



International **T**rain**I**ng Centre
Centre international de **f**ormation
Centro Internacional de **F**ormación

88th session of the Board of the Centre, October 2024

88^e session du Conseil du Centre, octobre 2024

88.^a reunión del Consejo del Centro, octubre de 2024

- AGENDA

Document CC 88

Submitted for information

ITEM A ON THE AGENDA

- Election of the Vice-Chairpersons of the Board
for the period 2024-2027
No document

ITEM 1 ON THE AGENDA

- Implementation Report for 2022-23

Document CC 88/1

Submitted for information

Progress Report for 2024

Document CC 88/1/2

Submitted for information

ITEM 2 ON THE AGENDA

- Independent external evaluation of the training courses of the Workers' activities Programme

Document CC 88/2

Submitted for information

The **purpose of the evaluation** was to provide evidence of the relevance, validity of design, effectiveness, efficiency, impact and sustainability of both its online and face-to-face training activities, to assess which learning modalities are most effective and efficient, to explore good practices, lessons learnt, and to derive recommendations for the improvement and further development of the Centre's learning service portfolio.

The **focus of the 2024 evaluation** was on the training activities of the Workers' Activities Programme. The evaluation focused on 20 sampled training activities delivered in the course of 2023. The courses were chosen based on their representativeness of the training topics evident in the content and delivery of the training.

The **evaluation criteria** were based on the six OECD DAC evaluation principles. The relevance of the sampled activities to beneficiary needs (and where applicable the institutional sponsors financially supporting their participation), their coherence, the activities' efficiency, effectiveness, impact and sustainability have been assessed.

KEY FINDINGS

Relevance-Coherence-Outreach

The relevance-coherence-outreach analysis highlights the Centre as **strategically aligned with the ILO's objectives**. Survey results show high relevance of the training to participants' needs, with **98% reporting applicability of learned skills and 93% foreseeing institutional benefits**. Training evaluations focused on gender issues, labour standards, and social dialogue, indicating strong integration of these themes. (...)

Validity of Training activities

(...) Feedback indicated that over **95% of the respondents were satisfied** with how the course was structured. Similarly, participants felt well-supported, with approximately **89% reporting that they received adequate support when needed and were satisfied with the learning resources**, which they found relevant and of high quality. Despite some participants experiencing issues with internet connectivity, the technical support was viewed positively. (...)

Effectiveness

(...) These training programs exhibit **consistent effectiveness across various modalities**, including both face-to-face and online formats, despite facing logistical challenges such as accommodating different time zones and ensuring stable internet access. (...) The Workers Activities Programme faces **challenges in inter-unit collaboration** within the Centre after the institutionalized tripartite peer review mechanism for the Centre's training activities had to be set aside during the Corona Pandemic (...). Recent managerial changes aim to improve this by enhancing coordination through regular consultations and initiatives like the Catalyst Program.

FINDINGS (continued)

Efficiency

Despite the structural and financial readiness for distance learning programs, their utilization remains sometimes low, with participation rates not meeting potential. (...) The evaluation suggests a potential efficiency improvement by separating training from networking objectives, proposing that training could be predominantly conducted online with networking reserved for specific activities. (...).

Impact

The evaluation has revealed that the current focus of the Workers' Activities Programme is on individual capacity development activities (i.e. training) while the ILO capacity development approach followed by the Centre is more holistic, with a triple emphasis on individual capacity development, institutional capacity development and system-level capacity development. (...) It might therefore be important to invest in staff development activities to further systematize the current approach to institutional capacity development followed by the unit. (...) It is important to more clearly accentuate the link between ITCILO inputs and ILO impact along a multi-year results chain (...).

Sustainability

The evaluation found that while it is too soon to assess the long-term effects, early indications suggest that trainees are actively applying their newfound skills in various professional settings. A substantial 92.43% of the 317 respondents expressed a definite interest in enrolling in additional courses (...).

RECOMMENDATIONS

Recommendation 1. Build Consensus on the expected outcomes & impact

Based on the findings that there are different perspectives on what outcomes and impacts training programs should deliver, it seems advisable to clarify these aspects and align everyone behind a unified vision. According to the Centre's Strategic Plan for 2022-25, the approach suggests that individual training primarily generates outcomes and impacts at the individual level, while institutional outcomes and impacts are mainly achieved through other forms of services (such as setting up platforms and software systems, membership management systems, etc.). Both types (training and service delivery at the institutional level) can naturally go hand in hand and are likely desirable in many forms to ensure the outcomes and sustainable impact on both individual performance and institutional strengthening.

Recommendation 2. Support to Workers' Activities Programme to apply M&E processes

Support the Workers' Activities Programme to more systematically apply the monitoring and evaluation processes and tools governing institutional capacity development. A comprehensive understanding of the holistic ILO capacity development approach at the unit level, along with full proficiency in utilizing the monitoring and evaluation tools, is essential. (...) ITCILO might also want to more clearly articulate the link between its capacity development services (inputs) and longer-term positive change assessed by ILO as part of its organization-wide impact evaluations.

RECOMMENDATIONS *(continued)*

Recommendation 3. Enlarge the number of Distance participants

If training and education are the objectives, distance learning proves to be a very good and high- quality offering. Therefore, it seems advisable to certainly retain and, if possible, **expand number the digital training activities** (sic). (...) Therefore, it is recommended to **increase the number of participants per distance learning program to achieve greater inclusivity and reach**.

Recommendation 4. Enhance collaboration between units

The final recommendation is based on the observation that the structural and intensive collaboration between different units within ITCILO is rather limited, despite initiatives taken to achieve this.(...) . There is a **need for greater structural collaboration** between different units within the organization. (...). It could be considered to **reinstate the tripartite peer review mechanism** in place before the COVID pandemic and to further expand the work done since the beginning of 2024 by the ITCILO CATALYST team. **Creative strategies should be pursued to encourage interdisciplinary collaboration** and to allow trade union participants to engage without financial barriers. This could involve developing joint training programs that waive fees for these participants.

MANAGEMENT RESPONSE

In response to the first recommendation, and as part of upcoming consultations leading towards the elaboration of the 2026-2029 strategic plan and the 2026-27 Programme and Budget, **the capacity development approach of the organization rooted in the 2019 ILO capacity development strategy, will be further evolved** in a Centre-wide envisioning/brainstorming exercise (...).

In response to the second recommendation, the Centre will offer **tailored staff development activities** to strengthen the internal capacity of the Workers' Activities Programme to apply the monitoring and evaluation tools of the organization along the standard service delivery cycle. One focus of these staff development activities will be on quality assurance of **institutional capacity development services**

In response to the third recommendation, the Centre will support the Workers' Activities Programme to **further develop the suite of digital learning activities** and to expand the size of the universe of distance learners (...), while not compromising its face-to-face training activities and blended learning opportunities.

In response to the fourth recommendation, the Centre will more strongly emphasize on the facilitation of access for workers and employers' representatives in courses organized by units other than the Workers' and Employers' Activities Programmes. **The Centre will encourage joint planning and delivery of selected bipartite and tripartite+ flagship activities**. The Centre will explore (...) to **revive the pre-pandemic tripartite peer review mechanism**.

ITEM 2 ON THE AGENDA

- Independent external evaluation of the training courses of the Workers' activities Programme

Document CC 88/2

Submitted for information

ITEM 3 ON THE AGENDA

- Report of the meeting of the Officers of the Board
(May 2024)

Document CC 88/3

Submitted for information

ITEM 4 ON THE AGENDA

- Financial Statements and External Auditor's Report for the year ended 31 December 2023

Document CC 88/4/1

Submitted for information

ITEM 4 ON THE AGENDA

- Plan for the audit of the 2024 Financial Statements

Document CC 88/4/2

Submitted for information

External Audit of the ITC-ILO

Mandate of Audit

The Supreme Audit Institution of India has been appointed as the external auditor of the ILO for the term 2024-2027. Article 24 of Financial Regulations of the ITC states that the External Auditor of the ILO is the External Auditor of ITC.

Scope of Audit

Covers financial audits and compliance audits of ITC office at Turin, Italy.

Roles and Responsibilities

To Provide independent assurance to the members and stakeholders.

Objectives of Audit

Assess compliance with accounting standards and regulations, evaluate internal controls, verify and recommend measures to improve efficiency and effectiveness of procedures

Outcomes

Provide assurance on financial statements, internal control adequacy, and compliance with regulations.

Regulations

Audit in accordance with International Standards on Auditing (ISA), IPSAS and ITC Financial Regulations.

ITC Risk Assessment and Strategic Audit Plan

Audit Universe

ITC Office at Turin Italy

Risk Parameters

- Business model of ITCILO post pandemic
- Criticality of key business processes for achievement of the objectives of ITCILO
- Topics/ areas considered in past audits
- Open recommendations.
- New initiatives undertaken at the ITCILO

Audit Period

The External Audit engagement of SAI India covers the current (P&B 2024-25) and upcoming (P&B 2026-27) cycles.

Risk Areas

- Policy outcomes across above parameters.
- Departments.

Audit Planning and Execution Strategy

Audit Approach

Risk-based audit approach targeting high-risk areas like financial controls, human resources, and development programs.

Audit Schedule

Audit planning, interim audit, fieldwork, Audit Reporting and Follow up

Key Milestones

Interim audit, Audit Observations, Management letter, Final report

Risk Assessment

Review strategic and operational risks, focusing on key financial and compliance risks identified.

Financial Audit of the ITC

Objective

Verify financial statements' compliance with IPSAS, evaluate financial transactions.

Criteria

Based on IPSAS, ITC's Policies, financial regulations, applicable guidelines

Schedule

Interim and year-end audit

Focus areas

Issues related to cash management, booking under correct heads, Assets accounting and verification, working capital fund and revenue recognition issues.

Output

Auditor's opinion on financial statements, Areas for improvement, Report on implementation of past recommendations

Compliance Audit of ITC

Objectives

Compliance with Financial Rules and Procurement Guidelines

Efficiency and Effectiveness of Procurement Processes

Role of Governance Structures in Contract Management

Schedule

Interim Audit – 18 to 29 November 2024 (remote audit from India)

Financial and Compliance Audit – 10 to 28 Feb 2025

Focus Areas

- Procurement Planning and Compliance with Procurement Authority
- Supplier Base Expansion and Competition
- Fair and open competition, providing equal opportunities for qualified vendors.
- Risk Management in High-Value Contracts.
- Internal Control and Documentation
- External Collaborators and Event Expenditures.

Output

Audit report with recommendations

Audit Quality Assurance and Communication

Audit Quality Assurance

Adherence to ISA and best practices in auditing.

Internal quality control checks.

Communication Plan

With ITC: Management Communications and Responses acknowledgement.

Final Reporting: Delivery of Long Form and Short form audit report with an executive summary to the Board.

ITEM 4 ON THE AGENDA

- Plan for the audit of the 2024 Financial Statements

Document CC 88/4/2

Submitted for information

ITEM 4 ON THE AGENDA

- Report of the Chief Internal Auditor for the year ended 31 December 2023

Document CC 88/4/3

Submitted for discussion and guidance

ITEM 4 ON THE AGENDA

- Follow up to the recommendations of the Chief Internal Auditor for the year ended 31 December 2023

Document CC 88/4/4

Submitted for information

ITEM 5 ON THE AGENDA

- Human Resources questions

Document CC 88/5

Submitted for decision

Point for decision: Par. 14

ITEM 5 ON THE AGENDA

- Statement of the Staff Union

ITEM 6 ON THE AGENDA

- Administrative questions
Document CC 88/6
Submitted for information

ITEM 7 ON THE AGENDA

- Report of the Trade Union Training Committee and
Report of the Employers' Training Committee

Document CC 88/7_a and Document CC 88/7_b

Submitted for information

ITEM 8 ON THE AGENDA

- Date and place of the next session of the Board

The 89th Session of the Board will be held just before the 355th Session of the Governing Body of the ILO at a date to be confirmed.