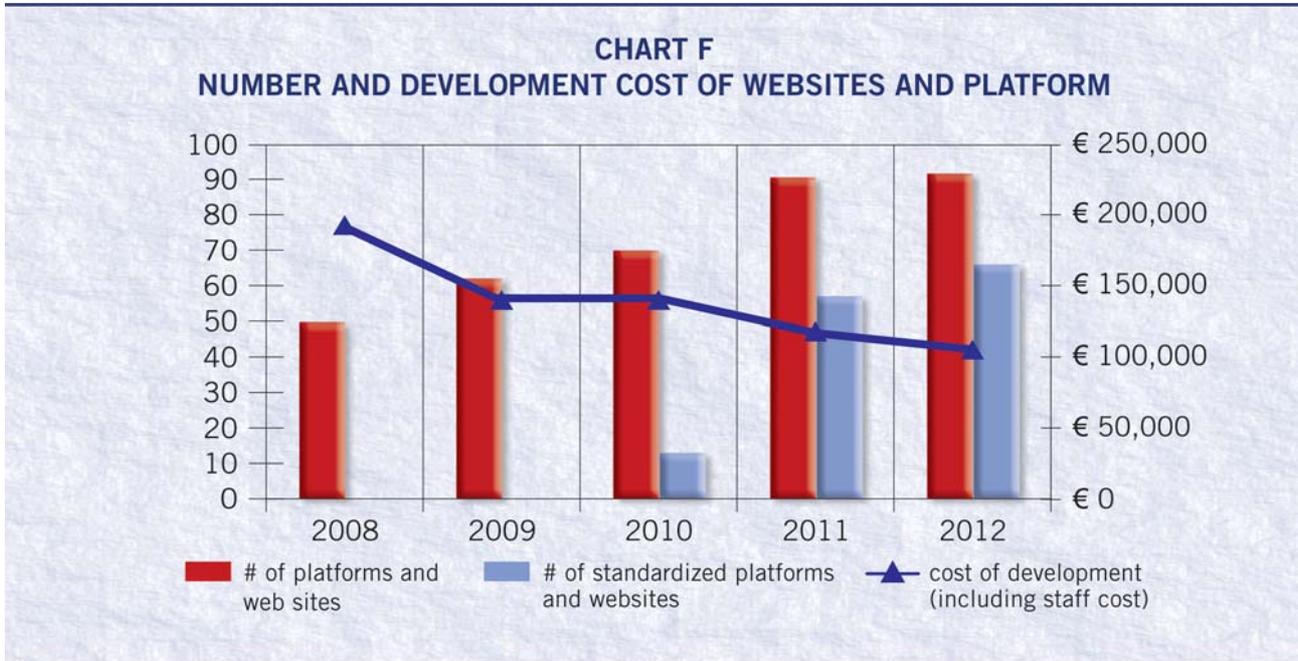
75. Total non-staff costs declined by 14 per cent compared to 2011 levels (chart E). Contributing to these significant savings are reductions in information technology costs by 19 per cent, general operating costs by 27 per cent and mission costs by 19 per cent.

76. Information technology costs were reduced significantly due to the adoption of new service contract schemes, renegotiation of existing technical assistance contracts and converting obsolete contracts to areas of immediate need. In addition, capital investments were made to replace the older server systems with more efficient server processing performance resulting in lower maintenance fees for the next three years.



77. As shown in chart F, the standardization of learning web platforms progressed further. This reduced the development cost, decreased the administrative burden by minimizing duplication and

the overlap of administrative tasks, and increased the internal capacity in developing and maintaining platforms.



Indicator 3.3: Timely response by management to internal and external high priority audit recommendations

Baseline (2011)	Target 2012	Results 2012	Target 2012-15
Internal audit: 26 per cent. External audit: 75 per cent.	All high priority internal or external audit recommendations issued in 2011 addressed by management in 2012.	Internal audit: 64 per cent. External audit: 92 per cent.	All high priority internal or external audit recommendations addressed by management within one year.

78. All high priority external and internal audit recommendations that can be implemented in the short-term were addressed by the end of 2012. A table on the status of the implementation of internal audit recommendations will be presented to the Board in 2013. The Internal Auditor issued its final report on the IT security audit. Twenty-seven recommendations were made, of which five were of high priority, 17 of medium priority and five of low priority. Three of the five high priority recommendations were fully implemented while the remaining two are scheduled for implementation in the first half of 2013; 12 of the 17 medium priority audit recommendations were fully implemented while the remaining five are in progress, and three of the five low priority recommendations were fully implemented and the remaining two are in progress.

79. The External Auditors issued nine recommendations arising from the audit of the 2011 financial statements, of which eight were completed. The only remaining recommendation is with respect to monitoring controls related to the costing and profitability of each activity or activity type. An activity costing audit was commissioned by the Internal Auditor and the final report and recommendations are expected to be issued in the first half of 2013.

80. All four outstanding 2011 external audit recommendations from the audit of the 2010 financial statements with respect to leave management, an internal review of revenue /billing/collection processes and the review of the estimated useful lives of capital assets have been completed.

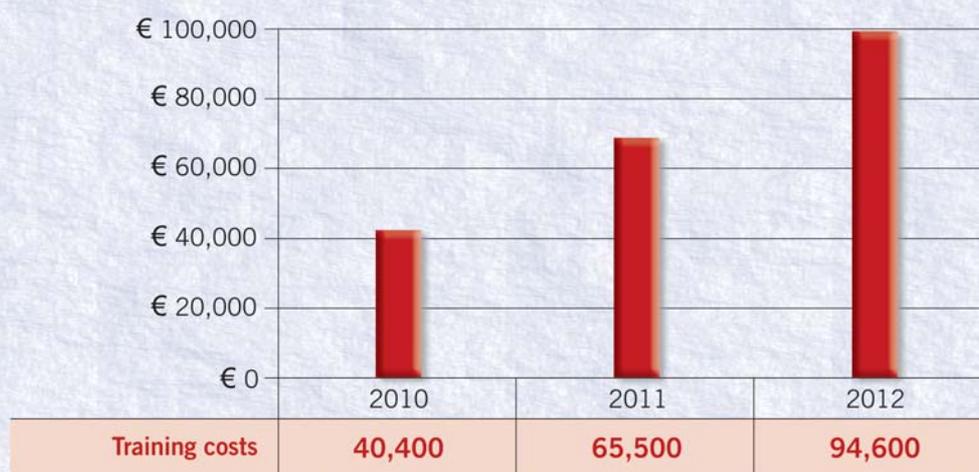
Indicator 3.4: Investment in staff development as a proportion of the total payroll

Baseline (2010)	Target 2012	Results 2012	Target 2012-15
0.3 per cent of payroll.	0.8 per cent of payroll.	0.7 per cent of payroll.	1.5 per cent of payroll.

81. Efforts were increased to provide staff with learning opportunities to allow them to develop their expertise and potential, while keeping their engagement at the highest level. With the aim of reaching the level of investment in staff development commonly found in national and international public sectors, the amount of resources allocated to staff development and learning activities are being progressively increased. A comprehensive learning programme was implemented and will be further expanded on the basis of the results of the learning needs assessment undertaken in 2012.

82. A large number of language and collective training activities were organized, including the introduction of a pilot coaching programme which was positively evaluated. All individual training requests were addressed based on identified learning needs and with the support of programme managers. Over 70 per cent of the staff participated in some form of learning or staff development activity during 2012.

CHART G
EVOLUTION OF INVESTMENT IN STAFF DEVELOPMENT (2010-12)



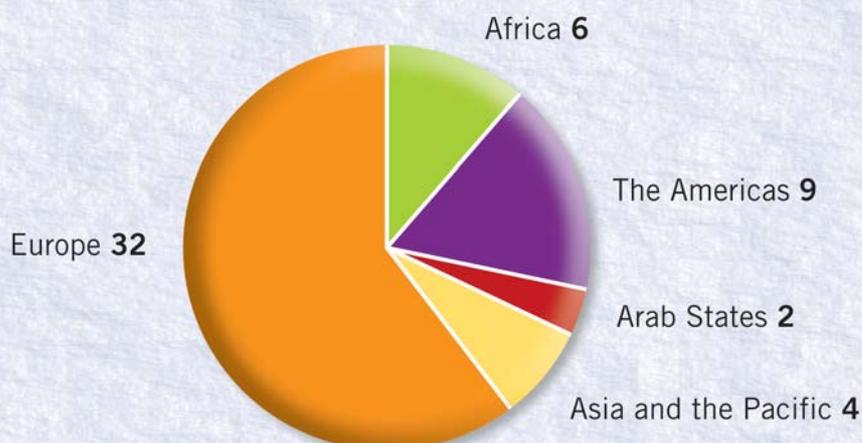
Indicator 3.5: Increased gender balance and geographical distribution of staff in professional positions

Baseline (2010)	Target 2012	Results 2012	Target 2012-15
38 per cent women professional staff	42 per cent women professional staff	42 per cent women professional staff	45 per cent women professional staff
31 per cent professional staff from outside Europe	34 per cent professional staff from outside Europe	33 per cent professional staff from outside Europe	35 per cent professional staff from outside Europe

83. Progress has been made in the recent past in improving gender balance in particular, and geographical distribution to a lesser extent. Prospection will continue to be strengthened and measures to outreach to qualified candidates from under-represented categories will be expanded, in particular through appropriate specialized professional networks, communities and environments.

84. Although staff movements in professional positions were limited during the period under review, attempts were made to attract candidates from under-represented staff categories, in particular through more extensive use of appropriate social media, more systematic circulation of vacancies to specialized professional networks and communities, referrals from current officials and direct approaches.

**CHART H
GEOGRAPHICAL DISTRIBUTION BY REGION OF STAFF (REGULAR BUDGET)
IN THE P AND D CATEGORIES**



85. Increased attention was also paid to further improving work/life balance by making available work options such as teleworking and more flexible working time arrangements in order to ensure that the Centre remains an attractive working environment. Specific training sessions on gender and diversity

mainstreaming were organized with the objective of increasing staff awareness and sensitivity on gender issues. There was strong participation by women staff members in the training and development opportunities offered in 2012.

Indicator 3.6: Greater utilization of the Centre's facilities including its accommodation, classroom and conference facilities

Baseline (2010)	Target 2012	Results 2012	Target 2012-15
Accommodation room occupancy: 63 per cent. Training facilities occupancy: 58 per cent	Accommodation room occupancy: 65 per cent. Training facilities occupancy: 60 per cent.	Accommodation room occupancy: 58 per cent. Training facilities occupancy: 60 per cent.	Occupancy rate of 75 per cent of accommodation and 70 per cent of training facilities.

86. The baseline for indicator 3.6 was established on the 2010 results which was a very positive year for the Centre. In 2012, there was a reduction of 3 per cent compared with 2011. Disaggregated data show that the reduction was mainly due to a decrease in overnight stays on campus in the context of UNSSC training activities, the Masters Programmes and extra-curricular activities, while participant days in the training activities slightly increased.

training space for their exclusive use, thus bringing the overall number of training facilities used by the Centre to a level more adapted to its real needs. Another factor is that new training methods require more intensive use of space e.g. for breakout activities.

87. By contrast, training facilities occupancy improved and the target set for 2012 was achieved. This was mainly due to a more even distribution of training activities throughout the year, which allows a better use and allocation of training facilities. In September 2011, the Centre made available to the United Nations System Staff College additional

88. New initiatives were launched to optimize the use of the residential and training facilities during low periods for institutional activities. UN entities such as the various HLCM Networks of the Chief Executives Board were invited to use the campus as a venue for hosting inter-agency meetings. Collaboration has also been strengthened with the Turin Convention Bureau which promotes the City of Turin as an important destination for meetings and conference facilities.

Indicator 3.7: The quality of the residential accommodation

Baseline (2012)	Target 2012	Results 2012	Target 2012-15
82 per cent of participants rated quality of accommodation as good or excellent Quality certification criteria: to be established in 2013	Initiate procedure of certification with Chambers of Commerce	82 per cent of participants rated quality of accommodation as good or excellent Initial contacts made with relevant City and Regional authorities	Obtain three star rating for the Centre's residential accommodation

89. In the Plan, the target for indicator 3.7 is to obtain the equivalent of a three star rating for the residential accommodation. The legal status and non-commercial nature of the Centre make it difficult to have the residential facilities formally classified under the star rating scheme. The star rating system is regulated by regional law and is administered by the Piedmont Region in collaboration with the City of Turin and the Province and has been designed for hotel facilities of a commercial nature. Efforts to benchmark the quality of the Centre's accommodation against the criteria used by these authorities will continue with a view to achieving a voluntary accreditation process under the regional certification scheme. Other accredited quality certification

schemes for residential facilities are also being considered.

90. Pending progress on the above, a complementary indicator has been developed to evaluate the quality of residential accommodation on the basis of participants' satisfaction as assessed through end-of-course evaluation questionnaires. This will provide a measurable performance indicator established on a wide and sound statistical basis (more than 3,000 respondents per year). The baseline for this indicator was established in 2012: 82 per cent of the target group rated the quality of room accommodation as good or excellent.

Indicator 3.8: The environmental status of the campus

Baseline (2012)	Target 2012	Results 2012	Target 2012-15
Two of the seven steps completed for the award of the Green Flag.	Initiate procedure to obtain Green Flag accreditation.	The Centre has registered for the Eco-schools programme of the Federation for Environmental Education (FEE) leading to the award of the Green Flag. Two of the seven steps were completed.	Obtain Green Flag and international accreditation as a Green Campus.

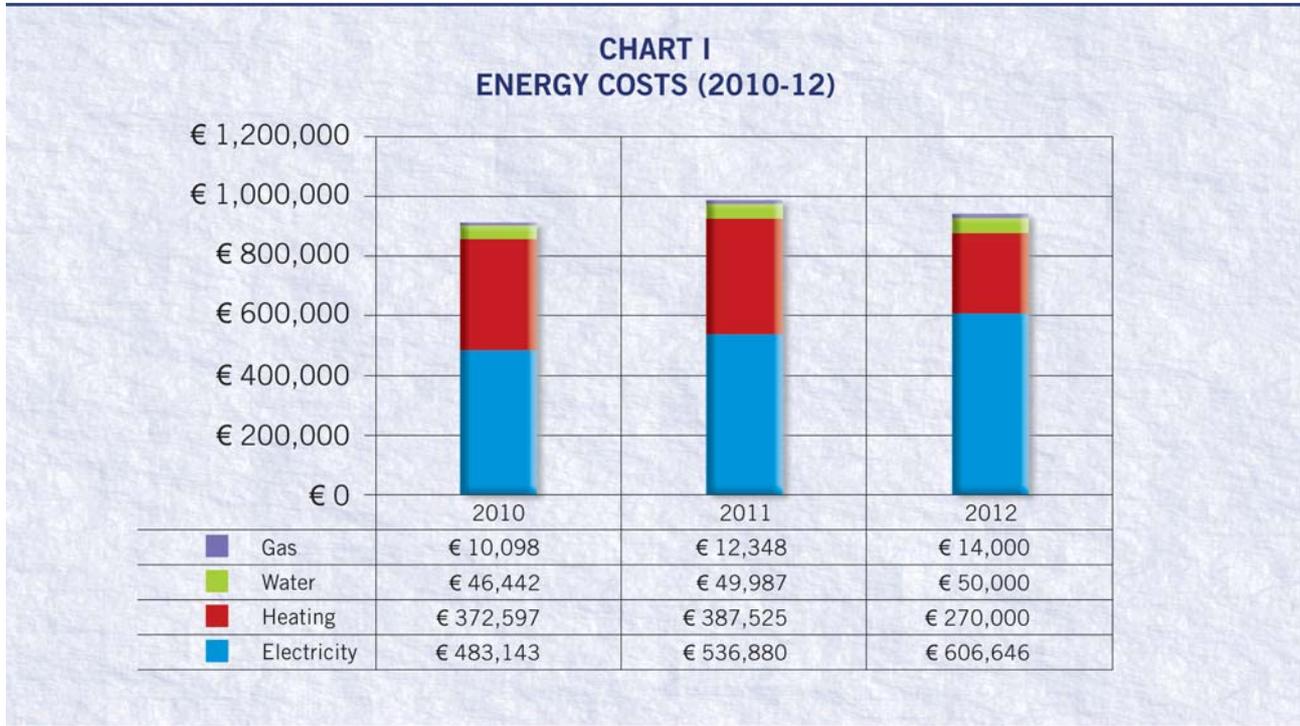
91. The target for indicator 3.8 was to initiate the procedure to obtain the Green Flag accreditation. In August 2012, the Centre registered for the Eco Schools Programme of the Federation for Environmental Education (FEE) leading to the award of the Green Flag. The baseline for this indicator was set in 2012 taking into account that the Centre had already adopted measures to complete two of the seven mandatory steps of the process i.e. the adoption of a Policy Statement on the Environment and the establishment of an Eco-Committee (the Green Campus Advisory Group).

92. Two further initiatives were started in 2012 for implementation in 2013: an environmental review of

the Centre's operations and an Action Plan to guide its efforts to "go green." Work to design a methodology for data collection and the definition of key performance indicators was also started in 2012. It will facilitate the mapping and bringing into a unified and coordinated framework the many greening activities already taking place on campus on the initiative of training programmes, administrative services and the Green Campus Advisory Group. Communication and awareness raising initiatives are important to promote the involvement of all stakeholders on campus (staff of the Centre and of other UN entities, participants and suppliers). Capacity to effectively collect and separate waste has been enhanced in line with City of Turin regulations.

93. The goal to reduce energy consumption levels and emissions was also pursued. Technological upgrades and renovation works on the facilities and infrastructure were designed to maximize efficiencies in energy consumption and to reduce carbon

emissions. Significant market-driven energy cost increases were partially off-set through these improvements leading to an overall decrease in the 2012 energy costs. Chart I shows the trends in energy costs over the period 2010-12.



94. The Centre also participated in the UN's *Greening the Blue* initiative. The Centre elaborated and submitted its first Greenhouse Gas Inventory

(2011) which will be published in the 2012 report on *Moving Towards a Climate Neutral UN*.

III. RISK MANAGEMENT

95. The main risks that could impact on the Centre's capacity to achieve the agreed outcomes in 2012, as well as those over the medium term period of the Plan, were kept under review by the Risk Management Committee (RMC). A breakdown of the business continuity risks, the mitigation measures and an implementation plan were drawn up, listed in the register and continuously updated by the members of the RMC. The overall Risk Register was updated reducing the number of risks after identifying those that were no longer risks as they had been incorporated into the business processes. The revised Risk Register is attached as Appendix II.

96. On the **operational risk** of losing relevance to ILO outcomes and failure to continuously adapt to change and challenges and have a competitive advantage in the global development arena, the Centre implemented the following mitigation measures:

- strengthened its quality assurance mechanisms in relation to the integration of its activities into broader ILO processes and strategies, including access to the IRIS Strategic Management module;
- put in place a system for the review and clearance of funding and institutional partnership agreements;
- formulated a copyright policy;
- initiated work to establish institutional policies and standards for the licensing and certification of trainers;
- completed a partial re-organization of training teams;
- participated in international training and learning networks and in the ILO Knowledge Management Strategy;
- invested in training innovation and diversification under the Innovation Fund;
- reviewed its resource mobilization strategies and tools, including activity costing and pricing;
- increased its investment in the learning and facilitation skills of training staff.

97. On the **financial risk** of having a significant gap in income and expenditure, occurrence of fraud or unethical practices or behaviour, and having a

qualified external audit opinion negatively impacting on the Centre's reputation for prudence and sound financial management, the following mitigation measures were implemented:

- a Finance Committee was established to regularly undertake budgetary reviews, review investment policy, monitor progress on implementation of external and internal audit observations, IPSAS implementation and collection of unpaid invoices;
- the Financial Regulations and Financial Rules were reviewed and updated;
- an Accountability Committee was established in accordance with the Financial Rules;
- internal controls were strengthened.

98. With respect to the **risk of litigation** resulting from security, occupational, health and safety hazards resulting in accidents, the Centre has implemented the following activities to mitigate the risk of critical failure or breakdown of major technological infrastructure:

- upgraded heating and cooling systems which had become obsolete in some buildings;
- a security assessment mission was carried out to assess security risks at the campus and review compliance with UN security standards: work on the installation of a new security and access system started in 2012;
- a safety audit was carried out on the Centre's premises;
- an Emergency and Evacuation Plan has been prepared incorporating the latest guidelines issued by the FAO and UNDSS;
- training activities on fire prevention and ergonomics were conducted;
- monitoring activities on the quality of air, water and food have been strengthened and systematized.

99. On the **IT risk** of damage to the Data Centre and information technology infrastructure, the Centre completed an "Information Technology Business Continuity Plan." Information awareness training for IT staff and the first IT business continuity test were concluded in the last quarter of 2012.

IV. TRAINING PROGRAMME IMPLEMENTATION

100. The technical work of the Centre is organized into 10 Technical Programmes as follows:

- International Labour Standards, Rights at Work and Gender Equality
- Employment Policies and Skills Development
- Employment Research, Analysis and Statistics
- Enterprise, Microfinance and Local Development
- Social Protection
- Social Dialogue, Labour Law and Labour Administration

- Workers' Activities
- Employers' Activities
- Sustainable Development and Governance
- Distance Education and Learning Technology Applications

101. The Innovation Fund was established in 2012 with € 300,000 allocated from previous years' surpluses. Table 3 provides information on the projects approved against this facility to promote the development of new training products and to diversify delivery methods.

TABLE 3: INNOVATION FUND - PROJECTS APPROVED IN 2012

TITLE	ALLOCATION (EUR)
Widening and upgrading on-line learning services in the field of rights at work and gender equality: Development of a blended capacity-building programme on "Gender and Equality Organizational Self-Assessment" (GEOSA)	30,000
E-learning platform on business and labour rights	30,000
Development of a comprehensive and integrated training package on youth employment	40,000
Micro-grants for learning	10,000
Enhancing knowledge management capacities of the International Training Centre of the ILO	30,000
Mobile learning	30,000
The Ph.D. Programme of the Turin School of Development	10,000
Development of an integrated training package on domestic workers using a modular approach	30,000
Trade union training tools on Decent Work promotion - "Decent Work Cubed"	35,000
On-line distance learning curriculum on building modern and effective labour inspection systems	20,000
Development of learning package and capacity building in the area of occupational safety and health	35,000
TOTAL	300,000

102. The following paragraphs provide a summary of the main training and other learning activities undertaken by each of the programmes in 2012. Table 4 shows the distribution of participants, days of training and participant days by Technical Programme. In some cases, training activities and projects of a particular complexity or cutting across the mandate of specific technical programmes, are

managed or back-stopped by the Programme Development and Regional Cooperation Service (PRODEV). Also, the Multimedia Design and Production Unit, in addition to its internal support function, continued its production of training packages and publications for the ILO and external partners.

TABLE 4: PARTICIPANTS, DAYS OF TRAINING AND PARTICIPANT DAYS BY PROGRAMME

Programme	2011			2012		
	No. of participants	Days of training	Participant days	No. of participants	Days of training	Participant days
International Labour Standards, Rights at Work and Gender Equality	1, 625	439	11,561	1,237	293	8,591
Employment Policies and Skills Development (established on 1 March 2012). The figures for 2011 refer to the former Programme on Social Dimension of Trade and Investment.	416	93	2,225	726	166	4,718
Employment Research, Analysis and Statistics ¹ (established on 1 March 2012). The figures for 2011 refer to the former Programme on Employment and Skills Development.	620	225	5,151	437	201	4,371
Enterprise, Microfinance and Local Development ¹	2,461	919	28,396	2,000	616	21,750
Social Protection ¹	1,236	262	8,049	983	250	7,392
Social Dialogue, Labour Law and Labour Administration	688	145	3,755	420	117	2,042
Workers' Activities	1,982	390	8,477	1,233	306	6,040
Employers' Activities	915	157	3,621	593	93	1,720
Sustainable Development and Governance ¹	1,219	734	18,764	1,944	1,017	24,836
Distance Education and Learning Technology Applications	508	111	2,846	883	116	5,130
Programme Development and Regional Cooperation	288	85	1,562	391	65	1,556
TOTAL	11,958	3,560	94,407	10,847	3,239	88,146

¹ Includes participants in the Masters and Post-graduate courses of the Turin School of Development

International Labour Standards, Rights at Work and Gender Equality

103. The Centre continued to support the adoption and enforcement of international labour standards (ILS) through the realization of training activities and the development of educational tools and methodologies addressing the procedures for the adoption of standards and their application. This includes a website on the management of the obligation to report on ILS, sharing best practices, providing tools and assistance to constituents and an on-line Compendium of Court Decisions using international law including ILS (now available through NORMLEX). The International Labour Standards course, held just before the International Labour Conference, remains a very good example of the integration of the Centre's activities into the ILO normative strategy.

104. Two regional activities on freedom of association were implemented in Paraguay and Kenya for lawyers defending the interests of trade unions in collaboration with the ILO and the International Trade Union Confederation.

105. An international course was conducted on the identification and investigation of forced labour and human trafficking. A national project was launched in India and a tripartite meeting was organized on forced labour in fishing.

106. Activities offered in the area of child labour included a new course on legislation, policies and tools for reporting on child labour. Country activities were conducted in Tanzania and Nepal.

107. The Maritime Labour Academy provided five specialized training tracks on the Maritime Labour Convention, 2006 (MLC). Three "Training of Trainers" activities were held. A workshop was held on the transposition of the Convention into national law and two courses were jointly organized with ITF. The Academy was enriched with two new courses at the request of ITF and ISF to raise awareness of the rights and obligations arising under the MLC: a new workshop for ship owners and one for seafarers' trade unions affiliated to ITF. The Maritime Labour Academy remains an essential tool of the ILO Action Plan for ratification and implementation of the MLC.

108. An international course on ILS for judges, lawyers and law professors was held on the campus in Turin. Three regional activities were completed in Mexico, Trinidad and Tobago and Australia (the latter in collaboration with Fair Work Australia). These courses benefited from interventions of members of the ILO Committee of Experts. An inter-regional course on ILS for journalists and media professionals was held in Turin on the campus and another one was organized in Central America in collaboration with the ILO.

109. A programme (face-to-face and on-line) was offered to over 600 constituents, officials from the ILO and other UN agencies, judges, lawyers and law professors on gender equality and non-discrimination. As a follow-up to the conclusions of the 2009 International Labour Conference, a course for judges in five African countries was conducted on the campus in Turin on Gender Equality at Work.

110. A multi-stakeholder programme continued in partnership with UN Women and the European Commission on “Financing for Gender Equality.” Training activities were delivered in Ethiopia, Haiti, Jordan, Nicaragua, Occupied Palestinian Territories, Rwanda, Ukraine and Zambia. Discrimination between men and women in the scientific world is the subject of an on-going project (GENIS-LAB) providing methodological adaptation and implementation of gender audit activities in six European countries. A computer-based training (webinar) on non-discrimination at work was produced for ENI and will be offered to its employees in 77 countries.

111. Two activities were conducted on “Maternity protection and the gender dimension of social security” for CIS countries and for pilot testing the newly produced maternity protection resource package in Zambia. The first advanced certification course for Participatory Gender Audit Facilitators was run in collaboration with the ILO Bureau for Gender Equality.

Employment Policies and Skills Development

112. The programme focuses on the development of knowledge products and learning events to support the capacity of governments and social partners to influence the design and implementation of policies and programmes on employment and skills development.

113. The first edition of the employment policy course took place in collaboration with the ILO Employment Policy Department. The course was designed to forge a common understanding of the process underpinning a coherent national employment

policy framework that draws on broad-based national ownership and social dialogue.

114. Two international courses focused on innovation in public investment and employment programmes, with important spin-off effects in some of the participating countries in terms of awareness-raising, further training and project development. In this area, the Centre collaborated with the ILO Employment Intensive Investment Branch.

115. In response to the ILO’s call for action against the youth employment crisis, the Centre engaged in the development of a new set of learning modules on youth employment, which are intended to support future face-to-face and blended courses addressing youth challenges from a multi-sectoral perspective.

116. The third edition of the Academy on Skills Development brought together eighty participants from twenty-seven countries. This Academy considered skills development policies and systems that are responsive to current labour market and economic challenges, providing a platform for examining existing approaches and for discussing innovations in the skills and employability area.

117. The Technical and Vocational Training Corporation (TVTC) of Saudi Arabia commissioned a project on “Strategic Planning in TVET Institutions.” Eight two-week courses were delivered for TVTC staff, covering the different phases of the strategic planning process, as well as some key issues including skills anticipation, qualification, and quality issues. Around 200 persons were trained in the framework of this project.

118. The Centre also facilitated two G20 experts meetings, respectively on “skills indicators and policies in low income countries” and “financing training.”

119. As an integral part of the ILO Green Jobs Programme, the green jobs learning cluster tackled challenges and opportunities in the promotion of green jobs and decent work in the green economy. In addition to the consolidation of open courses, national and regional tailor-made activities were delivered, such as national tripartite training workshop in Trinidad and Tobago, a national workshop for Kenya and a regional training activity for ILO staff in Africa. Some activities addressed the specific needs of the social partners, including, for instance, the development of a training manual for employers’ organizations, in collaboration with the Programme for Employers’ Activities, as well as the support regularly provided to training programmes for trade unionists implemented by the Programme for Workers’ Activities.

Employment Research, Analysis and Statistics

120. In the field of employment policies, several activities were organized in the Centre as a contribution to three specific ILO outcomes: Employment Policy, Youth Employment and Policy Coherence for Decent Work. The ILO Summer School on Labour Economics for Development had a special focus on the policy responses to the crisis. The School benefited from the participation of both IMF and the OECD Development Centre staff who were able to interact with ILO experts and constituents.

121. Following a tripartite validation workshop, a new wages course was designed and delivered in collaboration with the ILO Conditions of Work and Employment Branch and with the Programmes for Employers' and Workers' Activities. The first edition provided a platform for debating important national challenges among tripartite country delegations, including how to set minimum wages in the context of increased global competition and rising earnings inequality.

122. A consolidated two-week programme on youth employment was delivered in collaboration with the ILO Youth Employment Programme, the ILO/World Bank/UN Youth Employment Network and Germany's International Development Cooperation agency.

123. Under an EU-sponsored ILO project on "Assessing and Addressing the Effects of Trade on Employment," a draft training manual was prepared on the basis of ten courses delivered in four pilot countries (Bangladesh, Benin, Guatemala and Indonesia).

124. In the field of labour market information, the programme on labour statistics was run in partnership with the ILO Department of Statistics and was further extended to French. In addition to these training courses, a series of activities were implemented under the project on "Strengthening the capacity to devise and analyze decent work indicators (RECAP)," co-funded by the European Commission, with the objective of enhancing capacity in selected ILO member States to collect and analyze data on decent work.

125. Under the Turin School of Development, the third edition of the Masters of Science in Applied Labour Economics for Development was launched in collaboration with several universities and research centres. In addition, a new Ph.D. Programme was initiated in close collaboration with the Office. The Ph.D. Programme of the Turin School of Development is a unique doctoral programme that intends to bridge the gap between the research needs of the ILO and the research capacity available in partner universities from the North and the South. While the Ph.D.

programme creates close synergies between the ILO and the Centre in the area of research, it will further help disseminate recent ILO research findings into training activities.

Enterprise, Microfinance and Local Development

126. Training activities on enterprise development are designed to build the capacity of national agencies and ILO projects to facilitate the conditions for new enterprises to be created and for existing ones to grow and become sustainable. In the context of increasing demand with a focus on job creation and improving livelihoods, several ILO and UNDP programmes requested tailor-made courses in the field. The Centre has a strong offer on value chain development with a focus on agricultural value chains, and training was delivered on this subject both through an inter-regional blended learning approach, and through in-country courses, especially in Egypt and Nigeria. Courses were also organized in Angola, Nigeria and Sierra Leone on Start and Improve Your Business. The fifth edition of the Academy on Sustainable Enterprise Development was jointly organized on the campus in Turin with the ILO's Enterprise Department. Training of Trainers' courses were held to disseminate ILO packages on "Know About Business for Entrepreneurship Education," "Value Chain Development for Decent Work" and "Women's Entrepreneurship Development."

127. In the area of co-operative development, the new MyCOOP training package for agricultural co-operatives was launched through two distance education training of trainers' courses, and a face-to-face edition on the campus in Turin.

128. In the area of corporate social responsibility, two courses are offered on "The Labour Dimension of Corporate Social Responsibility" and on "Introducing Sustainability into the Supply Chain." Though both courses are focused on the corporate sector, they are also highly relevant for tripartite constituents and include content on International Labour Standards. They are jointly delivered with the Centre's Programme on International Labour Standards, Rights at Work and Gender Equality and the ILO's Multinational Enterprises Programme. Courses were implemented on the campus in Turin and in China.

129. On the topic of local development, the Centre offered distance education and blended courses on the management of local development and disaster risk reduction. With funding from the Brazilian Government, a course was delivered on disaster risk reduction in Cape Verde. In the area on managing cultural patrimony, the distance education phase of

the Master's degree on *World Heritage and Cultural Projects for Development* was implemented, to be followed by the residential phase in 2013.

130. In the area of microfinance, the Centre hosted the 18th edition of the internationally renowned Boulder Microfinance Training Programme with 269 participants. It also continued to train trainers and managers of microfinance institutions, for example in Haiti, using the ILO's Making Microfinance Work training packages that are designed to upgrade management skills and promote product diversification. There were a series of training courses on microfinance for The Saudi Credit and Savings Bank, and the Centre supported the ILO's Social Finance Programme in piloting a new course on "Inclusive Finance for Workers," which is aimed at workers' organizations. The Centre is also co-operating with CGAP to train staff of development agencies on microfinance.

Social Protection

131. In the area of social security, the consensus that emerged from the 101th Session of the International Labour Conference and the adoption of a new international labour standard, the Social Protection Floors Recommendation, 2012 (No. 202), were the driving force behind new initiatives. A Social Security Academy was organized for the second time, with a modular approach of elective courses and daily plenary sessions, and a particular focus on aspects linked to the new ILO labour standard. A course on assessing the feasibility, fiscal cost and impact of national protection floors was offered for the first time. A new project on "G20 Capacity Building and E-learning Platform" was launched aimed at strengthen the capacity of key actors and stakeholders involved in the management, governance and design of comprehensive social protection systems and implementation of social protection extension strategies.

132. The occupational safety and health and working conditions component also introduced new elements in its programme. A new training activity on "SOLVE: Addressing Psychosocial Factors through Health Promotion in the Workplace" was implemented in French using an updated version of the materials produced by SafeWork. A new Masters Programme on Occupational Safety and Health was launched by the Turin School of Development. This new course combines the advantages of the academic experience of the University of Turin with the Centre's international training and world of work experience.

133. As regards working conditions, the Centre participated in the ILO Technical Group on Domestic Workers. A new project, financed by the Centre's

Innovation Fund, was launched on the development of a training modular approach on domestic workers.

134. The labour migration component of the programme introduced new aspects in its work through participation in new projects, such as EUROMED III, EU-MIA and ACP Migration. A two-week inter-regional Labour Migration Academy offered, for the first time in English and French, plenary and elective sessions on the protection of migrant workers and their families, the good governance of labour migration and the links between development and migration. It was developed jointly with the ILO International Migration Branch and other partners such as FIERI, Pole Emploi of France and EUI. New partnerships with FIAPP, Oxford Compas and IOM were developed.

135. Regarding the HIV/AIDS component of the programme's work, one course on the ILO Recommendation, and the ILO Code of Practice on HIV/AIDS and the World of Work, was implemented jointly with ILO/AIDS.

Social Dialogue, Labour Law and Labour Administration

136. In the area of labour administration, knowledge was expanded among high-level public officials from African countries, such as Angola, Eritrea, Guinea-Bissau, Mozambique, Nigeria and South Africa, on how to develop public policies with a participatory approach and how to improve human resource management in the public sector. Also a workshop was carried out in coordination with UNDP and ILO for the Labour Ministry in Afghanistan on the labour administration system and leadership.

137. The Centre hosted an important ILO activity for labour inspection authorities from Brazil, the Russian Federation, India, China and South Africa (BRICS) and other countries focusing on current challenges of labour inspections and sharing good experiences. The participants formulated recommendations for the assistance to be provided in order to improve their labour inspection systems.

138. Labour inspection directors of fourteen Latin American countries acquired new knowledge and shared lessons learned during a regional workshop held in Peru; and labour inspectors and inspection managers from four Eastern European countries improved their knowledge on mainstreaming a gender perspective in their work. In collaboration with the ILO, a self-assessment tool was made accessible to labour inspections through the internet. The Centre participated in a labour inspection training workshop in Jordan.

139. In the framework of an ILO EU-funded project, new information was generated on the effects that the economic downturn has caused in the functioning of social dialogue mechanisms in some EU countries that have been most affected by the crisis. The first study results were presented in Dublin, Ireland, to a tripartite high-level audience that had the opportunity to discuss the findings with experts. Social dialogue is considered a key factor enabling countries to formulate strategies in response to the pressing economic crisis and the problems affecting labour markets.

140. Key public officials, employers and workers from Benin, Burkina Faso, Côte d'Ivoire, Mali, Niger, Senegal and Togo were trained on negotiation techniques, and key officials from Burundi, Democratic Republic of Congo and Rwanda received training on how to promote social dialogue and women's participation.

141. The ILO/Centre joint guidelines for effective dispute prevention and resolution were produced and are in the process of being published. Constituents from Botswana, Egypt, Morocco and Tunisia were trained on how to manage labour disputes through conciliation and mediation.

142. The Centre provided training for key officials, employers and workers of different countries on how to develop adequate labour laws in a participatory way. Albania was supported on how to harmonize its legislation on occupational safety and health with international standards.

Workers' Activities

143. The Workers' Activities Programme responds to the training needs of trade unions at national, regional and global level and focuses on international labour standards, freedom of association and organizing, collective bargaining and working conditions, the ILO's Decent Work Agenda and the Social Justice Declaration (2008). The Programme is the training arm of the ILO Bureau for Workers' Activities and the planning of activities is guided by the Trade Union Training Committee appointed by the Workers' Group of the Governing Body.

144. The programme contributes to ILO outcome 10, but, due to its cross-cutting nature, covers almost every area of expertise. Key issues such as the Social Justice Declaration, international labour standards, gender equality, globalization, learning methodologies and the agenda of the International Labour Conference are mainstreamed across courses.

145. In 2012, while the programme faced the consequences of the reduction of resources caused by cuts in voluntary contributions to the Centre in general, nevertheless, some positive developments were registered, including:

- the percentage of women participants grew from 41.6 per cent to over 49 per cent;
- the programme scored the highest end-of-course evaluation results among all programmes of the Centre;
- new partnerships were established and old partnerships were consolidated with sponsors;
- new tailor-made activities were organized with OECD countries' trade unions and Global Unions;
- new training materials were produced;
- new curricula were tested on domestic work, sustainable development and green jobs, communication for trade unions;
- cooperation was enhanced with unions from China, Germany (FES), Italy, Japan, Korea, Singapore and Spain as well as with Global Unions;
- an updated and more user-friendly version of the SOLICOMM distance tool was developed;
- a virtual learning environment on DW (called "CUBEPEDIA") was designed thanks to the Innovation Fund of the Centre.

146. The programme worked also to strengthen workers' inputs and participation in the activities of the Centre, though workers attending courses organized by the Workers' Activities programme represented over 80 per cent of the total number of workers participating in the activities of the Centre. An exercise on the full tripartite re-design of a training curriculum on wage policy took place and will be tested in 2013.

Employers' Activities

147. The Employers' Activities Programme supports national, sectoral and regional employers' organizations, in synergy with the ILO Bureau for Employers' Activities, ILO field offices and the International Organization of Employers.

148. The programme seeks to achieve these objectives through training delivery and training material development in the following strategic areas:

- enhanced role of employers' organizations as the voice of business, to influence policy-making through advocacy and social dialogue, with the aim of creating an enabling environment for sustainable enterprises as an essential condition for economic growth, employment creation and poverty alleviation;

- improved role of employers' organizations as providers of quality business development services to members, with the aim of providing companies with tangible improvements in business performance;
- strengthened functioning, efficiency and representativeness of organizations in planning and management, governance and membership.

149. The programme extends some activities to international companies to inform and train their staff on international aspects of labour standards, industrial relations and human resources.

150. The programme ran 32 activities for about 600 participants. The outreach was lower than in previous years, mainly as a consequence of a decline in funding. In the context of limited resources, efforts were concentrated on innovation and impact.

151. New activities included a series of seminars developed to strengthen the negotiation and lobbying capacity of young high potentials of European business federations on industrial relations, economic and social policies. For multinational companies, two seminars were organized on the emerging trends in international industrial relations: international framework agreements and the international standards system.

152. New course material on minimum wages was developed and delivered both for tripartite courses and for national employers' organizations. Another new product will help employers' organizations strengthen their offer of training services to companies in occupational safety and health.

153. A new open course was launched for staff members and leaders of employers' organizations through e-learning. A project was started to develop a customer relationships management data base allowing employers' organizations to become more effective in membership management, billing and communication. Two seminars were organized on "Employers' organizations reaching out to women entrepreneurs."

154. Regular activities were deployed again in areas where the Centre has already an established reputation: association management, achieving policy influence via lobbying and social dialogue, development of services for members. These activities are conceived as stand-alone training or as a joint effort with the broader ILO Employers' programmes.

155. While training alone seldom creates direct outcomes, remarkable progress was documented in an enhanced role of employers' organizations as the active voice of business, as development partners or as trustworthy providers of services, at least partly attributed to the Centre's training. This included

progress in services delivery, especially via better training services for members in some South East Asian organizations; an active role of Apindo in the Indonesian discussions on minimum wages; Latin American employers' organizations offering services in the field of occupational safety and health; the creation of women's associations in Africa and increased attention to barriers for women's entrepreneurship; and improvement in the capacity of African employers' organizations in lobbying and strategic planning.

Sustainable Development and Governance

156. The programme provides training and advisory services for the execution of capacity-building and administrative reform programmes and projects in the field of sustainable development and good governance. Learning offerings address both the competencies for the realization of professional standards of performance for individuals and/or institutions and for mainstreaming integrity and anti-corruption safeguards in the management of public funds. The ultimate aim is the effective and transparent use of scarce public resources in the pursuit of a development strategy integrating economic growth with social progress and respect for the environment.

157. The portfolio of activities targets middle to senior level officials from governments, international organizations and project staff involved in the implementation of EU- and IFI-funded projects and programmes.

158. **Programme and project management**
Competencies for design, appraisal, implementation, monitoring and evaluation of development projects and programmes. In this area a variety of ILO-specific training workshops were designed and delivered in 2012 in partnership with the ILO on project cycle management, results-based management and monitoring and evaluation. These activities were organized either on the campus in Turin or in field destinations. They aimed at building capacity of ILO staff and constituents for enhanced quality and faster delivery in the implementation of projects linked to the ILO's Decent Work Country Programmes or the realization of overall ILO global outcomes.

159. **Public procurement management**
Competencies for the reform and optimization of the performance of the legal, institutional and managerial pillars of a modern national public procurement system. In 2012, growing training demand was reflected in higher enrolment by participants in standard courses or tailor-made activities. In addition to its regular activities, the programme implemented three concurrent project

assignments aimed at enhancing performance and upgrading governance standards in the area of public procurement management and related public expenditure management. The first is an EU-funded project on "Training in public procurement in the Western Balkans and Turkey" whereby the programme completed the translation and customization of a comprehensive set of OECD training materials in procurement management for each of the seven Western Balkan countries plus Turkey. The programme also trained a core team of national procurement trainers for each of the eight countries. For the second project "Consultancy services for twinning arrangement to develop capacity at SFB to meet Rwanda's training needs in procurement", the programme commissioned the delivery of the first edition of an off-campus (in Kigali, Rwanda) Master programme in Public Procurement Management in collaboration with the School of Finance and Banking (SFB) of Rwanda and the University of Turin. In the context of the third project, namely Iraq's "Development of standard bidding documents, national procurement implementation manual and training curriculum," the programme completed the development of national specialized sectoral bidding documents for procurement of pharmaceuticals, textbooks, consultancy services and supply and installation of plant and equipment and information technology systems.

160. *Post-graduate specialized learning through application-oriented and job-specific academic Masters Programmes*

These programmes are offered under the umbrella of the Turin School of Development on the themes of i) social and economic development and ii) the rules governing international trade. The programme delivered four out of the seven Masters Programmes offered in 2012 by the Turin School of Development. These Masters covered the areas of Management of Development, Public Procurement Management for Sustainable Development, Intellectual Property Rights and International Trade Law. These programmes are jointly designed and delivered through a unique inter-UN partnership with the participation of a number of UN organizations including UNCITRAL, WTO, WIPO and ILO and in collaboration with world-class universities in Italy and abroad. These programmes continue to attract international visibility and rising students' interest, being "unique" in their learning content and delivery methodologies.

Learning methodology and technology

161. The Distance Education and Learning Technology Applications (DELTA) team continued to offer its products and services in designing and

delivering learning and knowledge sharing events; transforming technical content into learning and training tools; providing assistance related to knowledge sharing and organizational learning; and supporting other units in mainstreaming state-of-the-art learning technologies and methodologies. The year was characterised by fewer activities and more participants, increased collaboration with the ILO and with the international civil service.

162. The team designed and facilitated the ILO Decent Work Country Policy Analysis Global Learning Event and Workshop, together with the ILO Decent Work Country Policy Analysis, Information and Knowledge Management Team. The event brought over sixty ILO colleagues from the field and headquarters together with resource persons from eight partner organizations (IMF, World Bank, OECD, WTO, WHO, IHS, US Department of Labour, US Department of State, and ADB) to inform the ILO's conduct of country policy analysis based on international best practices. The workshop resulted in concrete recommendations shared with senior management. The event was conceived as part of a larger capacity development partnership between the ILO and the Centre.

163. The programme delivered two orientation workshops for new ILO officials and new orientation programmes for Italian diplomats, UN junior professional officers and UN fellows. An International Training of Trainers Forum was implemented as part of an overall Training of Trainers programme on entrepreneurship and enterprise development.

164. The first UN Summer Academy, in partnership with UNSSC and UNITAR, focused on the UN Secretary-General's Five Year Action Agenda. The Centre had responsibility for organizing sessions on "Addressing Inequalities Within and Across Nations," "Technology and Innovation in the UN and "The Private Sector and Development." The event brought together high-level faculty members, including senior ILO officials, with participants from across the UN System, the diplomatic community and beyond.

165. Partnerships with other UN entities included OCHA, OHCHR and FAO. For its distance learning course on Impact Assessment in Programme Design, developed together with FAO, the Centre was awarded its second Quality Certification from OpenECBcheck, an international certification for capacity development in e-learning.

166. Together with the Austrian Development Agency, the Centre hosted the Annual Meeting of Train4Dev, a donor co-operation network in the field of competence development and training. Under the theme of "Learning Together for Development," the event focused on the responses of the Train4Dev

community to important changes in international development cooperation. As part of the programme, an interactive knowledge fair promoted exchange of experiences on good practices in joint learning for competence development.

167. The team also contributed to other thematic areas. For example, an e-learning package on how to detect and investigate forced labour cases was finalized together with the ILO Special Action Programme to Combat Forced Labour, and translated into Arabic and Hindi.

Evaluation

168. The Evaluation Unit conducted several initiatives to enhance the Centre's evaluation function in line with international standards. The end-of-activity questionnaire has been improved. Some questions were reviewed and the number of mandatory questions was reduced while other optional questions were added. The current system is able to capture quantitative and qualitative data on all aspects of training. The evaluation questionnaires can also be tailored to the specific features of each training activity which allows for more in-depth analysis and improves the quality of evaluation.

169. Follow-up evaluations have been extended to the training activities implemented in Arabic, Chinese and Russian. This makes it possible to assess the application and impact level (participants' performance and institutional improvements) on a wider range of activities.

170. In relation to the evaluation of the academies, the following steps were implemented:

- three academies held in 2012 were selected to be the subject of an in-depth evaluation: the Academy on Sustainable Enterprise Development; the Academy on Social Security and the Academy on Skills Development and TVET for improved productivity, employment growth and development;
- specific tailor made tools for the evaluation of the academies were prepared;
- data collection and analysis;
- preparation of final reports on the participants' evaluation of the selected academies.

171. So far, the overall results obtained from the evaluation of the academies show that the key features of the academies namely the flexible and modular approach, the exchange of experiences within a large and heterogeneous audience, and the implementation in different languages, were highly appreciated by participants.

172. As in previous years, the Evaluation Unit has been involved in conducting in-depth evaluations upon the request of activity managers (e.g. BOULDER, CGCAP). The final evaluation of the SSOS Project financed by the Government of Spain was also conducted. The Unit negotiated and concluded a project for UNICEF on the preparation of three e-learning modules on evaluation in the UN Context.

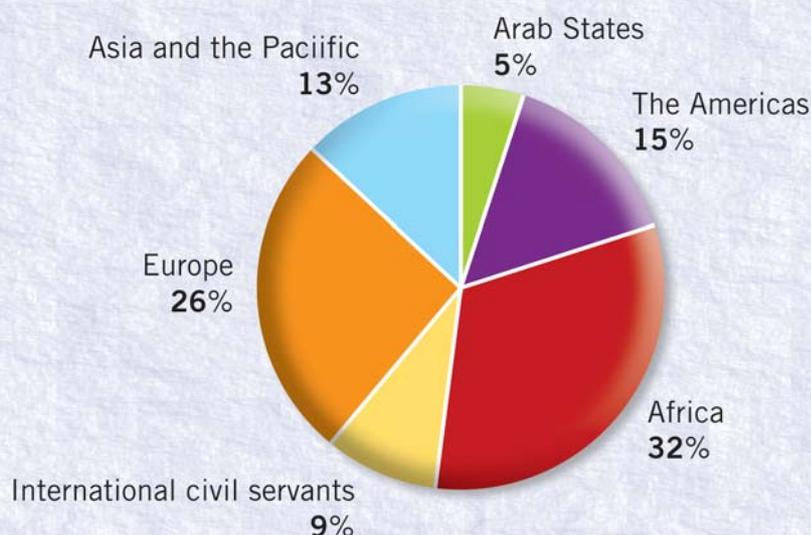
Turin School of Development

173. The Turin School of Development offered seven Masters Programmes (see table 5). The School also signed new agreements to launch two new Masters Programmes: one in Spanish and one in French in recognition of the need to reach a wider audience of students and professionals who wish to improve their knowledge and further their careers. The Master *en*

TABLE 5: MASTERS PROGRAMMES OF THE TURIN SCHOOL OF DEVELOPMENT

Master Programme	Number of participants (2011-12)	Number of participants (2012-13)	Total
LL.M. in International Trade Law	26	28	54
Master of Science in Applied Labour Economics for Development	21	27	48
Master in Public Procurement Management for Sustainable Development	29	26	55
Master in World Heritage and Cultural Projects for Development (2011)	17	22	39
Master in Management of Development	20	31	51
LL.M. in Intellectual Property	39	34	73
Postgraduate Course in Occupational Safety and Health	27	27	54
TOTAL NUMBER OF PARTICIPANTS	179	195	374

CHART J
REGIONAL BREAKDOWN OF PARTICIPANTS



Patrimonio de la Humanidad y Proyectos Culturales para el Desarrollo, in collaboration with the University of Barcelona, will start in October 2013 and will be held in Barcelona. The Master *en gouvernance et management des marches publics en appui au développement durable*, in partnership with Sciences-Po, will start in November 2013 and will be held at the campus in Turin.

174. As a complement to the Masters' Programmes, the Turin School of Development launched, in partnership with the ILO, a new pilot Ph.D. Programme. The objective of this new offer is to create a unique and sustained learning environment based on latest research findings and directly related to the research needs of the ILO and other development and research agencies.

Multimedia publishing

175. The full cycle of high quality publishing services (from creation to production) is available on campus to the Centre's programmes and partner institutions. It includes linguistic services – interpretation, editing, translation, design – graphics, artwork, layout, photography; multimedia – videos, on-line and off-line publishing; and production – digital and offset printing, binding, CD-rom, DVD and USB keys production.

176. In 2012, the desktop publishing system was updated with more modern and powerful workstations, and all design and layout software used by the Centre

publishing services was updated to the last available releases. The updates allow for the increasing integration of the conventional supports with a wide range of electronic publications, including e-books and publications for tablets, Kindles and mobile devices.

177. The Centre's main publications included:

- The publication, CD-ROM and web site for Labour Dispute Systems: Guidelines for improved performance.
- Manual on Trade Union Training on Occupational Health and Safety.
- Publication in English, Croatian, Hungarian, Polish and Romanian of Social Dialogue - A Manual for Trade Union Education.
- A training package on the Labour Dimension of Corporate Social Responsibility: from principles to practice, developed in collaboration with the Bocconi University.
- Four policy briefs for the Employment Policy course.
- *Revue technique et institutionnelle comparée des systèmes d'information sur le marché du travail (SIMT) : Bénin, Burkina Faso, Mali, Sénégal, Costa Rica, Salvador, Nicaragua et Panama.*
- Two readers: Social and Solidarity Economy: Our common road towards Decent Work.
- *Módulos para la formación de hombres y mujeres sindicalistas: Protección social (módulo básico y módulo de especialización), Protección social y género, and Salud y seguridad en el trabajo desde la perspectiva de género.*
- Training module: *Trabajo Decente al Cubo.*

178. One hundred and twenty-two publishing projects were implemented for the ILO and other United Nations and European organizations including the United Nations High Commissioner for Refugees, the Office of the High Commissioner for Human Rights, the Food and Agriculture Organization, the United Nations Institute for Training and Research and the European Training Foundation. The main publishing projects for the ILO were:

- Promotional material for the World Day Against Child Labour campaign.
- IPEC Implementation Report 2010-11.
- Series of country studies on “The state of trade unionism and industrial relations practice in export processing zone (EPZ).”
- DVD e-OSH 2012.

- French and Spanish editions of the training package SOLVE – Integrating health promotion into workplace OSH policies, including a brochure on fire risk management.
- Publication on HIV and AIDS: Guide for the Tourism Sector.
- National Employment Policy Guide.
- Package on the Informal Economy and Decent Work.
- ILO Results Report and website “The ILO at Work.”
- E-book Perspectives on Labour Economics.

179. In line with the paper smart policies adopted in the United Nations System, there was a decrease in the duplication of standard documents. As far as possible, training material used in courses was distributed on electronic supports.

APPENDIX I

APPROVALS LIST FOR 2012

Sources and modality of funding	Title of project, programme or activity	Region or Country	Period	Amount EURO
1. Competitive Bidding				
EUROPEAN COMMISSION				
DG-HOME	European migrant integration academy - an integrated research and cooperation learning project to reinforce integration capacities in European cities	Europe	2012-14	734,064.00
DG-EMPL	Building the information and consultation mechanisms for the ENEL EWC members and HR managers within an international dimension	Europe	2012-13	109,389.00
DG-EMPL	Training and empowerment of European young transport trade unionists for addressing youth employment and social policy challenges	Europe	2012-13	22,930.00
EUROPEAID through WYG-UPG	<i>Réalisation s'un programme de formation sur la gestion du cycle du projet</i>	ACP	2013	152,258.00
EUROPEAID through WYG-UPG	<i>Réalisation d'un programme de formation sur la migration</i>	ACP	2013	99,103.00
EUROPEAID	Awareness-raising and capacity building on human rights with an emphasis on labour rights	Rwanda	2013-14	249,010.00
EUROPEAID	EUROMED Migration III	ENPI South	2012-14	91,121.00
Italy - Ministry of Interior	RE-LAB: start up your business (module 1)	Italy	2012-13	974,200.00
Italy - Ministry of Interior	RE-LAB: start up your business (module 2)	Italy	2013-14	698,477.00
NUFFIC	Capacity-development in higher education	Ethiopia	2012-16	43,000.00
Danish refugee council	Private employment services	Georgia	2013	19,756.00
2. Direct Agreements				
BANKS AND FUNDS				
African Development Bank	Enhancing delivery capacity of national programmes for youth employment		2012-13	32,314.00
	Integrating youth employment into AfDB operations		2012-13	113,000.00
AGFUND	Making Microfinance Work, Managing Product Diversification" with dedicated market segments for Youth, Women, Rural and Marginalized Communities	Rwanda	2012-13	58,895.00
	Making markets more inclusive for women and youth to promote entrepreneurship and job creation	Kenya	2013-14	62,640.00
UN ORGANIZATIONS				
UNDP	i) Inclusive market development with a focus on value chain; ii) start and improve your business; iii) facilities for inclusive markets	Nigeria	2012	136,999.00
	Leadership and labour administration management	Kabul	2012	30,223.00
	Local development with focus on risk reduction	Chile	2012	17,744.00

Sources and modality of funding	Title of project, programme or activity	Region or Country	Period	Amount EURO
FAO	i) incorporating impact assessment in program design; ii) mainstreaming gender issues	Global	2012	100,919.00
UN-WOMEN	Financing for gender equality	Global	2012	41,063.00
	Gender mainstreaming in result-based programming	OPT	2012	22,506.00
	Supporting national partners for gender sensitive planning and implementation	Tanzania	2012	29,227.00
	Result-based management in the context of human-rights based approach	Jordan	2012	15,171.00
	Labour inspection and gender equality	Central Europe	2012	32,273.00
	Capacity development for gender-based planning and budgeting	Burundi	2013-14	318,690.00
UN-DESA	i) UN Fellows workshop; ii) young professional orientation workshop	Global	2012	131,071.00
UNIMIL	Risk assessment and workplace inspection	Liberia	2012	17,656.00
UN/OCHA	Development of e-learning modules for humanitarian information management	Global	2013	38,454.00
UNITAR	Monitoring and evaluation of Delta State projects and programmes	Nigeria	2013	27,650.00
IFAD	Procurement management for IFAD-funded projects	Global	2012	17,949.00
UNICEF	E-learning modules on evaluation	Global	2013	9,240.00
3. GOVERNMENTS				
Italy	Promotion of Freedom of Association, Rights at Work and Social Dialogue	Myanmar	2012-13	215,000.00
	Capacity-building programme in support of Decent Work	Somalia	2012-13	168,000.00
	Creating Decent Work opportunities in North Africa: a knowledge response to the challenges	MENA	2012-13	500,000.00
	G20 Capacity Building and E-learning Platform on Social Protection	Global	2012-13	175,000.00
4. TRUST FUNDS				
Rwanda	Consultancy services for twinning arrangement to develop capacity at SFB to meet Rwanda's training needs in procurement - Phase I	Rwanda	2012-13	554,716.00
5. RECIPIENT INSTITUTIONS				
Technical and Vocational Training Corporation (TVTC)	Strategic planning in TVET systems	Saudi Arabia	2012	519,619.00
<i>Instituto Salvadoreño de formación profesional (INSAFORP)</i>	Formacion por competencias laborales para la demanda y oferta formativa	El Salvador	2012-13	352,350.00
Saudi Credit and Savings Bank	Making microfinance work: managing for improved performance	Saudi Arabia	2012	206,389.00

APPENDIX II RISK REGISTER

Strategic Plan reference	Risk	Identified root cause(s)	Mitigation measure(s)	Implementation progress	Level of residual risk	Risk owner(s)
1	All outcomes and strategic priorities 1, 2 and 3 A failure to adapt to ILO outcomes and reform agenda and to continuous change and challenges in international best practices and technological developments, thereby missing opportunities, losing relevance to the ILO objectives and competitive advantage in the global development arena.	Insufficient operational integration with the Office. Failure to keep up to date with changing technologies, modernization of facilities and inadequate investment in research, development, innovation, knowledge sharing, benchmarking and networking.	In 2012, 75 per cent of the training activities was directly linked to ILO outcomes and priorities and over 50 per cent was designed and delivered in direct collaboration with the Office. The Centre is active in a variety of international networks, such as the UN Learning Managers Forum, the UN Learning Community, UNeLearn, RIIFT and Train4Dev. However, the effective involvement in international communities of practice is somehow constrained by shortage of time and resources.	75% completed	High	Training Programmes
2	All Outcomes Events and circumstances beyond the control of the Centre prevent training activities from taking place or result in closing the Centre for a number of days.	Fire, water damage, malicious act, natural disaster, political unrest, terrorist attack, pandemic or other event.	Business continuity planning measures will be put in place to minimize the impact on the delivery of services to constituents. Plan to be coordinated with the ILO in keeping with the with ILO Policy on business continuity management issued in March 2013. IT Business continuity plan fully developed in 2013.	10% completed	Low	Internal Administration Services
3	Outcome 3 A reduction in voluntary contributions and withdrawal of a major donor result in significant gap in income and fixed expenditures.	Economic factors, reduced political support and reduced national budgets. Training activities do not generate sufficient revenue to cover fixed costs due to reduced co-funding from voluntary contributions; inadequate budget monitoring and cost efficiency analyses; increase in uncollectible accounts. No increase in the donor base.	Design and implement an updated resource mobilization plan. Timely costs and productivity analyses, monitoring of KPIs, regular review of pricing policy and adjustments to budget (staff and non-staff costs); strengthened monitoring of outstanding receivables. Active monitoring of resource mobilization.	70% completed	High	Director/ Management Team
4	Outcome 3 A major banking partner of the Centre goes into receivership, resulting in a significant financial loss, possible operational disruption.	Poor risk management by the financial institution(s) concerned or the consequence of a significant external shock (e.g. the global financial crisis).	Due diligence review of banking service providers' financial performance and practices, monthly check on bank's credit rating and regular reporting to the Finance Committee of any changes.	100% completed	Low	Treasurer/ Financial Services
5	Outcome 3 A qualified external audit opinion negatively impacts the Centre's reputation for prudence and sound financial management.	Lack of accountability by managers; inability to implement IPSAS; inadequate internal controls.	Clarification of the accountability framework; review and update of Financial Regulations and Rules linked to business process review; and IPSAS implementation.	100% completed	Low	Treasurer/ Financial Services Management Team

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6	Strategic priority 4 Exchange rate fluctuations result in a significant loss in the purchasing power of currencies of governments and institutional clients outside of the euro zone.	Fluctuations in exchange rates driven by governmental budget deficits, cuts in the ratings of government bonds, increases in interest rates by Central Banks or other uncertainties in global financial markets.	Hedging of US dollar voluntary contributions through forward contracts. Effective management of non-euro assets and liabilities to limit exposure to foreign exchange fluctuations.	100% completed	Low	Treasurer/Financial Services
7	Outcome 2 Unauthorized use of Centre's materials and partnerships with unsuitable institutions impacts negatively the reputation of the Centre.	Inadequate screening and due diligence review.	The Centre has established an internal mechanism and procedure for clearance of partnerships and funding agreements. It has submitted a draft copyright policy to JUR for clearance and has initiated a project for the establishment of institutional criteria in relation to licencing and certification of participants, trainers and partner institutions.	80% completed	Low	Training Programmes/PRODEV/JUR
8	Outcome 3 Damage to the Centre's Data Centre or other critical IT infrastructure, rendering essential applications unusable for a prolonged period of time or resulting in a loss of critical information.	Fire, water damage or a malicious act.	Live data is replicated in two Data Centres. Back-up infrastructure is separated from live data by moving the tape library to another part of the Centre's building. Disaster recovery plans established for recovery of e-mail and Blackberry systems. IT Business continuity plan fully developed in 2013.	100% completed	Low	Information Technology Communications Services
9	Outcome 3 A fraud, other unethical practices or behavior result in a significant financial loss and a negative impact on the Centre's reputation.	Unethical or illegal behaviour by a staff member, supplier or participant.	Enforcement of zero tolerance policy of fraud supported by broader information and training for managers and staff; strict compliance with procurement rules; due diligence in relation to participants' screening. HRS: Regular update and promotion of Centre's webpage on Ethics (www.itcilo.org/en/the-centre/about-us/ethics). A procedure and checklist is in place for the screening and enrolment of participants. Additional training and sensitization may be needed for effective application.	80% completed	Medium	Training Programmes/Human Resources/Financial Services
10	Outcome 3 Security, occupational, health and safety hazards resulting in accidents, litigation and financial loss.	Inadequate information and compliance with security, occupational, health and safety practices.	Monitor standards for occupational safety and health; improve communication on, and compliance with, UN security standards; regular fire drills; regular monitoring of air and water quality, asbestos and review of insurance coverage.	80% completed	Low	Internal Administration Services/JUR
11	Outcome 3 Unexpected calamities not covered by adequate insurance cover. Non-compliance behaviours. Staffing commitments not funded. Major work related conflicts.	Lack of awareness of Staff Regulations, policies, procedures, clearance processes and delegation of responsibilities. Lack of awareness of potential risks and/or a lack of knowledge on how to prevent or insure them. Lack of diligence in addressing OSH, performance, misconduct issues and staff concerns. Inadequate HR management practices and social dialogue.	On-going review of insurance coverage. Compliance training on key and new procedures. Regular training on staff security. Develop hazard alerts. Guidelines on the protection of confidential personnel data. Application of HR best practices. Promote social dialogue and compliance with standards of good conduct. Monitor the evolution of staff costs. Ensure systematic performance appraisal of staff.	60% completed	Medium	Human Resources Services