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FIFTEENTH ITEM ON THE AGENDA

Report of the Board of the International Training Centre of the ILO, Turin

Report of the 79th Session of the Board of the Centre (Turin, 27–28 October 2016)

1. The 79th Session of the Board of the International Training Centre of the ILO was held in Turin on 27 and 28 October 2016.
2. The report of the Board's meeting is submitted to the Institutional Section of the Governing Body in accordance with the Governing Body's decisions at its 310th (March 2011) and 311th (June 2011) Sessions.

Opening of the session

A. Introductory statements

3. *The Chairperson, Mr Ryder*, Director-General of the ILO, opened the meeting and welcomed the Board members.
4. *The representative of the Government of Italy, Mr Giuntini* expressed appreciation for the Centre's efforts towards the diversification of its funding sources. He emphasized the importance of further development of its training activities in the larger context of expansion of the role of the Centre as the international hub for learning and training. The annual *ex-lege* contribution in the amount of €7.85 million as well as the voluntary contribution for 2015, which totalled €1.6 million were examples of the concrete commitment of Italy to the Centre. Future contributions by the Government of Italy would continue, taking into account the public finance constraints. The speaker further mentioned that the Centre should continue in its efforts to keep staff costs under control, since they represent a large portion of the Centre's budget. He also invited the Centre to look for areas of savings in parallel with the continued efforts in the diversification of sponsors. He stressed that special emphasis should

be placed in the training areas related to migration, with a focus on the countries of the Mediterranean and sub-Saharan Africa.

5. *The representative of the Piedmont region, Ms Marcon*, commended the Centre for the results achieved over the past 50 years. She reiterated that the Turin Centre played an important role in the Piedmont region and in this regard the regional council had adopted some ten years ago a law specifically committing the region towards contributing to the sustenance of the Centre and its activities. She specifically brought to the attention of the Board that a few weeks ago the Piedmont region and the Turin Centre, under the guidance of the Deputy Director, had begun to work on a new initiative on equal opportunities. In this context the speaker welcomed the positive results of the Centre in terms of the number and the quality of training activities. She emphasized the importance of the Turin School of Development (TSD).
6. *The representative of the Mayor of Turin, Mr Sacco*, presented apologies on behalf of the new Mayor of Turin, Ms Appendino, who had not been able to join this important event due to urgent institutional commitments. He stressed the importance attached by the City of Turin to the role played by the Centre and its learning and training activities. He highlighted that the Turin Centre is a centre of excellence in terms of its training offer and its knowledge-sharing networks and expressed the commitment of the new city's administration to support the Centre in pursuing these values.
7. *The representative of the Unione Industriale di Torino, Mr Rosi*, expressed the continuing interest of the Unione Industriale to work in close collaboration with the Centre due to their shared values and objectives. In this respect the Unione Industriale welcomed various delegations of ITC–ILO participants and had the opportunity to share with them their mutual experiences.
8. *The Chairperson* thanked the Italian national and local authorities for their continued commitment and support – both political and financial. He recalled the continuous support provided by the ILO towards promoting the role of the Centre in the ILO and in the UN system as a whole. He welcomed the Director of the Centre, Mr Liu, on the occasion of the first Board meeting since his nomination. He was satisfied by the efforts in carrying out training activities in close cooperation with the ILO. He was pleased to see that an agreement was reached between the Management and the Staff Union on the long-standing issue of the project-based staff at the Centre.
9. Turning to the agenda, the Chairperson expressed his satisfaction that the overall training activities to strengthen employers' and workers' organizations were very positive and encouraging. He underlined that the Centre is making a major contribution to the ILO's goal by supporting the capacity building of employers' and workers' organizations through innovative work. He congratulated all those involved in strengthening the collaboration between the Centre and the ILO constituents in the delivery of training, as well as between headquarters and the Centre in delivering training and development programmes for the ILO staff. He also appreciated that the Centre had already launched the process of preparing the Strategic Plan for 2018–21 and the Programme and Budget for 2018–19. With regard to the 2030 Agenda for Sustainable Development and the Paris Agreement on Climate Change (COP 21), he recalled that the training provided by the Centre in the different thematic areas was also aimed at further promoting new generational expertise at a global level.
10. The Chairperson mentioned the independent evaluation of training and learning activities on the thematic area of "Strengthening employers' organizations" and stressed that the overall findings of the independent evaluation were very positive and encouraging. He also noted with appreciation the Workers' Activities Programme's initiatives in stepping up its efforts to reach out to its constituency by way of distance learning modalities using the contributions

of the Centre's Innovation Fund and its online resources platform. This had allowed the Programme to expand its reach to a greater number of workers' representatives. He welcomed the improvements to the physical environment and facilities of the Centre, especially the efforts to pursue a policy for the greening of the Campus, its environmental sustainability, and improved access for people with disabilities. To conclude, the Chairperson expressed gratitude to the staff of the Centre for their hard work and commitment and encouraged them to keep up the good work for a better performance of the ILO as a whole.

B. Adoption of the agenda

11. *The Board adopted the agenda.*¹

I. Annual Implementation Report for 2015 and Interim Implementation Report for 2016 (First item on the agenda)

12. *The Director of the Centre, Mr Liu*, presented the documents.² He highlighted the three target results obtained for 2015 and for which the Centre was very proud: the increase in participation by ILO tripartite constituents at its highest level since 2011, reaching 41.7 per cent; the rise of the share of women among the annual participants from the tripartite constituency to 39.2 per cent; and the increase in the overall participation of women to 41.9 per cent.

13. Regarding priority 1 (*Introduction of a results-based framework aligned to the ILO Strategic Policy Framework for 2010–15*), the Centre had focused on its specific targets on outcomes, reliable data, adequate tools and quantitative and qualitative indicators. All of these were in line with the principles of the result-based framework and incorporated more accurate and practical measures. On priority 2 (*Reinforcing the governance role of the Board*), all the documents submitted to the Board, either for information or decision, reflected this reinforced governance role. On priority 3 (*Diversifying the resource base and increasing outreach*), the Centre had signed 87 funding and technical agreements for tailored activities with a wide range of public and private entities. The Centre had been consolidated through the strengthened collaboration with the ILO, governments, academic and training institutions, UN system agencies and finance and funding organizations. On priority 4 (*Reforming internal operating and administrative procedures*), a number of actions had been taken to improve the Centre's financial management, streamline the business and administrative processes, upgrade the training management and improve the human resources management. More particularly, 2015 witnessed improved business processes and control; revised circulars on the Centre's policies; a new Streamlining Project Team; and newly-introduced facilities to the training and learning activities, including IT application. On priority 5 (*Upgrading the campus facilities*), the physical facilities and the operational procedures related to campus security had been further implemented through the renovation and upgrading of classrooms, bedrooms, offices and logistics services, and the Centre was again awarded the Green Flag by the Federation for Environmental Education.

¹ Document CC 79.

² Documents CC 79/1/1, CC 79/1/2 and CC 79/1/2 Add.

14. Turning to the Interim Implementation Report for 2016, the Director noted that the document covered the first six months of the year, that is to say, the first quarter of the budget and programme cycle, and that any conclusions were very much preliminary ones. Still, he highlighted the main results under each outcome: continuing expansion of the training outreach, deepened partnership with the ILO in designing and/or delivering training activities and consolidated networking with national and international training institutions (outcome 1); high knowledge acquisition and application rates (outcome 2); very optimistic financial perspectives (outcome 3); introducing the one-stop-shop, contained overhead costs, the procurement process review and obtaining of the ISO 27001 certification (outcome 4); and, very importantly, agreement on the Centre's contracts policy (outcome 5).
15. *The Worker Vice-Chairperson, Mr Ntshalintshali*, was pleased to note the increase in the number of participants to e-learning activities promoted by the Centre. However, due to the slight decrease in the workers' participation in the training activities, he was keen to learn about the management strategies aimed at reversing this trend. He complimented the Centre on the work done in promoting the participation of ILO tripartite constituents, but much more needed to be done to increase the participation of the tripartite constituents. He also regretted the low participation in courses related to outcome 5 (working conditions), outcome 14 (freedom of association and collective bargaining), outcome 15 (forced labour) and outcome 16 (child labour) and also recommended that international labour standards be applied across all training programmes and activities. He also suggested that the Centre implement a well-organized continuous professional development scheme for its staff. On the five priorities of the Strategic Plan 2012–15, the Worker Vice-Chairperson made the following remarks: on priority 1, he approved the results-based framework in which outcomes are easily identified and measured and the work done in relation to the income generated by training activities linked to ILO policy outcomes. On priority 2, he welcomed the promotion of the governance role of the Board and recommended it to be further improved. On priority 3, he encouraged the Centre to promote activities that increase and support collaborative relationships, especially with different ILO units. With respect to public–private partnerships of the Centre, these should follow the procedures developed by the ILO. He was pleased to note the increased level of collaboration with other UN institutions as it represented an opportunity to promote the Decent Work Agenda across the UN. On priority 4, he welcomed the streamlining activities organized on campus and reiterated the importance of consultation with the staff and the staff union of the Centre. He also encouraged the Centre to make institutionalized use of the e-campus and tablets in the learning process. On priority 5, the speaker congratulated the Centre on upgrading the campus facilities. In relation to the outcomes, indicators and targets, the Worker Vice-Chairperson suggested that the Centre undertake an assessment of the participants' use of the knowledge acquired during training, implement alternative, more applicable methods appropriate to participatory learning to assess effectiveness of training and asked for the use of the Innovation Fund in fostering learning excellence to be evaluated at a later stage by the Board. Regarding the Interim Implementation Report of June 2016, he was satisfied with the ongoing collaboration of the Centre with the ILO. On the number of women involved in the Centre's activities, the Vice-Chairperson encouraged the Centre to further promote participation. Enterprise development training activities should have decent work promotion at their core. He objected to the use of the term “customers” to identify participants to training. He also reiterated that the surplus cannot be consistently relied upon in planning and delivering training activities. He suggested that, regardless of the Centre's financial results, the participation of the employers and workers should be assured. His group would therefore like to receive a draft set of proposals to ensure financial sustainability of both Workers' and Employers' Activities Programmes.
16. *The Employer Vice-Chairperson, Mr Mdwaba*, congratulated the Centre for reaching many of the targets for 2015, particularly for exceeding the target set for employers' participation; for the good results of e-learning activities; for the very high level of alignment of the

Centre's training offer with the ILO strategic framework; and for the efforts made in diversifying the resource base and outreach. These efforts should continue, especially in bidding operations, in order to achieve more success. Regarding the TSD, the speaker expressed his preoccupation with the low evaluation score for the master's programmes. He called for more information on this matter and asked to what extent the Employers' Activities Programme (ACT/EMP–Turin) was involved in the designing of the master's programmes that fell under its area of competence. Finally, in terms of the occupancy rates of rooms and training facilities, he felt that a coordinated strategy should be put in place by the Training Department and the different training programmes in order to promote the use of facilities during the low season and to avoid overbooking during peak periods and having to look for accommodation outside the Centre.

17. *The Government Vice-Chairperson, Mr Almarzooqi*, congratulated the Centre for its positive achievements. He requested that the new Programme and Budget (2018–19) and the Strategic Plan (2018–21) be aligned with the ILO's programme and budget, as collaboration with the ILO should be reinforced. He noted that the participants' satisfaction had risen close to the target set in the Strategic Plan, but requested the Centre to put more emphasis to participants from the Asia–Pacific region and from the Arab States as they had recorded the lowest satisfaction rates. He was pleased with the increase in the number of self-paying participants. He commended the new master on industrial and employment relations of the TSD and the forthcoming ones in technical areas such as social security, international law, human rights and new technologies. He concluded by expressing his satisfaction for the sound management of staff costs and asked that it continue that way. He stressed the need to find areas where to merge them, with a view to better using financial and human resources.
18. *The Director* thanked the members of the Board for their comments and feedback, which would be helpful in planning for the future.
19. *The Director of Training, Mr Klemmer*, commented on the participation by ILO tripartite constituents. He stated that in 2015 the Centre had achieved a figure of 41.7 per cent. This was a very good result in terms of training outreach to the constituents, taking into account that the target was set at 43 per cent. Regarding the question on the profile of the other 58 per cent of participants, he clarified that they were ILO staff, ministry officials and civil society organizations. Further improvements could be envisaged by increasing efforts on distance learning and opening up new delivery channels. He gave the example of the close collaboration with the Workers' Activities Programme (ACTRAV–Turin) and the investments made in the development and implementation of an innovative training delivery infrastructure which would benefit other training programmes, preferably by way of blended learning. He explained that emphasis was also placed on outreach campaigns through social media for workers and employers, as well as for all other training programmes in order to convey the Centre's training offer to a wider audience. As for outcome 2, he confirmed that the largest recipient of captive funds was the International Labour Standards, Rights at Work and Gender Equality Programme (ILSGEN) which, together with Employers' and Workers' Programmes, benefited from far more than 50 per cent of these funds, thus highlighting the importance attached by the Centre to the role of constituents in this cross-cutting issue. He clarified that captive funds included various types of funding and not solely the surplus. Moreover, he stressed that the Centre also provided support to ILSGEN through the Innovation Fund in order to design training products intended to reach out to an audience with a mandate to promote the respect of rights at work. He mentioned the example of a new training module developed by ILSGEN in collaboration with Cornell University, which should reach the market by the end of the current year. He further stated that the overall rate of women's participation in the Centre's activities stood at 41 per cent, and although such a result was satisfactory by international standards, the Centre's objective was to continue with its efforts to reach the target by implementing the new gender action plan and by diversifying its training offer to include new tailor-made training products. Concerning the issue related

to the quality of training, the Director of Training commented that overall results were assessed by the participants as “good” to “very good”. The knowledge acquisition test would be refined in the framework of the next Strategic Plan.

20. *The Deputy Director, Mr Casale*, gave a general overview of the activities of the TSD and noted that since its foundation in 2010, the participation rate in its programmes had steadily increased. Since his appointment in January 2015, he has committed to strengthening the quality of teaching with a view to becoming more competitive on the global level and more open towards ILO constituents, to increasing the current training offer in accordance with ILO policies and programmes and to developing partnerships and promoting innovation. The support of Workers and Employers, through ACT/EMP–Turin and ACTRAV–Turin, had been significant in the designing of specific master’s programmes, such as the one on industrial and employment relations. The TSD would continue to work in close cooperation with the technical departments of the ILO. He concluded that the Centre was looking at those areas for better use of internal financial and human resources.
21. *The Treasurer, Ms Boulanger*, indicated that since the preparation of the budget forecast included in the Interim Implementation Report – June 2016, the Centre had received further contributions from the City of Turin totalling €750,000 and these would be incorporated in the revised budget forecast for 2016 to be presented at the next meeting. This additional funding which covered the years 2013, 2014 and 2015, would be used to finance the infrastructure works, in line with the Centre’s 2015–17 Master Plan. Regarding the Streamlining Project, there were some delays in the implementation of the process due to technical issues encountered in the testing of the Oracle upgrade, and she reassured the Board that the plan would be achieved as indicated in the presented documents.
22. *The Worker Vice-Chairperson* would like the management to give written answers to his questions and comments.
23. *The Board took note of both documents and requested the Director to take into account the comments and guidance provided by the Board in the follow-up.*

II. Independent evaluation of training and learning activities on the thematic area of “Strengthening employers’ organizations” (Second item on the agenda)

24. *The Director of Training* presented the document.³ He briefly highlighted the background and rationale for conducting the evaluation and emphasized the independent character of this evaluation, key findings and recommendations. He pointed out the Board’s decision in 2013 to carry out external, independent evaluations on an annual basis on the quality of training services of the Centre from 2014 onwards. In 2016, an external, independent evaluation was carried out on the topic of “strengthening employers’ organizations”. To this end, 15 activities implemented in 2015 were analysed, including 12 undertaken by the Employers’ Activities Programme and three activities carried out by other technical programmes.
25. The speaker explained that the evaluation methodology combined quantitative and qualitative methods, desk research, activity reports, questionnaires and an online survey with a sample size of 330 participants and a good response rate of 135. Interviews were conducted

³ Document CC 79/2.

with key informants and with organizations employing the trained participants. The findings of the report demonstrated that participants rated the activities as relevant in terms of learning new skills and also for networking. The latter probably called for a possible better refinement of the Centre's evaluation tools. Activities were, overall, found to be valid and the level of satisfaction among participants to be high. Most participants indicated few suggestions for improvements or none at all. Most comments expressed a wish for a longer duration of the training and the inclusion of more examples and case studies. However, no evidence of a need to overhaul or re-engineer the courses was found.

26. With respect to one observation referring to a lack of systematic assessments of results and progress after the course, the Director of Training stated that this evaluation was meant to be part of such an effort and reported on further criteria of the report. The aspect of effectiveness was evaluated positively: 85 per cent of participants reported that they received new knowledge on strategies on how to strengthen their own organizations. These findings correlated with the results of the newly introduced knowledge acquisition test. In terms of impact, 70 per cent of the respondents indicated they put their new knowledge to effective use, thus showing a good outcome by international standards. Concerning sustainability, respondents gave indications that the projects they initiated as a result of the training were to be maintained. One caveat found was the high rate of staff turnover within the organizations among staff being trained at the Centre. Knowledge acquired was not lost, but moved on and is being applied within another work context. Recommendations by the external evaluator included running post-training sample surveys, setting up online alumni forums, adapting and refining the curricula, for instance through the increased use of case studies, practical exercises and more team action-oriented training. In addition, more than one participant might be invited to the courses, to have a higher guarantee that the knowledge stays within the organization in case of labour turnover.
27. The Director of Training concluded by saying that the Centre welcomed the evaluation findings and acknowledged the hard work of the Programme team. The Centre would support the Programme on reaching out to their alumni and build communities of practice through online platforms before, during and after the training. In 2017, the Programme would conduct its first Massive Open Online Course. In addition, the Centre would support the Programme in carrying out follow-up surveys, as well as on multi-step learning journeys that combine a series of learning activities over time.
28. *The Employer Vice-Chairperson* expressed satisfaction with the fact that the Employers' Activities Programme had been chosen for this evaluation, as well as with the evaluation outcomes themselves and the choice of the evaluation criteria with regard to outreach, validity, design, effectiveness, efficiency, impact and sustainability. The evaluation results were an objective display of the importance of the Programme. He congratulated the Programme's staff on their professionalism, pro-activeness and excellent results, particularly in view of the limited resources and the limited staff the Programme had at its disposal. He emphasized that the Programme continued to accomplish very much with what he considered to be fewer resources.
29. The evaluation showed that ACT/EMP-Turin's training offer was needs-driven and had an effective outreach. The Programme officers reached out to the field specialists to include the needs of employers' organizations into the design of the training offer and therefore reached evaluation scores that are higher than any other ITC-ILO baselines. Contents of training activities met with participants' professional needs, providing them with new knowledge, ideas, theories and strategies to strengthen employers' organizations and led to concrete impact and positive results. In addition, 16 per cent of respondents claimed that they would have implemented results if it were not for financial constraints within their organizations. New training packages, such as the Customer Relations Management software, or training

on occupational safety and health also showed self-evident and sustainable impact, which would be increased through the master training and training of trainers programmes.

- 30.** To carry out the recommendations of the evaluation, more management support would be needed. Members of the Employers' group have spoken to the team members and recognized that the current workload on the team did not leave time to take on this additional responsibility. The team provided impressive numbers and was dedicated to deliver, but the team members felt like being on a treadmill, having very little time to pause and re-think their work, innovate and update their knowledge and skills and their training material. The Programme had an excellent team, but team members were overloaded with work and reaching their breaking point. It would therefore be necessary to increase the team by at least two further positions if the Programme was to continue to be sustainable and productive.
- 31.** The speaker went on to comment on a series of challenges identified in the evaluation. To address the issue of staff turnover, the Employers' group recommended making more extensive use of online tools, carrying out training of trainers, reaching a bigger audience, and, in the case of blended learning arrangements, making a better pre-selection of candidates who should successfully complete the online component to be eligible for face-to-face learning. On the notion of impact, he noted that the Employers' Programme was expanding its outreach to local business organizations. The demand for field-based training was rising; however it was not feasible due to lack of staff. In addition, there was a pressure to generate a contribution to fixed costs (CFC), which was usually higher for Turin-based activities. The CFC targets for ACTRAV and ACT/EMP should therefore be reduced, to give the programmes the possibility to be able to grow and to better reach out to the field.
- 32.** The speaker remarked that the evaluators did not include the concerns and issues raised by the staff on the lack of human and financial resources and the sustainability of the Programme, which had been raised during individual interviews and group meetings. Reportedly, the evaluator interpreted these concerns as personal opinions which could not be backed up by further evidence. The Employer Vice-Chairperson emphasized that similar statements, expressed both independently by each of the team members, as well as collectively, cease to be subjective impressions and should at least be noted. The Employers' group would therefore ask the evaluator to reflect on this matter by ensuring the collective views are recorded. The speaker also recalled that in 2015, the ACT/EMP team members did more activities per person than any other staff member of the Centre, which was clear evidence of their workload. The fact that this situation was not reflected in the report appeared to the Employers' group as a deliberate omission and a lack of professionalism. In addition, the evaluator missed the opportunity to go into more depth by consulting other key informants, such as other training departments of the Centre, ACT/EMP–Geneva or the International Organisation of Employers (IOE).
- 33.** The Employer Vice-Chairperson concluded by summarizing the positive achievements of the Programme for Employers' Activities in view of the limited resources available. The recommendation was therefore that the Centre's management would increase the already existing support by providing no less than two resources to the team as a minimum. He thanked the Director of Training for the allocations that had already been provided to enable the team to deliver a new training course in May 2017, thereby further contributing to the Programme's relevance.
- 34.** *The Worker Vice-Chairperson* expressed the importance his group attached to the evaluation, namely with respect to providing evidence on the relevance and effectiveness of the learning activities. He remarked that the evaluation could have gone more in-depth by assessing the contribution of the training activities to achieving the overall ILO outcomes and decent work. In particular, it could have better analysed how the training activities related to other relevant ILO outcomes – the evaluation only makes mention of particular

outcomes 3 (social protection floor), 5 (equality), 6 (OSH) and 9 (strengthening employers' organizations) – and how far the international labour standards were promoted and included in the learning activities of the Employers' Programme. He mentioned that the introduction of newly proposed training products should be better aligned with ILO outcomes and the ILO's Strategic Plan in the future.

35. The speaker noted the overall positive evaluation results. An issue to be addressed was the high turnover among former participants. He emphasized the high degree of professionalism among ACT/EMP colleagues and congratulated them on their achievements.
36. The Worker Vice-Chairperson concluded by pointing out a decision by the Board in 2015 to introduce rotating evaluations on the cross-cutting issues of the Strategic Plan. In this regard, the Workers' group would welcome an evaluation of the inclusion and promotion of international labour standards in all of the Centre's training programmes, to be discussed at the 2017 Board meeting.
37. *The Government Vice-Chairperson* joined the Workers' and Employers' groups in welcoming this report and the independent evaluation. He expressed that the group felt that further work was needed in this area. In particular, he drew the attention to the reliability of data, in particular the sample size, as well as the response rate of 46 per cent, which was considered too limited by the Government group. Also, more details were needed regarding sectors covered and outreach. The group also wished for further details on point 16 of the document concerning the high turnover of trained staff, particular to examining the reasons behind this. He concluded by stating that the group would welcome further thematic evaluations.
38. *The Board took note of the document and requested the Director to take into account the comments and guidance provided by the Board in the follow-up.*

III. Audit questions (Third item on the agenda)

A. Financial Statements and External Auditor's Report for the financial year ended 31 December, 2015

B. Report of the meeting of the Officers of the Board (May 2016)

39. The Treasurer presented both documents.⁴ She recalled that the 2015 Financial Statements and External Auditor's Report had already been adopted by the Officers of the Board in May 2016 and therefore were submitted for information only. The Report of the meeting of the Officers of the Board was also submitted for information. A document on the proposed allocation of the 2015 surplus had been presented to the Officers subsequent to the meeting and the Officers of the Board had approved the allocation of 50 per cent of the 2015 surplus to urgent training and security infrastructure work needed on the Campus.
40. *The Worker Vice-Chairperson, the Employer Vice-Chairperson and the Government Vice-Chairperson* took note of the report.

⁴ Documents CC 79/3/1 and CC 79/3/2.

41. *The Board delegated the Officers of the Board to adopt the 2016 Financial Statements in a meeting to be held in May 2017.*

C. Proposed allocations of the remaining half of the 2015 surplus

42. *The Treasurer* introduced the document.⁵ The Officers of the Board had already approved the allocation of 50 per cent of the 2015 surplus to the urgent training and security infrastructure work needed on the Campus but disagreed on the proposed split of the balance among the training programmes of the Centre. Therefore, the Director now submits to the Board a proposal which allocates €346,750 from the 2015 surplus to the Employers' and Workers' Activities Programmes, and the remaining €346,750 from 2015 surplus to the other training programmes of the Centre. This is to acknowledge the special status of the Employers' and Workers' training programmes while at the same time ensuring that the other dimensions of the ILO's Decent Work Agenda are also reflected in the Centre's training activities.

43. *The Employer Vice-Chairperson* stated that, indeed, at least 50 per cent of the remaining half of the 2015 surplus should serve to finance training activities specifically designed for employers and workers. The same formula should be kept for future uses of surpluses.

44. *The Worker Vice-Chairperson* indicated that 50 per cent of the remaining surplus should be allocated to workers' and employers' activities whereas the other 50 per cent could be allocated to the other training programmes. However, he reiterated that in the future any surplus should not be used for the maintenance of buildings and should be distributed and respect past agreements on this. Furthermore, he reiterated that the support to the Workers' and Employers' Activities Programmes should become structural, independently from the surplus.

45. *The Government Vice-Chairperson* proposed an amendment to the paragraph for decision.

46. *The Worker Vice-Chairperson* wished that these funds could be used as soon as possible and urged to find a suitable solution.

47. After consultations between the three groups, the Board agreed on the following amendment to paragraph 5: ***“The Board is requested to approve the allocation of 346,750 Euro from the 2015 surplus to the Employers and Workers Training Programmes, and the allocation of another 346,750 Euro from the 2015 surplus to the other training programmes of the Centre, with an aim to increase the ILO constituents' participation, particularly of those with low participation rates, and in line with the ILO strategic priorities.”***

48. *The Board adopted the document as amended.*

D. Plan for the audit of the 2016 Financial Statements

49. *The representative of the External Auditor, Mr Martin*, presented the Plan.⁶ He underlined the audit objectives and approach. The objective of the audit was to express an independent

⁵ Document CC 79/3/3.

⁶ Document CC 79/3/4.

opinion on the Centre's financial statements and to make observations on the administration and management of the Centre to identify improvement opportunities and to provide value added recommendations. The approach would be a risk-based one.

50. *The Employer Vice-Chairperson* urged the management of the Centre not to give more importance to the external audit than to the recommendations of the Office of Internal Audit and Oversight.
51. *The Worker Vice-Chairperson* took note of the plan and *the Government Vice-Chairperson* had no comments to make.
52. *The Board* took note of the document.

E. Report of the Chief Internal Auditor for the year ended 31 December, 2015

F. Follow-up to the recommendations of the Chief Internal Auditor for the year ended 31 December, 2015

53. *The Representative of the ILO Office of Internal Audit and Oversight (IAO), Mr Woess*, presented the Audit Report for the year ended 31 December 2015. The Audit followed a proactive approach to enhance efficiency, effectiveness and value for money in the activities of the Centre. In 2015, the IAO conducted two audits: on procurement and on services provided by the Multimedia Design and Production Unit (MDP). The IAO noted that, although the procurement waivers requested between August 2011 and November 2014 were adopted in accordance with the rules of the Centre, insufficient time to conduct the full procurement process was not deemed as a reasonable justification to approve the waiver. Consequently, the IAO suggested that the Centre implement a better planning of its procurement activities. Another point that was raised concerned Oracle, of which an update was suggested to improve its effectiveness. The IAO also reported that the staff does not have a procurement manual to consult in order to respect the principle of obtaining value for money. On the publications, the IAO found that the Centre did not undertake a cost-benefit analysis to assess the merits of maintaining all, or some, of the publication services provided by the MDP.
54. *The Employer Vice-Chairperson* appreciated the collaborative attitude of the management of the Centre towards the IAO. He thought that the Centre could go further in the use of the Oracle system in order to be more cost-effective and shorten some lengthy procedures. He reiterated the long-date request of his group that a procurement manual be drafted. He supported the idea of having an independent cost-benefit analysis of the MDP.
55. *The Worker Vice-Chairperson* congratulated the Director on the completed implementation of the recommendations and looked forward to the speedy completion of all remaining matters.
56. *The Government Vice-Chairperson* stated that points 8 (procurement manual), 9 (use of waivers), 10 (terms of reference and composition of the Contracts Committee) and 14 (MDP's annual revenue forecasts by customer) needed to be addressed with urgent attention and requested further up-to-date information in this regard.
57. *The Treasurer* updated the Board on the pending recommendations. She agreed with the Employer Vice-Chairperson that the automation project in Oracle could help save time. She

added that the project also involved the drafting of a procurement manual. For recommendations 9 (Business Continuity Plan) and 11 (rapid response team), the implementation work should be finalized by the end of the year. On the collection of receivables, sums due for more than 90 days were being monitored and follow-up was being carried out on a regular basis. Waivers were no longer approved when they were motivated by a lack of time. An external consultant has been recruited and would soon start an independent assessment of the MDP's cost-effectiveness.

58. *The Board took note of the documents and requested the Director to take into account the comments and guidance provided by the Board in the follow-up.*

IV. Human resources questions (Fourth item on the agenda)

A. Report of the International Civil Service Commission

59. *The Director of Human Resources Services, Mr Zefola, introduced the document,⁷ which reported on the recommendations of the International Civil Service Commission (ICSC) and requested authorization for the Director to implement them and to take note of possible amendments to the Staff Regulations that they implied. The document also summarized the provisions of the resolution⁸ adopted by the United Nations General Assembly in December 2015 relating to a revised compensation package for staff in the Professional category and above.*

60. *The Worker Vice-Chairperson wished to know the scale of any financial implications along with the amount that the Centre would be asked to bear if the recommendations were fully implemented. He also asked that the amendments be approved without prejudice to the acquired rights of the officials.*

61. *The Employer Vice-Chairperson and the Government Vice-Chairperson had no comments to make.*

62. *The Board:*

(a) *accepted the recommendations of the ICSC subject to their approval by the General Assembly of the United Nations concerning:*

(i) *an increase by 1.02 per cent in the base/floor salary scales with effect as from 1 January 2017 on a no loss/no gain basis;*

(ii) *the consequential increases in separation payments;*

(b) *approved the amendments to the Staff Regulations contained in Appendix A.*

⁷ Document CC 79/4/1.

⁸ Resolution A/RES/70/244.

B. Collective Agreement Concerning Staff with Fixed-Term, Project-Based Contracts linked to Specific Training Activities forming a Coherent Programme

63. *The Director of Human Resources Services* introduced the document,⁹ which reproduced the main points of the agreement reached, in response to the Board's repeated requests and after a lengthy process of negotiation and consultation with the Staff Union, concerning the situation of staff employed on project-based contracts in relation to a coherent programme of specific training activities.
64. *The Worker Vice-Chairperson* welcomed the agreement and asked the Director to keep the Officers of the Board informed of the progress in its implementation.
65. *The Employer Vice-Chairperson* and *the Government Vice-Chairperson* endorsed the document.
66. *The Board approved the point for decision contained in paragraph 7.*

**V. Administrative questions
(Fifth item on the agenda)**

67. *The Deputy Director* introduced the document.¹⁰
68. *The Worker Vice-Chairperson* congratulated the management of the Centre and the staff involved for the recent renovations and improvements of the Centre's facilities.
69. *The Employer Vice-Chairperson* had no comments to make.
70. *The Government Vice-Chairperson* welcomed the efforts made by the management to upgrade the Campus facilities to ensure the highest standards of health, safety and security. He also expressed his satisfaction for the achievements in terms of ecological awareness and environmental sustainability.
71. *The Board took note of the document.*

VI. Reports of the Trade Union Training Committee and the Employers' Training Committee (Sixth item on the agenda)

72. *The Worker Vice-Chairperson* congratulated the ACTRAV–Turin staff for their hard work and dedication.
73. *The Employer Vice-Chairperson* reiterated his group's request that at least two more staff be hired for the Employer's Programme.

⁹ Document CC 79/4/2.

¹⁰ Document CC 79/5.

74. *The Government Vice-Chairperson* had no comments to make.

75. *The Board took note of the document.*¹¹

VII. Date and place of the next session (Seventh item on the agenda)

76. *The Chairperson* proposed that the 80th Session of the Board of the Centre be held just before the 331st Session of the Governing Body of the ILO, which would be held in Geneva from 26 October to 9 November 2017. Therefore, the 80th Session of the Board would take place from 26 to 27 October 2017.

77. *The Board approved the Chairperson's proposal.*

VIII. Other questions

A. Delegation of authority to finalize the report of the Board

78. *The Chairperson* informed the members of the Board that the report of the 79th Session of the Board would be considered in the Institutional Section of the 328th Session of the Governing Body. He proposed that, in order to facilitate the preparation and finalization of the report, the Board should delegate the task of approving the draft report to the Officers of the Board.

79. *The Board approved the Chairperson's proposal.*

IX. Closure of the session

80. *The Chairperson* thanked the participants for their contribution and closed the 79th Session of the Board.

Turin, 31 October 2016

¹¹ Document CC 79/6.

Appendix

Statement by the representative of the Staff Union Committee to the Board of the Centre

(27 October 2016)

Mr Director-General, distinguished members of the Board, dear colleagues.

Ladies and gentlemen,

It is an honour and a pleasure to address you today on behalf of the Centre staff in my role as Chairman of the Staff Union Committee. We express our appreciation to you, Mr Ryder, because you have always presided the meetings of the Board of the Centre.

You will all remember the excellent speech made by my predecessor, the previous Chairperson of the Committee, last year. I do not intend to repeat now what was said then, although much of what she said is still true and pending resolution today.

This year, there have been advances in the institutionalization of collective bargaining as a fundamental right of the Centre's workers, there is a more constant dialogue with management, and we have reached an important agreement on the employment conditions applicable to staff on precarious contracts. Although this agreement does not provide a solution to all of our demands, it does represent a first step in the right direction and demonstrates that there is a real, tangible possibility of improving the quality of the working environment and responding to the ambitions and expectations of the Centre's staff when management and the Staff Union Committee work together in a responsible and constructive way.

Nevertheless, to date we have still not managed to ensure sufficient respect for the principles of equality and non - discrimination; it is with sadness that we have witnessed situations that would have resulted, in a national context, in the filing of complaints to the ILO supervisory bodies for violation of the fundamental right to the equal treatment of workers who, despite having received positive performance appraisals for several years (and even up to 10 years running), have not been afforded the job stability they deserve. Likewise, there have been situations of clear interference or preference on the part of certain members of management as to the composition of the workers' representative body.

Discrimination against workers based on contract type continues to be an issue at the Centre.

Thus, there is an intolerable contradiction between what the ILO aims to foster among its member States with the promotion, implementation and compliance with the international labour standards, and the everyday practice in the Centre's human resources management.

The ILO seal that accompanies the Centre's logo and initials is a badge of honour that must be earned, setting an example and ensuring strict compliance with the international labour standards.

It is unthinkable that there should be disguised employment relationships at the Centre, yet these do exist. It is unacceptable that external collaboration contracts should mask dependent working relationships, yet this also takes place. There are workers employed by the Centre who do not have an employment contract and are, therefore, denied their most basic health and pension rights. This means that there are working relationships in all of the senses set out by the relevant international standard that are not classified as such, and this is an infringement of the most fundamental rights of these workers, as well as a clear breach of the principles and rights promoted by the ILO.

You can compare for yourselves the reduction of the numbers of staff with an employment contract at the Centre with the evolution in the number of participants and spending on external collaboration contracts.

We must face up to these deficits of decent work at the ITC in a brave and decisive way. We must uphold democracy, respect for rights and the ILO's international labour standards at our beloved International Training Centre:

- by ensuring equal rights for all workers at the Centre;
- with actions such as those ensuring participation and collaboration on the part of Centre workers and their representatives in important processes such as procedure streamlining, thereby salvaging a process which has failed until now due to an authoritarian management deaf to worker ideas and proposals. In this regard, we would like to recognize the introduction of a more efficient process workflow through the implementation of the ONE-STOP-SHOP; it has been an example of real collective effort which involved full consultation of all staff concerned.

We will soon be celebrating the Centenary of the ILO, and by then the Centre must become an example of an organization that respects each and every one of the international labour standards, without excuses, firmly demonstrating that “yes, it can be done”.

We, the workers' representatives at the International Training Centre of the ILO in Turin assure you that everyone who works here is committed to achieving this. We ask for the express support of the members of this Board and, by way of an assurance of this commitment, we request the formation of a tripartite surveillance committee which would certainly have the support of the Centre's Staff Union and, we would assume, its management.

We hope that this proposal will be noted and attended to in the Board's conclusions.

Thank you for your attention and support for the activities of our Centre.