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SIXTEENTH ITEM ON THE AGENDA

International Training Centre of the ILO, Turin

Report of the 80th Session of the Board of the Centre (Turin, 26–27 October 2017)

1. The 80th Session of the Board of the International Training Centre of the ILO (ITC–ILO) was held in Turin on 26 and 27 October 2017.
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, especially the new ones.
4. *The representative of the Government of Italy, Ms Pastorino*, reaffirmed the continued support of Italy and of the Ministry of Foreign Affairs to the Centre and its training activities and noted that the Centre had stood out over the years as a fundamental partner. The financial support of Italy to the Centre exemplified itself in the form of an *ex-lege* annual contribution in the amount of €7.85 million as well as a voluntary contribution which amounted to €1.6 million, which the Government of Italy hoped to renew in the future. She welcomed the much needed reform initiated by the Director-General and expressed her opinion that the Centre would benefit from similar such effort through rendering its own procedures more efficient. She acknowledged the Centre's efforts towards more effective use of its structures and resources. She further urged the Centre to continue its efforts for containment of costs, particularly staff costs. Finally, the speaker emphasized the importance of further development of the Centre's training activities in the wider context of the expansion of the

role of the Centre as the international hub for learning, training and innovation, and invited the Centre to enhance its focus on migration policies, especially in the Africa region.

5. *The representative of the Piedmont region, Ms Scalisi*, reconfirmed the important role assumed by the Centre as part of the UN system for training present in the territory. She highlighted the importance of the traditional collaboration between the Centre and the universities of Piedmont, which was strongly supported by the region. She confirmed that the region would try to reinstall the financial contribution to the Centre on a yearly basis, starting from 2018. She further expressed the willingness to work in the future with the Centre on joint projects that are in line with the international cooperation policy focus of the region.
6. *The representative of the Unione Industriale di Torino, Mr Rosi*, thanked the Centre's management for the good cooperation. He expressed the continued interest of the Unione Industriale to work in close collaboration with the Centre.
7. *The Chairperson* thanked the Italian national and local authorities for their continued commitment and support – both political and financial. He stressed the importance of the strategic role of the Turin Centre in the overall activities of the ILO. He mentioned that the Strategic Plan and the Programme and Budget proposals prepared by the Centre for the coming two years reflected the Board's and the Government of Italy's standing position for the need to align the activities of the Centre with the ILO's Strategic Framework and programme and budget. He commended the added value of the relationship between the Centre and its hosts in Turin since it offered opportunities to people coming from different parts of the world of work to interact with representatives of Employers, Workers and academic institutions present in Turin and in the region. He underlined that this cooperation was another important aspect of the much appreciated support given by Italian partners.
8. Turning to the agenda, the Chairperson briefly introduced the documents submitted for the Board's consideration and approval. He expressed his belief that the structure and the intent of the Strategic Plan and Programme and Budget proposals indicated that significant efforts had been made, more than any time in the past, towards making the fullest use of the Centre's added value in promoting the ILO's strategic objectives. He acknowledged the competitive training environment in which the Centre operated and highlighted the importance of continually pursuing efficiency and innovation.
9. The Chairperson then introduced the competitiveness strategy of the Centre with its three dimensions – technical, financial and institutional – and expressed the need to seek approval by the Board in order to ensure that the Centre be sustainable while operating in the service of the established values and objectives of the ILO. He also underlined the importance of the cross-cutting commitments presented in the Strategic Plan: innovation and learning; promotion of gender equality and diversity; and tripartism, social dialogue and international labour standards.
10. The Chairperson referred to the UN 2030 Sustainable Development Agenda to which the ILO had aligned its own Programme and Budget, in addition to its own major centenary initiatives. He stressed the importance of the role of the Turin Centre in ensuring that all these initiatives be a success.

B. Adoption of the agenda

11. *The Board adopted the agenda.*¹

C. Election of the Vice-Chairpersons of the Board for the period 2017–20

12. *The Chairperson* invited the groups to nominate the Vice-Chairpersons in accordance with article 3(4) of the Statute of the Centre. The Workers' group nominated Ms Cappuccio; the Employers' group nominated Mr Dubey, who, unfortunately, was absent and was replaced by Ms Giulietti for that session of the Board; and the Government group nominated Ms Gutierrez Alvaro (Government of Argentina). However, as the Board was honoured by the presence of Mr Guillermo Sosa, Minister of Labour, Employment and Social Security of Paraguay, it was he who spoke on behalf of the Government group at the 80th Session.
13. As there were no other nominations, the nominees were elected by the Board. The Chairperson congratulated the new Vice-Chairpersons.

I. Interim Implementation Report for 2016 Updated training statistics for 2017 (First item on the agenda)

14. *The Director of the Centre, Mr Liu*, presented the documents.² He reminded them that the Interim Implementation Report for 2016 covered the first year in the biennial implementation cycle of the Centre. The figures for 2016 and the training statistics for the first nine months of 2017 showed that the Centre was making good progress towards achieving the targets set in the 2016–17 Strategic Plan. The documents also illustrated that the Centre is making a significant contribution towards the achievement of the higher-level Programme and Budget for 2016–17 of the ILO.
15. On the alignment with the ILO's Strategic Framework, the Director indicated that in 2016 nearly two-thirds of the Centre's training activities had been designed and implemented in partnership with the ILO, and almost all of the Centre's training activities were thematically linked to one of the ten policy outcomes or one of the three enabling outcomes for the biennium.
16. On the outreach of the Centre's activities, he stated that indicators showed the Centre would reach 22,000 participants through face-to-face training during the period 2016–17 and likewise achieve its target for distance-learning activities. The Director insisted on the fact that the proportion of women participants in the training activities of the Centre had increased to 44 per cent, also thanks to a series of new, gender-specific, development projects financed by the Innovation Fund. The proportion of workers' and employers' representatives in the Centre's face-to-face training activities stood at 41 per cent, thus approaching the target of 43 per cent set for the biennium.
17. About the impact of the Centre's training and learning activities, the Director was proud to announce that, on the one hand, the knowledge assessment test administered at the end of the training activities showed that 87 per cent of all participants had acquired new

¹ [Document CC 80 rev.](#)

² Documents [CC 80/1](#) and [CC 80/1 Add.](#)

knowledge, which was in line with the target of 90 per cent set in the Strategic Plan of the Centre; on the other hand, the external evaluation of the training activities of the Centre linked to the theme of international labour standards showed that more than three out of four participants had applied their newly acquired knowledge after the training.

18. Throughout 2016 and 2017, the Centre had contributed to the ILO's strategy execution. For instance, it had run a number of workshops and knowledge-sharing initiatives linked to the Centenary Initiative on the Future of Work. It had also supported the ILO flagship programmes, among which, prominently, the Jobs for Peace and Resilience initiative.
19. On the finance side, in 2016 the Centre had slightly exceeded its target for earned income, consequently recording a surplus of €1.052 million. In 2017, the Centre forecast to meet its revenue target, achieving either a balanced budget or a small surplus. The Centre had also received an unqualified audit opinion from the External Auditor on its financial statements, which were fully IPSAS compliant.
20. The Director stated that the Centre continued to foster closer networking relationships and training partnerships with other organizations with a mandate to promote Decent Work for All. For example, in 2017 the Centre increased the number of partnerships with universities in Latin America and South and East Asia, among which were the Renmin University of China and the Universidad de San Martín in Buenos Aires. The Director explained that indicator 1.6 only partly captured these partnerships since it focused solely on training institutions and did not include other organizations like UN agencies or European institutions. The indicator thus under-reported the true extent of the Centre's networks and should therefore be refined in the next biennium.
21. On the challenges faced by the Centre, the Director recalled that, since the Centre had to generate two-thirds of its revenue from its services, any significant reduction in the level of funding by a major contributor impacting negatively on the financial sustainability should be seriously taken into account. In this regard, regular monitoring by the Finance Committee of key financial performance indicators, monitoring of financial results against the approved budget, proactive collection of accounts, strategy on resource mobilization and new partnerships had been taken as the mitigation actions.
22. Finally, the Director explained that for several months, a number of positions had remained vacant in the Training Department because of different factors delaying the recruitment of staff; this situation had negatively affected the workplan, particularly of the Programme for Workers' Activities and, to a certain extent, of the Programme for Employers' Activities. It could result in lower than anticipated training outreach among workers' and employers' representatives. He was nevertheless confident that these capacity constraints would be addressed by the end of the year.
23. *The Worker Vice-Chairperson, Ms Cappuccio*, thanked the Director for the Implementation Report and congratulated him and the Centre's staff for achieving most of the biannual performance targets. However, as the target set in relation to participation by ILO constituents had not been reached yet, she wished to hear how the management of the Centre would assist in improving these figures. About the disaggregated data about outcome 1, the Workers' group would prefer the data to cover a longer time frame, in order to allow comparisons over several years.
24. She was concerned to read about the causal link between captive funds and surplus, and that if there is no surplus, the amount of captive funds available for fellowships for workers and employers would be limited. Access to training for constituents should not be based on generating a surplus. For the sustainability of the constituents' programmes, captive funds

should support the programmes and provide for fellowships. Any surplus generated should be seen as additional support to be distributed across all training programmes.

25. Concerning the resource base of the Centre, she would like to know what extent of the total funds spent by the ILO on capacity development had been allocated to the Centre during the biennium. She recommended that regardless of the financial results of the Centre the participation of workers and employers in the Centre's activities be assured.
26. On the participation of workers' representatives in activities other than those delivered by ACTRAV-Turin, she regretted that the current numbers were so low and asked if a strategy had been prepared to somehow solve this issue. The Workers' group welcomed the integrated approach adopted by the programme that links ACTRAV colleagues across the global, regional and national networks with ACTRAV colleagues based in Turin. Such developments would lead to further improvements in the quality and relevance of the Programme for Workers' Activities.
27. *The Employer Vice-Chairperson, Ms Giulietti*, welcomed the exceeding and/or being on target in most of the indicators set for 2016–17, but the Employers' group missed the fact that no detailed figures regarding total captive funds allocation, staff and activities per programme were included in the report. This was a recurrent request by the group that had not been taken on board by management.
28. She would appreciate it if the figures could also include the numbers from previous years in order to have an idea of the evolution of important indicators such as number of activities and number of participants. She asked the management of the Centre to update the Board on the expectation mentioned regarding increased outreach in 2017 due to additional allocation of resources for training from the ILO in the second year of its programming cycle.
29. She commended the high success rate of competitive bidding but, to assess the productivity of such work, needed contextual information, for example on how many bids the Centre had won in 2016 and on the total amount brought in compared to the efforts and resources dedicated to this.
30. Since the Master's in Industrial and Employment Relations was presented in the report as a new successful programme, the Employer Vice-Chairperson insisted on involving the Programme for Employers' and Workers' Activities in the design of the curricula and the delivery of this Master, which had not happened for the latest editions.
31. *The spokesperson of the Government group* thanked the management for the timely submission of the Board documents and left any comments to the discretion of individual Government members.
32. *The representative of the Government of the Islamic Republic of Iran* was pleased to learn that, in 2016, the Centre had maintained a high level of satisfaction with its training services, as expressed by participants. Acknowledging the high number of participants reached through distance-learning modalities, which had considerably exceeded the target, he encouraged the Centre to continue its efforts in this regard. He invited the Centre to further provide capacity-building support to ILO constituents to facilitate national-level and regional-level conversations about the future of work and reiterated the readiness of his Government to cooperate with the Centre on this matter.
33. *The representative of the Government of Uganda* shared his appreciation towards the partners who are making the functioning of the Centre possible. Bringing to the floor his personal experience, he highlighted that the alumni are actually providing important inputs to national government in a policy level. Recognizing that his own participation on one of

the Master's Programmes of the Turin School of Development (TSD) had been made possible thanks to a scholarship offered by the Italian Government and the ILO, he suggested that the support provided should continue and expand. Therefore, the speaker suggested the establishment by the ILO of 15 scholarships for Master's participants coming from developing countries.

34. *The representative of the Government of China* commended the Centre's achievements. He expressed his appreciation to all donors who contributed to these achievements of the Centre in the various learning and training areas. He noted with satisfaction that the Centre used information and communication technologies, as well as e-learning and distance-learning methodologies in order to engage more participants from constituents and United Nations agencies.
35. *The Deputy Director, Mr Casale*, informed the Board that more communication and exchange of information would take place with ACTRAV and ACT/EMP colleagues with respect to the activities of the TSD, and in particular the Master's in Industrial and Employment Relations. Turning to the intervention from the delegate of Uganda concerning the shortage of funds to sponsor deserving fellows from developing countries for the Master's in Local and Economic Development, the Deputy Director replied that the TSD was working in close collaboration with colleagues at headquarters, particularly in the Employment Policy Department, to seek their continued financial support to this Master.
36. *The Director of Training, Mr Klemmer*, mentioned that there were various additional data beyond those presented in the annual report (like participants by region, by country of origin, by constituent group, by gender, etc.). He took note of the Workers' and Employers' request to receive such disaggregated data in order to be able to compare the statistics over the years. On the use of captive funds to finance fellowships, the Director of Training acknowledged that this was a recurrent concern and recalled the three sources of captive funds: voluntary contributions, RBTC funds and surplus funds as authorized by the Board. However, he mentioned that while keeping stable, voluntary contributions and RBTC funds had not grown in the past years. The only source where there was variation is the surplus. When any surplus was made, the Board might decide to reinvest it to finance training; with a limited surplus, the amount to be reinvested was correspondingly lower. He seized the opportunity to thank the Governments of Italy and Portugal and the ILO for their continued support in sponsoring deserving fellows and stressed that such funds were essential to the financial sustainability of the Centre's operations.
37. About strengthening the participation of workers' and employers' representatives in activities not directly linked to outcome 10 of the ILO's Strategic Framework, he reminded them that there were three pillars or means of action: the first one was the surplus; the second one, more promising, was the link to large-scale ILO development cooperation projects which have by design a focus on the constituents and allow the Centre to increase its outreach among the constituents; and the third one was resource mobilization through traditional and non-traditional partnerships, an area in which the Centre could work by using its own means either through competitive bidding or through directly negotiated agreements with donors.
38. With regard to the request for more information about the bidding processes, the speaker referred the audience to the annual report. However, he mentioned that despite the winning of a certain number of competitive bids, the majority of the funding sources secured by the Centre were direct funding agreements. The Centre intended to continue in this direction while dealing with competitive bidding as a supplementary source for diversification of income. In terms of human resources, the Centre allocates only one full-time P staff member and one part-time G staff member to the coordination of work on tenders.

39. The Director of Training mentioned that the Centre was indeed involved in the centenary initiatives. He explained that the Centre had contributed to a series of national dialogue events on the future of work and was willing to continue doing so, taking into consideration that such dialogues had developed great dynamics. The Centre was also involved in the implementation of training activities for constituents, for instance the massive online open course (MOOC) regarding the future of employers' organizations. He also highlighted that the Centre would be more strongly involved in knowledge dissemination through the online platform in support of the Global Commission. Finally, he recalled the role of the Innovation Fund in providing seed money to stimulate innovation and to empower the Centre's technical programmes to develop new products in order to capacitate constituents to successfully facilitate the transition towards the future of work.
40. *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. Strategic Plan of the ITC–ILO for 2018–21 and Programme and Budget proposals for 2018–19 (Second item on the agenda)

41. *The Director of the Centre presented the documents.*³ Both documents were the result of a participatory process, including extensive consultations held with internal and external stakeholders over the last 12 months, in order to ensure that they were fully aligned with the ILO's strategic framework and programme and budget, and that they did reflect the concerns of the ILO constituents and of the other stakeholders of the Centre. Both documents were also based on the result-based management framework. After the meeting, the Centre would refine them in order to comply with the guidance given by the Board.
42. The strategic vision reflected in these two documents consisted in positioning the Centre to be a globally competitive training institution sought after for its technical expertise in promoting decent work through capacity-building support while simultaneously meeting its financial needs and complying with the highest standards of good governance. The core target group of the Centre were the ILO constituents, ILO staff and other ILO partners, including government institutions, non-governmental organizations and private sector actors with a mandate to promote Decent Work for All.
43. The submitted documents were developed on the basis of a zero real growth budget, a strategy both ambitious and realistic, whereby incremental growth in service outreach and improvements in service quality were foreseen within the context of maintaining expenditure at the levels of the 2016–17 biennium. This had been made possible through incorporating the lessons learned from past and current strategy documents of the ILO and the Centre while considering the potential new risks in the global environment within which the Centre operates.
44. Three interlinked and mutually reinforcing dimensions constituted the pillars for the sustainability strategy of the Centre: the development dimension, the financial dimension and the institutional dimension. The development dimension captured the contribution of the Centre to the ILO's constitutional mandate of social justice through its training, learning and knowledge-sharing activities; the financial dimension referred to the capacity of the Centre to generate revenue streams that equalled its costs; and the institutional dimension related to the effective governance of the Centre, including its own internal capacity building and its capacity to reduce the environmental footprint of its operations. Each dimension had been

³ Documents [CC 80/2/1](#) and [CC 80/2/2](#).

assigned a number of critical result areas linked to wider outreach; improved quality and impact; strengthened resources base; leaner costs; effective internal governance processes; motivated and skilled staff; and environmental sustainability. All three performance dimensions respected the cross-cutting policy drivers, namely learning and innovation; gender equality and diversity; and promotion of international labour standards, tripartism and social dialogue.

45. The Director concluded by saying that the Centre would strive to provide an enabling environment that allows its staff to contribute to the best of their abilities in a positive, flexible and safe workplace. The Centre aimed to be a trusted workplace, which promotes accountability, transparency and sound labour relations. The Centre would further pursue social dialogue, with a view to promoting constructive collaboration between staff and management which builds upon a climate of mutual trust and confidence with a clear demarcation of respective roles and responsibilities.
46. *The Worker Vice-Chairperson* expressed some concerns her group had with the Strategic Plan. However, some constructive changes were suggested in relation to the structure and content of the document. According to the Workers' group, the unique contribution that the Centre offers to the world of work should be a starting point. Therefore, the group suggested a bolder vision statement that clarifies the Centre's role as a global provider of quality training in relation with the Decent Work Agenda, to be transposed at the beginning of the document. She also highlighted the important roles of ACTRAV and ACT/EMP in the overall work of the Centre. She further suggested a time frame extension of the baselines and targets in order to cover the whole period until 2021. She also noted that the Centre does not have a mechanism for the scrutiny of public-private partnerships (PPPs). A PPP policy similar to the one in the ILO would be necessary. She underlined the need to prioritize quality over pricing issues with a view to strengthening the relationship between the Centre and the ILO.
47. With regard to the Programme and Budget proposals, the group welcomed the Centre's identification of outcomes, supported the training portfolio and priority themes and suggested to limit the risk assessment issues to the most likely ones. The Worker Vice-Chairperson expressed her concerns towards the presentation of indicators that, according to the group, did not present data from each of the three ILO constituents. On the other hand, it was also requested to present constituent disaggregated data on face-to-face, blended and distance-learning programmes. The group was pleased to see the continuing support for ILO centenary initiatives as well as an increased emphasis on decent work in global supply chains. Nevertheless, the need for a more active promotion of mature industrial relations, and bargaining, was noted on this matter. Welcoming the quality issues of outcome 2, the speaker highlighted the need for addressing international labour standards in the training programmes of the Centre.
48. She commended certification of training as a means of recognizing participants' achievements and progression. She mentioned transparency and sharing of the ILO vision as two aspects to take under consideration during the use of funding from non-traditional partners. She also declared that any productivity improvement within outcome 4 should ensure and maintain the quality of training and that the staff should be consulted at every stage of the process. In this respect, the group suggested the recognition of the constructive role of ACTRAV and ACT/EMP as well as the elaboration of an up-to-date staff development and training programme.
49. Finally, the Worker Vice-Chairperson welcomed policy driver B on gender equality and diversity and suggested that the target for indicator B.1 could increase to 50 per cent. Moreover, the new targets on social dialogue, tripartism and international labour standards were welcomed as well and the indicator further strengthening the policy driver C based on

the recommendations of the independent evaluation was suggested, such as including international labour standards as the DNA of the organization. Concerning the budget, the group asked for more information regarding the absence of proposals made for the biennium 2018–19 with respect to the Innovation Fund and the Campus Improvement Fund. Finally, she stated that the group was ready to support the document if the previous observations would be taken into consideration. She made reference to the joint statement with the employers regarding some adjustments to the strategic plan and the programme and budget.

50. *The Employer Vice-Chairperson* thought that, while the Centre is always referred to as the training arm of the ILO, as also indicated in point 2 of the Strategic Plan 2018–21, there were a number of points in the latter and in the Programme and Budget proposals that the Employers' group believed did not necessarily align with that statement and unique feature of the Centre. For instance, the vision statement contained in the Strategic Plan made no specific mention of capacity building for ILO constituents. She suggested the vision statement be reviewed in order to better reflect the mandate of the Centre. Quoting the Interim Report, she would like to know why in 2016 only 39.4 per cent of the total participants were ILO constituents, which was far from the target. She had reason to believe that most probably no sufficient resources, both financial and human, had been allocated to the relevant programmes to reach it. As the target for the biennium 2018–19 had been lowered to 41 per cent, she stated that unless the management of the Centre provided enough evidence for lowering it, this indicator should be kept at least at the same level as for the ending biennium.
51. On the Programme and Budget, the speaker expected an active involvement of the Employers' Activities Programme in any development and delivery of training services to be offered by the Centre in the framework of the ILO action plan on decent work in global supply chains. She bemoaned once again the decision of the management not to hire an additional P staff member in the Programme for Employers' Activities, although this team was the smallest and its productivity the highest in the Centre.
52. The Employer Vice-Chairperson insisted that the Programmes for Employers' and Workers' Activities were units with a unique mandate to strengthen capacities of, respectively, business member organizations and trade unions. As such, and although they needed to pull their own financial weight like all programmes at the Centre have to, they were not commercially driven programmes.
53. Finally, she read the joint statement of the Employers' and the Workers' groups (see Appendix I).
54. *The representative of the Government of Argentina* noted with concern the reduction of financial resources to finance the development of new training products and to invest in the updating of competencies of the Centre's learning faculty. She also pointed to the Centre's inability to attract the necessary talent and diversity in its staff in order to be able to respond to the needs of participants of different generations, regions and educational backgrounds. She recommended that the Centre analyse the possibility of sending trainers to regional offices, with the aim of reducing the costs of funding training activities and of participants' travels, and to promote more direct and fluid links between the Centre and the regions involved. Likewise, she proposed that more specific courses be tailored to the needs of each territory. Finally, the speaker considered it advisable to generate larger campaigns of publicization of the activities in different spaces. She invited the ILO to take due note of these proposals and to facilitate the most fluid interaction between headquarters and Turin.
55. *The representative of the Government of France* said that she welcomed the Centre's priorities for action and, in particular, the flagship centenary initiatives on the Future of Work, Women at Work, sustainable Enterprises and the End to Poverty. Those priorities

included the basic issues related to work and were interlinked with a view to shared, sustainable growth leading to high-quality jobs, appropriate social protection and constructive social dialogue. They also formed the basis of the commitments made by ministers of labour within the framework of the work of international organizations.

56. *The representative of the Government of the Islamic Republic of Iran* highlighted the importance of the Strategic Plan as it encompassed the ILO's centenary in 2019 as well as the implementation of the Sustainable Development Goals. The consequences of this coincidence should be taken into account. He urged the Centre to prioritize in a coherent and consistent manner its support towards strengthening youth skills for employment, decent jobs and entrepreneurship. While investments in distance learning and mobile learning technologies were important, the speaker wished to emphasize the effectiveness of face-to-face modalities. Therefore, the Centre should continue providing to the constituents high-quality face-to-face courses.
57. *The representative of the Government of India* complimented the Centre for the training activities delivered throughout the world and took note of the fact that the overwhelming majority of them were thematically linked to the policy outcomes and enabling outcomes of the ILO Programme and Budget for 2016–17. He then highlighted the importance of partnerships at a regional level both for the enhancing of the capacities of regional institutions and for the Centre's understanding of regional and country level issues. Drawing on the recent example of eight training programmes on employment policies, conducted by the Centre and the Government of India in Afghanistan, the speaker noted that such models of collaboration had the potential to be scaled up into training hubs at a regional level. He proposed the establishment of a regional centre in Asia as a means to connect training programmes and expand the outreach of the Centre in the region. In particular, he suggested the V.V. Giri Labour National Institute of India as a potential extended arm and strategic partner of the Centre. He considered the development of new products and programmes in areas like formalization of informal work and initiation and operation of start-ups by drawing on experiences from emerging economies. The speaker finally reiterated the importance of increasing the participation from the Asia and the Pacific region, knowing that it had the largest workforce in the world.
58. *The representative of the Government of the United States* highlighted the importance of the gender dimension. More ambition should be demonstrated by simply stipulating a target of 50 per cent for the overall women's participation rate in the training activities of the Centre.
59. *The representative of the Government of China* urged the Centre to pay attention to the different training needs. He stressed that the tripartite constituents should always be consulted in the development of training material for capacity-building activities, taking into account that such training was designed for their benefit.
60. *The representative of the Government of Paraguay* mentioned that, in order to better meet the needs of constituents, employers and workers should be consulted on a regular basis. He reiterated the need to keep on consolidating the capacities of the ministries of labour as well as their vocational training institutions. He highlighted the importance of all aspects of sustainability and resources, not only from the financial point of view. He also emphasized the importance of blending face-to-face training with distance-learning modalities in order to multiply knowledge by exchanging experiences, know-how and best practices among participants.
61. *The Director of Training* thanked the members for their comments and answered the observations raised. On the vision statement, he reminded them this was the result of extensive consultations. Its aim was to help the Centre accomplish continuous progress. On the disaggregated data on training, he mentioned that the Centre's result-based management

framework was aligned to the ILO's and that both documents should be read together with the corresponding documents adopted by the ILO Governing Body.

62. If the Centre really intended to be a top-level competitor in the world of training and learning, it should guarantee the highest quality of its activities; therefore, an indicator on knowledge application had been inserted. ISO 21001 certification might be too ambitious and costly, but the objective of such a target was to allow the Centre to commission a study on what had to be done to achieve this certification.
63. Finally, on the repeated comments on the training modalities mix, the Director of Training insisted on making clear that distance learning would never replace face-to-face learning but was rather complementary to it. In the future, all activities should ideally be blended.
64. *The Chairperson* reminded the members that adopting the Programme and Budget proposals was the most important decision the Board was called to make and required the strongest support possible. Due to time constraints, he proposed that the Board endorse the Strategic Plan and adopt the Programme and Budget proposals, subject to the adjustments to be approved by the Officers of the Board, on the basis of the joint statement from the Employers' and Workers' groups.
65. *The Board endorsed the Strategic Plan and adopted the Programme and Budget proposals for 2018–19 subject to the adjustments which should be approved by the Officers of the Board, on the basis of the joint Employers and Workers statement, attached hereto. Accordingly, the Officers of the Board met on 6 November 2017 and reached an agreement on the adjustments to the Strategic Plan 2018–21 and the Programme and Budget 2018–19, which seek to emphasize the Centre's role in advancing social justice and the Decent Work Agenda and re-affirm the important role that the Programme for Workers' Activities and the Programme for Employers' Activities have in the training activities for implementing the ILO's mandate.*
66. *As per the established practice, the Chairperson invited the Chairperson of the Staff Union Committee of the Centre to make a statement to the Board (see Appendix II).*

III. Independent evaluation of training and learning activities on the thematic area of "International Labour Standards" (Third item on the agenda)

67. *The Director of Training* presented the document.⁴ The evaluated activities had been divided into two clusters. The first one included activities directly linked to the thematic area of international labour standards, assessing the contribution of such activities towards the ratification and application of standards. The second one included 12 activities linked to other thematic areas with the purpose of assessing whether international labour standards had been mainstreamed as a cross-cutting concern. Presenting the sampling methodology, the Director of Training pointed out that the activities linked to the thematic area of international labour standards had been selected through purposeful sampling in order to capture the international labour standards flagship products of the Centre, while activities linked to other thematic areas had been selected randomly in order to avoid bias. The

⁴ [Document CC 80/3](#).

evaluation methods used were desk research, participants' surveys, interviews and case studies.

- 68.** According to the evaluation's conclusions, the Centre had well-recognized international labour standards and pursued measures to integrate them into the training programmes. The international labour standards-related activities transmitted the contents and processes of international labour standards application in a comprehensive way as the training had demonstrably improved the participants' capacity to apply them. Nevertheless, some participants had noted a persistent knowledge gap in the practical application of international labour standards.
- 69.** About the relevance and the outreach of activities, training had reached out successfully to key personnel with a decisive role in promoting and enforcing the provisions of international labour standards. Participants in international labour standards-connected training activities had shown a significant level of satisfaction with the delivery and relevance to the objectives of the training. As for the training activities not directly linked to international labour standards, a number of respondents had agreed that the normative element was relevant and present, underlining though the need for a better integration of cross-cutting international labour standards elements. The courses had been shown to be effective as participants had grappled with the issue of applying international labour standards in practice, while the training offered by the Centre provided good value for money.
- 70.** The question of roles and responsibilities for promoting international labour standards during training had come up, in particular, in the sample courses for social dialogue for employers and organizing activities for workers. Participants in such training had expressed the need to receive knowledge on the specific legal instruments and their procedures of use. Moreover, the further the training moved away from the direct thematic link to international labour standards ("pure" standards-related training), the more it became a challenge to ensure that the link to the way in which the International Labour Code deals with each of the topics was maintained.
- 71.** The Director of Training proceeded with the presentation of the evaluator's recommendations according to which, the relevance of international labour standards should be brought out in all the ILO's and the Centre's activities while the training should be more focused on the application of international labour standards in practice. On the other hand, the evaluator had suggested a more diverse approach, maintaining at the same time cohesion and fundamentals of a continuous learning experience and contributing to a solid information base. Moreover, the international labour standards training modules should be rethought and tailor made; international labour standards questions should be included in the post-course evaluation, as well as knowledge of international labour standards as a selling point for tailor-made programmes and full use of the opportunities provided by tripartism.
- 72.** The Director of Training concluded with the draft response from the management to this evaluation, declaring the Centre's intention to explore the amendment of the end-of-activity questionnaire with the addition of a question related to international labour standards. Such an amendment would allow the monitoring of the application of international labour standards learning objects during training as well as the acquiring of new subjects by the participants. Moreover, the Management decided to commission a study in order to make full use of the demand for various kinds of knowledge on international labour standards as a means of promoting both its open and tailor-made training courses. Finally, in line with its Strategic Plan 2018–21 where tripartism, social dialogue and international labour standards are cross-cutting issues, another independent external evaluation would take place in order to examine training activities linked to the thematic area of tripartism and social dialogue.

73. *The Worker Vice-Chairperson* welcomed the evaluation and the quality of the report and agreed that international labour standards should be a way for approaching any topic at the Centre, in order to contribute to the various decent work challenges as well as the understanding of the importance of freedom of association and collective bargaining. Furthermore, the group expressed its agreement with the evaluator's recommendations and urged the management to follow up on all of them. The speaker proposed the policy driver on tripartism and social dialogue as the thematic area for the next evaluation.
74. *The Employer Vice-Chairperson* noted the very positive evaluation of the international labour standards training programme and congratulated the team members. Nevertheless, the group noted that it was almost impossible to implement the first recommendation on bringing out the relevance of international labour standards in all the ILO's and the Centre's activities as it did not correspond to the needs-based and demand-driven nature of the Programme for Employers' Activities. Moreover, the speaker expressed disagreement in relation to the sixth recommendation on the inclusion of an international labour standards question in the post-course evaluation as such a question was not cross-cutting with the Employers' Training Programme and would bring distortion to the final evaluation numbers.
75. *The representative of the Government of Nigeria* commended the Director of Training for introducing that sense of systematic evaluation. He highlighted the important contribution made by the ILO's budget for development cooperation and pointed out the problematic follow-up of training activities in developing countries. He therefore asked for further support and the accommodation of additional training demands within the Strategic Plan 2018–21. He also suggested the renewing of collaboration and memoranda of understanding between developing countries' representatives and the Centre. He agreed with the inclusion of an international labour standards question in the course evaluation.
76. *The representative of the Government of the Islamic Republic of Iran* questioned the size of the sample and wondered if the response rate was the one the Centre had expected. He agreed with the recommendations made.
77. *The Director of Training* noted with satisfaction the positive feedback from all three groups on the independent evaluation and acknowledged all recommendations and observations. He welcomed the suggestion of including an additional indicator on international labour standards to the results-based management framework of the Programme and Budget and of the Strategic Plan in order to examine the level to which such standards were reflected in the training courses. He mentioned that while there was always a link to international labour standards, it was not always a direct thematic link.
78. He reiterated the recommendation from the evaluator to train all of the Centre's staff in order to empower trainers to reference international labour standards during training. This would not necessarily require a separate module but would empower trainers – even in courses not directly linked to international labour standards – to subtly reference the corresponding standards, including in courses for ILO staff and those financed through Human Resources Development (HRD). About the point on the sample size, he highlighted that the sample size was representative of participants attending only courses in the thematic area of international labour standards. He acknowledged that the sample size could have been bigger, but this implied additional costs and therefore a pragmatic balance had to be reached, considering also what could be achieved within one calendar year.
79. *The Board took note of the document.*

IV. Audit questions
(Fourth item on the agenda)

**A. Financial Statements and External Auditor's Report
for the financial year ending 31 December 2016**

**B. Report of the meeting of the Officers of the Board
(26 May 2017)**

80. *The Treasurer* presented both documents.⁵ She recalled that the 2016 Financial Statements and External Auditor's Report for the financial year ending 31 December 2016 had already been adopted by the Officers of the Board in May 2017, and reminded the Board that the final budget results for the biennium would be available once the 2017 financial year has been completed and both yearly results combined together.

81. *The Worker Vice-Chairperson* had no comments to make.

82. *The Employer Vice-Chairperson* warned that the recommendations of the External Auditor should not create any additional burden on the staff of the Training Department.

83. *The Government group* had no comments to make.

84. *The Board* took note of both documents.

C. Plan for the audit of the 2017 Financial Statements

85. *The representative of the External Auditor, Mr Martin*, presented the plan.⁶ This plan aimed to express an independent opinion and reasonable assurance as well as make observations with respect to the efficiency of financial procedures, the accounting system, the internal financial controls and in general, the administration and management of the Centre. The audit would focus on the Centre's compliance with IPSAS requirements, taking into consideration the requirements on presentation, judgements and estimates, accruals and disclosures.

86. *The Worker Vice-Chairperson and the Employer Vice-Chairperson* took note of the document.

87. *The spokesperson of the Government group* insisted on the importance of transparency and accountability.

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

89. *The Board* took note of the document.

⁵ Documents [CC 80/4/1](#) and [CC 80/4/2](#).

⁶ Document [CC 80/4/3](#).

D. Report of the Chief Internal Auditor for the year ended 31 December 2016

E. Follow-up to the recommendations of the Chief Internal Auditor for the year ended 31 December 2016

90. *The representative of the ILO Office of Internal Audit and Oversight (IAO), Mr Watson,* presented the audit report ⁷ for the year ended 31 December 2016.

91. *The Treasurer* presented the measures taken by the Centre in the follow-up to these recommendations. ⁸ The Chief Internal Auditor had issued two audit reports. The first one had related to the procurement process at the Centre, in which no major control weaknesses had been identified. Six recommendations had been issued and as at December 2016, two recommendations had been fully implemented and four were ongoing. At the time of the Board meeting, a procurement manual was under design and training would be scheduled with members of the Contracts Committee and staff. The second audit report had focused on the publication services at the Centre. Ten recommendations had been made. At the end of December 2016, the Centre had implemented one recommendation fully and was actively working on addressing the others.

92. *The Worker Vice-Chairperson and the Employer Vice-Chairperson* had no comments to make.

93. *The Government group* had no comments to make.

94. *The Board* took note of the documents.

F. Amendments to the Financial Regulations with respect to proposals on the allocation of surplus at the end of a complete financial period and delegation to the Officers of the Board of the authority to approve such allocations

95. *The Treasurer* introduced the document. ⁹

96. *The Worker Vice-Chairperson, the Employer Vice-Chairperson and the Government Vice-Chairperson* had no comments to make.

97. *The Board* adopted the point for decision contained in paragraph 8 of document CC 80/4/6.

⁷ Document CC 80/4/4.

⁸ Document CC 80/4/5.

⁹ Document CC 80/4/6.

V. Human resources questions (Fifth item on the agenda)

A. Report of the International Civil Service Commission

98. *The Director of Human Resources Services, Mr Zefola*, introduced the document,¹⁰ which took into account the recommendations of the International Civil Service Commission (ICSC) for 2017 concerning the base/floor salary scale for staff in the Professional and higher categories, which, if approved by the United Nations General Assembly, would have financial implications for the Centre as from 1 January 2018. The document also included the amendments to the Staff Regulations arising from the revised compensation package for those categories of staff in order to align the provisions concerning the education grant with the corresponding provisions of the ILO Staff Regulations; and from the increase in the mandatory age of separation, which had already been approved by the Governing Body of the ILO.
99. The document set out additional amendments to the Staff Regulations giving effect to the Recognition and Procedural Agreement between the Centre and its Staff Union (2000) and requested the Board to take note of the exceptions to the Staff Regulations approved by the Director. It also updated the Board on implementation of the Collective Agreement Concerning Staff with Fixed-Term, Project-Based Contracts Linked to Specific Training Activities Forming a Coherent Programme, which had entered into force on 1 January 2017, at which time the 25 officials concerned had been offered contracts funded from variable expenditure.
100. *The Worker Vice-Chairperson* thought it would be helpful, for the sake of clarity and easy reference for staff, to include a footnote saying that “Under the UNJSPF Regulations, the normal retirement age from 1 January 2018 will remain at age 60 for participants who entered the Fund prior to 1 January 1990, and at age 62 for participants who entered or re-entered the Fund on or after 1 January 1990”.
101. *The Employer Vice-Chairperson and the Government Vice-Chairperson* had no comments to make.
102. *The representative of the Government of Japan* urged the Centre to ensure that a higher retirement age would not affect the possibility of hiring young officials.
103. *The Director of Human Resources Services* said that the Board intended to provide staff with information on the mandatory age of separation through a circular. With regard to the performance-based promotion of officials on contracts funded from variable expenditure, the Board confirmed that it had made proposals with a view to the recognition of previous performance appraisals based on the relevant provisions in force at the ILO.
104. *The Board approved the point for decision contained in paragraph 13.*

¹⁰ [Document CC 80/5](#).

VI. Administrative questions (Sixth item on the agenda)

105. *The Deputy Director* introduced the document.¹¹
106. *The Worker Vice-Chairperson, the Employer Vice-Chairperson and the Government Vice-Chairperson* had no comments to make.
107. *The Board* took note of the document.

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

108. *The Worker Vice-Chairperson* congratulated the ACTRAV-Turin staff for their hard work and dedication.
109. *The Employer Vice-Chairperson* reiterated her group's request that one more P staff member be hired in the Programme for Employers' Activities in the first trimester of 2018.
110. *The Government Vice-Chairperson* had no comments to make.
111. *The Board* took note of the documents.¹²

VIII. Date and place of the next session (Eighth item on the agenda)

112. *The Chairperson* proposed that the 81st Session of the Board of the Centre be held just before the 334th Session of the Governing Body of the ILO, which would be held in Geneva from 25 October to 8 November 2018. Therefore, the 81st Session of the Board would take place from 25 to 26 October 2018.
113. *The Board* approved the *Chairperson's* proposal.

IX. Other questions

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

114. *The Chairperson* informed the members of the Board that the report of the 80th Session of the Board would be considered in the Institutional Section of the 331st 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.

¹¹ [Document CC 80/6](#).

¹² Documents [CC 80/7/a](#) and [CC 80/7/b](#).

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

X. Closure of the session

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

Turin, 30 October 2017

Appendix I

80th Session of the Board of the International Centre of the ILO

Joint Workers and Employers Statement regarding the Strategic Plan 2018–21 and the Programme and Budget for 2018–19

Given the importance both Employers and Workers attach to the work of the ITC and the centrality of the Strategic Plan to its continued sustainability, relevance and impact, we would like to jointly table several issues of concern to our Groups. We would further like each of these concerns to be addressed through an addendum to be agreed upon and finalized by the Officers of the Board by Dec 2017. Follow up on the implementation of the addendum until the next Board meeting will be required.

The issues of concern for our Groups are the following:

1. The primary aim of the Centre is to strengthen the capacity of ILO Constituents on the Decent Work Agenda. Yet, the Vision Statement presented at the start of the Strategic Plan does not accord sufficient importance to this important role of the ITC. We would like the Vision Statement to be bolder, more positive and acknowledge the important role of ILO Constituents. We would also like the vision statement to highlight better the many opportunities rather than the risks, with many developments ongoing and potential in the area of the future of work.
2. Our Groups would like to reiterate that both ACTEMP and ACTRAV are at the core of this Centre. They have a special role to play, as the providers of training for constituents. As such, they need to be given the necessary resources (both financial and human) to fulfil their Mandate. This means, they should be sufficiently staffed, and provided with financial resources that are both predictable and sustainable, instead of overly relying on surpluses. They are special in this role and should not be considered as one of the many programmes but as core programmes.
3. Currently the Strategic Plan is lacking a baseline, targets and indicators, which should be included in the addendum in order to allow regular monitoring and reviews for improvements.
4. The Strategic Plan's indicators related to workers', employers' and governments' participation (the tripartite constituents) in the Centre's programmes should be clearly defined and disaggregated by type of training. We would like to ensure that there is sufficient balance in different types of training activities with an important role for face-to-face training. In addition, it is important to include numbers from previous years in order to have an idea of the evolution of important indicators such as number of activities, number of participants, etc.
5. To ensure a meaningful realization of the principle of tripartism in the centre, concrete measures should be planned and implemented to involve ACTEMP and ACTRAV in the design, delivery and evaluation of courses for the ILO Constituents.

6. The groups are aware of the important fund-raising efforts made by management to generate income also from self-paying participants. The groups would like to reiterate that Actrav and Actemp programmes are based on needs and demand driven service programmes and should not be commercially driven. We are further concerned about some of the language used and directions taken, such as the participation of “customers”, ISO certification etc.

Appendix II

Statement by the representative of the Staff Union Committee to the Board of the Centre (27 October 2017)

Promoting Decent Work and respect for international labour standards

It is essential for the Staff Union to be involved in discussions with management on the creation of new positions on an annual or biannual duration basis, and to be kept fully in the picture through consultations and sharing of information through a collective bargaining process. While respecting management's prerogatives, the Staff Union is nevertheless seeking a decision-making process in respect of staffing needs. We are also confident that this participatory process will have a positive impact on the Centre's working environment.

The Staff Union Committee must be involved in the decision-making process on all issues affecting staff, including team reorganization, restructuring, succession planning, circulars concerning working conditions, publication of vacancies, and so on, in line with the ILO's collective bargaining principles.

Based on the needs expressed by most of the staff, the main objectives that the SUC is proposing are as follows:

- **Contracts policy, taking into account new contracts, transformation of contracts, retirement and mobility.**
 1. Occupational levels should be restored in such a way that they are more commensurate with the current workload.
 2. The Collective Agreement signed in 2016 should be fully applied and implemented through recognition of the seniority of variable budget (VB) staff. Full recognition of past service for the purpose of personal promotion is an essential issue in implementation of the agreement, taking into account the fact that the 25 staff members concerned are working in the same departments, doing the same tasks and maintaining the same grades. It is not acceptable that the Agreement on Project-based staff signed last year just before the meeting of the Board has not yet been fully implemented. The main problem is that one year later management has still not recognized the seniority of staff who have worked for several years on a project-based contract; these staff members continue to be discriminated against since they do not have access to the procedure allowing personal promotion after 13 years of work in the same grade.
 3. New regular budget (RB) positions should be opened and initially only advertised internally, thereby giving career opportunities to current staff. VB positions should be the exception, not the norm.
 4. On the other hand we should restore the employment level the Centre had in 2010, that is with 40 more staff members, focusing on a youth employment programme for young researchers and trainers, thereby reversing the trend to reduce the staff on a regular budget through gradual absorption of staff on a variable budget into the regular budget, and offering regular employment contracts for all "false" consultants. This policy is not only financially responsible, it would in addition be a clear investment guaranteeing the future development and sustainability of the ITC-ILO.

5. The future quota of Without-Limit-of-Time (WLT) contracts should be increased (titularization exercise – transformation of fixed-term contracts into WLT contracts).
6. Short-term contracts should in no way be used as substitutes for fixed-term contracts for posts in the RB. At the same time we cannot accept the practice of having workers “in the freezer” for six months between contracts because of the Centre’s unwillingness to offer them fixed-term contracts.
7. There should be follow-up to the “Decrease of the Post Adjustment and Personal Transitional Allowance” (PTA). The Centre should apply, in agreement with the SUC, the mitigation consequent on the decision of the ICSC. In addition, a solution to, or mitigation of, the frozen salary situation of G staff for many years should also be agreed and applied, so as to avoid any form of discrimination between staff.

■ **Motivation of the staff and their identification with the Centre.**

Special attention needs to be given to the well-being of the staff, including work–life balance, maternity and paternity rights, career opportunities, mobility, teleworking, overtime and so forth. Turin staff should be considered internal candidates for ILO positions; we often talk about integration and now need to resolve this paradoxical situation as soon as possible, as the Director-General told us last February in Geneva.

■ **Greater accountability on gender and diversity issues at the Centre.**

The Centre should have a gender and diversity action plan with targets and budgets.

■ **Improvement of work organization and working conditions.**

■ **New ILO internship policy.**

Interns are a significant asset to the Centre. They offer the most recent thinking and research experience in their areas of academic study. They also have the potential to disseminate their acquired knowledge and understanding of ILO principles throughout their future professional careers. Interns are not substitutes for absent staff members, nor may they in any circumstances be treated as additional staff.

■ **Promoting the improvement of the external services, renovating and maintaining the facilities and infrastructures of the Centre.**

You may recall that last year the Board recommended an independent assessment of the MDP’s cost-effectiveness. The recommendations formulated by the Consultant who undertook the cost–benefit analysis for these activities, as mentioned in document CC 80/4/5, have not been implemented, and there will be a consequent financial and reputational loss for the Centre as predicted by the Consultant. The Staff Union opposes the decision contained in paragraph 76 of document CC 80/2/2 to close the in-house printing services that were generating a large part of the income from publications, five years prior to the depreciation of the modern full-colour offset press; this inopportune decision will deprive the Centre, the ILO and the other United Nations partners of the excellent support in the production of training, information and promotional material that was one of the pillars of the development of the self-sustainability of the Centre. It should be clear that the Staff Union will not accept any negative consequences for staff arising from wrong decisions by management.

An important issue for the Staff Union is concern about the outsourcing of the Centre’s management. There have been serious problems with the suppliers during 2017. We would recommend great care with the tender procedure and its follow-up, avoiding negative effects on the working conditions of the employees of the external companies present on campus.

The procurement process should be transparent and public, as in every UN organization. We recommend revision of the Centre tender procedures through the inclusion of social and working rights indicators, and through the participation of one Staff Union representative.

Poor procurement practices also have negative effects on the working conditions of employees of the external companies present on campus: some have been deprived of their union rights, some continue to work for months without receiving their salaries, some discover that their pension contributions have not been paid. This cannot be tolerated, especially in this Centre where we teach and preach respect for workers' rights. They are jeopardizing the reputation of the ILO and the Centre.