



Learning and training on the world of work

Annual Implementation Report for 2013

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Cover:

David Gerstein, 5th Avenue A, wall sculpture, hand painted cutout aluminium.
David Gerstein, 5th Avenue E, wall sculpture, hand painted cutout aluminium.

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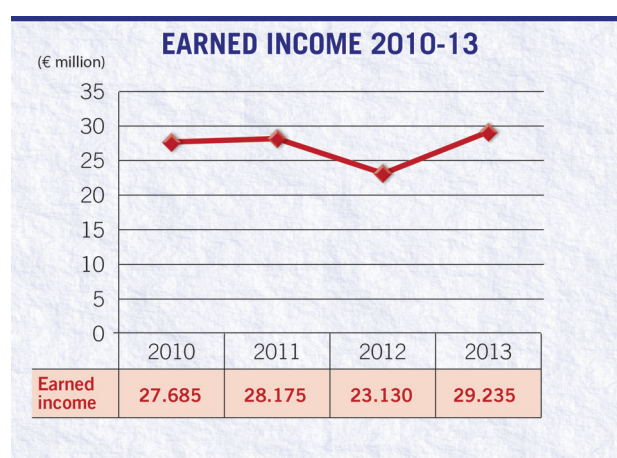
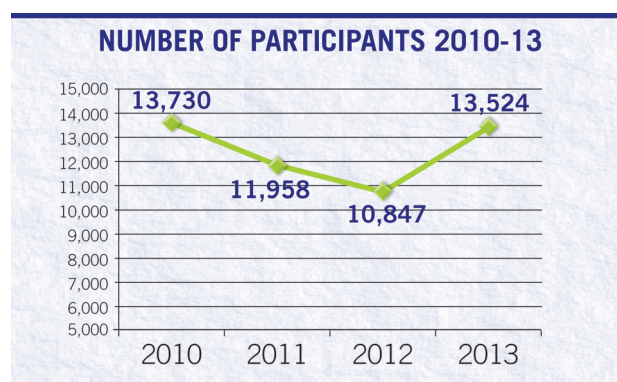
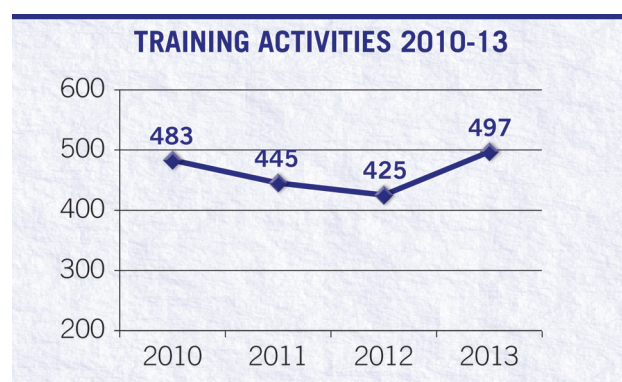
APPENDIX II: RISK REGISTER

EXECUTIVE SUMMARY

This is the second Annual Implementation Report presented to the Board by the International Training Centre of the ILO (the Centre) within the framework of its Strategic Plan for 2012-15 (the Plan). An Interim Implementation Report was submitted to the 75th Session of the Board (October 2013) which reported on results for the first half of 2013.¹ This report completes the information provided in that report giving final data for the full year as well as providing an overall analysis of the results for 2013.

During 2013, the Centre delivered training and learning activities to over **13,500 participants** across all the main policy areas of the ILO and the broader international development agenda. As well as the programme of standard courses offered on the campus, over **360 tailor-made training courses** were delivered at regional, sub-regional or country level.

Compared to 2012, there was an **increase of 17 per cent in the volume of activities; an increase of 24 per cent in the number of participants, and an increase of 26 per cent in earned income** representing significant improvement in a number of key indicators concerning the performance of the Centre. Linked to this improved performance, the overall financial result for 2013 was very positive leading to a **€2.9 million financial surplus**. The Centre also received an **unqualified audit opinion** from the External Auditors and the 2013 financial statements were prepared in **full compliance with IPSAS**.



Efforts were made across the Centre to control operating costs and where possible, reduce costs. **Reductions in staff costs of 3 per cent** were achieved. **Fixed-costs increased by 11 per cent** reflecting investments that were postponed in 2012 as well as inflation in the cost of externally provided services and utilities.

An important contributory factor to the positive outcome in 2013 was the **high-level of joint-activity with the ILO**. As 2013 was the second year of the ILO biennium, this meant that the pace of programming and delivery, both at headquarters and in the regions, gained momentum leading to higher levels of joint-delivery of capacity development training activities. Additional resources were also allocated to the Centre by the ILO to support the design and development of new products and training

¹ CC 75/2 and CC 75/2 Add.

courses in relation to the Areas of Critical Importance (ACIs). Throughout 2013, the Centre was an active participant in the **ILO reform process** through the various ACI teams as well as facilitating and supporting a number of workshops and knowledge-sharing initiatives around the ACIs.

Another very positive development in 2013 was the decision of the **Government of Italy** to make a **new voluntary contribution** to the Centre. This decision was important as it signalled the strong commitment and confidence of the Government of Italy in the work and role of the Centre.

Eleven academies were held in 2013 including two new academies: one on Youth Development and the other on Innovation in Public Investment and Employment Programmes. The second edition of the Gender Academy attracted almost 170 participants and the opening session was addressed by the Chairperson of the ILO Governing Body, Ambassador Velasquez Avilés. The second stage of the **evaluation of a selected number of academies** was completed and the findings of the evaluation will be presented to the 77th Session of the Board (October 2014).

A **Gender Action Plan for 2012-15** was adopted in 2012 to enhance gender equality in the Centre's human resources policies as well as in the design and delivery of all training activities. In 2013, the percentage of women participants decreased slightly over 2012 (from 42.7 per cent to 40.6 per cent). A progress report on the implementation of the Gender Action Plan will be presented to the 77th Session of the Board (October 2014).

The **Turin School of Development** launched the first edition of the Spanish version of the Masters in World Heritage and Cultural Projects for Development in collaboration with the University of Barcelona as well as the first edition of the French version of the Masters in Public Procurement Management for Sustainable Development in collaboration with SciencesPo. Agreements were signed with six universities as partner institutions in the **Ph.D. Programme**.

Under the **Innovation Fund**, one of the main projects benefitting from the fund was the e-campus which was launched in January, 2014. A harmonized certification framework was agreed and is being implemented in 2014.

The local authorities of the **Piedmont Region, the City of Turin** and the **Chamber of Commerce** continued to actively support the Centre. A new agreement was signed with the City of Turin covering the period 2013-15. Two major local foundations i.e. the **Compagnia di San Paolo** and the **Fondazione CRT** provided support to the work of the Centre, including to the renovation of the Europe Pavilion. The Centre also signed a new cooperation agreement with the **European Training Foundation (ETF)** based in Turin.

Overall, 2013 was a positive year for the Centre reflecting the commitment and joint efforts of both the staff and management. The positive achievements of 2013 provide a solid foundation to build on in 2014-15 as well as enabling the Centre to make a number of strategic investments for the future.

Section I of this report provides information on action taken on the five priorities set down in the Strategic Plan (2012-15); Section II provides information on the progress made on the targets set for 2013 as well as the overall targets set for the period 2012-15; Section III provides information on Risk Management and Section IV summarizes the main training and learning activities undertaken by each of the technical programmes.

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

1. This section of the report provides information on action taken in 2013 on the five priorities set down in the Plan. These priorities inform and guide the work of the management team.

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

2. The data and information provided in this report are intended to enable the Board to track progress in relation to the achievement of the specific targets set for 2013 as well as the medium-term targets set down in the Plan.

3. As 2013 marked the half-way point in the implementation of the Plan, it is opportune to take stock of progress in implementing the Centre's results-based framework. In a number of areas, the annual targets set under some indicators were exceeded in both 2012 and 2013. In relation to others, the Centre failed to meet the annual targets, most importantly in 2012 in relation to those set for participants from tripartite constituents' organisations. It also became clear in 2013 that there was a problem with the formulation of indicator 3.2 both from the point of view of definition and measurement.

4. In the light of this mid-point stock-taking exercise, the Programme and Budget for 2014 adopted by the Board at its 75th Session (October 2013) contained certain remedial measures to be implemented in 2014. These included more realistic targets under indicator 1.1 and the introduction of a supplementary indicator to address the measurement problems with indicator 3.2.

5. Important lessons were learned from the experience of 2012-13 in relation to the implementation of a results-based framework generally and more specifically, in relation to the formulation of indicators and the setting of targets. It is clear that there is a need to continue to carefully monitor the indicators and targets in the light of this experience and to improve the collection and analysis of the underlying data. Improvements in data collection and analysis have already led to more accurate and realistic target-setting in 2014. On-going fine-tuning and adjustment of targets will continue to be required in the light of experience over the period 2014-15. Such adjustments were foreseen in the Plan.²

6. As part of the results-based approach to its work, the Centre participated in the ILO's Outcome-based work planning exercise (OBWs) and continued to collect and monitor data in relation to Decent Work Country Programmes (DWCPs) and Country Programme Outcomes (CPOs) to assist it to identify capacity development training needs of ILO constituents in countries and regions. The Centre linked its training activities to ILO outcomes and actively participated in the review of the ILO OBWs for 2012-13. In 2013, the Centre exceeded the target set for the percentage of training activities designed and delivered in collaboration with ILO technical departments and field offices.

Priority 2: Reinforcing the governance role of the Board

7. The Interim Implementation Report for 2013 was considered by the Board at its 75th Session and the Annual Implementation Report for 2013 is presented to this Session of the Board. These implementation reports provide the Board with the opportunity to monitor performance under the

² Strategic Plan for 2012-15 (para. 20): "This is the first time that the Centre is using an explicit results-based framework. [M]any of the targets have been deliberately set at an ambitious level as it is recognised that this is a learning exercise for the Centre which will evolve in the light of experience. Inevitably, some of the targets will not be achieved but this risk is accepted as underlying this exercise is a strong commitment to do things better, to change and to innovate."

results-based framework and to provide guidance and feedback to the management.

8. The annual report of the Office of Internal Audit and Oversight is presented to the Board summarizing the findings and recommendations of internal audits or investigations undertaken by it. A report on the Centre's follow-up to the 2013 recommendations of the Internal Auditor is also presented to the Board. The plan for the audit of the 2014 financial statements will be presented to the 77th Session of the Board (October, 2014).

9. The Centre became fully IPSAS compliant at the end of 2012 and the 2013 financial statements were prepared in full compliance with IPSAS. Further to a discussion at the 75th Session of the Board and the subsequent recommendation of the Officers of the Board, an additional Session of the Board is organised in 2014 to coincide with the International Labour Conference being held in Geneva. This will enable more timely consideration by the Board of the annual implementation report, the financial statements and the external auditors report.

Priority 3: Diversifying the resource base and increasing outreach

10. The Centre stepped up its efforts to diversify its resource base and increase outreach. While existing relations with traditional multi-bilateral development partners were nurtured, additional collaborative linkages were built with non-traditional development partners and with non-state actors. In parallel, collaboration with the ILO was further intensified.

Governments

11. In 2013, the partnership with Wallonie-Bruxelles International was renewed for a further two-year period and three projects were approved for the Maghreb, the Great Lakes Region and Burundi. An agreement with the Government of Japan was signed for a one-year detachment of an official from the Ministry of Health, Labour and Welfare and for a financial contribution for the implementation of training in the Asia and Pacific region. The Government of Portugal approved a project on 'Decent work and sustainable development' for Portuguese speaking countries. New collaboration was initiated with the Ministry of Labour of Qatar and with the Ministry of Labour of Saudi Arabia. A new training programme was funded by the Ministry of Education of Iraq and collaboration started with the

Ministry of Finance of Yemen. A contract for technical assistance on public procurement reform was agreed with the Ministry of Planning of Bangladesh. The Organization of American States continued its funding for participants from Latin America. Collaboration continued with the Diplomatic Institute of Italy for training diplomats and officials of the Ministry of Foreign Affairs. The second phase of the SAFE work project, funded by the Office of the Prime Minister of Italy, was also approved. Contributions were received from the development agencies of Australia, France and Germany.

Academia and training institutions

12. Collaboration continued with the Technical and Vocational Training Corporation of Saudi Arabia for the third consecutive year and six training events were organized on campus for their staff. Collaboration started with the Michael Imoudu National Institute for Labour Studies of Nigeria for the implementation of a training programme on pension schemes. Agreements were also concluded with the Centre on Migration, Policy and Society of the University of Oxford for joint implementation of a training course on labour migration and with the University of Cape Town for joint delivery of a new course on innovation in public employment programmes. The School of Finance and Banking of Rwanda renewed the agreement for the delivery of the Masters Programme on Public Procurement. A three-year cooperation agreement was signed with the École nationale d'administration et de la magistrature (ENAM, Cameroun). Memoranda of Understanding were signed with Nanjing University for collaboration on corporate social responsibility and enterprise development and with the 'Procuraduría General de la Nación' of Colombia for collaboration on international labour standards. The agreement with the Institute of Rural Management of Pakistan was renewed for three years.

The European Commission

13. Through competitive bidding, contracts amounting to €650,000 were acquired for the following four projects: Cross-border cooperation in the Mediterranean, Euro-Med GREEN JOBS; Mutual learning in the field of skills and employment, Restructuring F.O.R.M Pact; Addressing European governance of temporary migration and mobility to Europe; and an ETUC initiative to implement a European network of assistance for integration of migrant workers and their families. The new projects were acquired from EuropeAid/ENPI (European Neighbourhood and Partnership Instrument), the 7th Framework Programme and DG-Home reflecting

greater diversification of sources of EU funding beyond DG-Employment. Through UNDP, the Centre was entrusted with capacity building actions concerning the local dimension of migration and development in the context of phase 2 of the Joint Migration and Development Initiative (JMDI Programme) funded by the EC. Through the ILO, the Centre implemented two components of the ILO-EC joint-management agreement under the social dialogue and industrial relations budget lines.

The United Nations System

14. Collaboration continued with UN System partners for the development of training packages, e-learning modules, knowledge platforms, staff development and joint implementation of training events. This included initiatives with FAO, OHCHR, UNECE, UNICEF, UNITAR, UNMIL and UN Women. UN/DESA requested the Centre to undertake the induction course of UN Fellows.

Non-state actors

15. The cooperative agreement with the Inter-American Foundation was renewed for two years for the production of new training materials and courses on local development for Latin America. An agreement was signed with the Jacobs Foundation which contributed to the Youth Academy and sponsored participants from Africa. A consultancy agreement was concluded with BMB Mott McDonald to provide an SIYB training programme in South Sudan. AGFUND approved a project for Zambia on "Management of microfinance institutions." Collaboration continued with the Saudi Credit and Savings Bank.

16. The Centre continued its collaboration with local foundations, namely the *Compagnia di San Paolo* and *Fondazione CRT* which contributed to the various Masters Programmes of the Turin School of Development. The Chamber of Commerce, Industry, Agriculture and Handicrafts of Turin also contributed to the Turin School of Development.

17. The Centre also collaborated with the *Instituto Ethos and Petrobras Biocombustível* (Brazil). Training materials were adapted for the promotion of green jobs in specific value chains and a number of training activities were implemented. The programme supported the development of sustainable supply chain strategies incorporating poor farmers in the supply chains as mandated by Brazilian regulations.

18. In the context of an EU-funded project, the Centre collaborated with Italy's largest energy company ENEL to support the information and consultation mechanisms of its European Works Council members and human resources managers. The Centre developed and implemented a training package aimed at improving industrial relations at company level in a number of EU Member States (Italy, Romania, the Slovak Republic and Spain).

The ILO

19. Collaboration with the ILO intensified, both with technical departments in headquarters and with ILO field offices. The volume and scope of collaboration significantly increased, with an emphasis on social protection, social dialogue and workers' and employers' training activities. The Centre was requested by the ILO to implement a number of activities linked to the eight Areas of Critical Importance (ACIs) including the establishment of online Communities of Practice, the facilitation of knowledge-sharing events and expert meetings, and the development of ACI pilot products.

20. The Centre jointly implemented with HRD an ILO staff development programme of activities including induction training for ILO officials, seminars on project cycle management and on resource mobilization strategies.

Priority 4: Reforming internal operating and administrative procedures

21. During 2013, the maturity of the overall IT governance significantly improved and has been aligned with the recommendations of the UN Joint Inspection Unit on "Information and Communication Technology Governance in the United Nations System Organizations."³

22. Following the adoption of ISO 27001 as a formal standard for IT security, IT security policies were published providing the foundation for strengthening security in IT areas and IT security awareness training courses were conducted. A formal IT security assessment based on ISO 27001 was conducted in 2013. A comparison of the results with the one performed in 2011 indicated significant improvements in many security management domains.

³ JIU/REP/2011/9.

An IT Business Continuity Plan was prepared, tested and became fully operational in 2013.

23. The Business Process Review (BPR) undertaken in 2011 made recommendations to modify procedures and establish tools to consolidate financial data, eliminate data duplication and double data entry. The implementation project has been completed with the deployment in 2013 of new tools to streamline activity budgeting, invoicing processes, IPSAS-compliant management of funding agreements and allocation of revenue across the accounting year. The Business Intelligence system was completed providing managers with real-time key business information.

24. Work started in 2013 on unifying the Centre's web presence which is currently fragmented across a number of web sites. Guidelines were issued on the roles and responsibilities of the various actors involved in the creation and maintenance of content for the public web site. The second phase of this project will migrate all of the existing public web sites towards a single public web site. This project will conclude in 2014.

25. A project to select and customize software to manage contacts and the promotion of Centre activities in a more structured and professional way was successfully piloted in 2013. This software is now being progressively rolled-out.

26. Progress was made to further improve the efficiency of the IT infrastructure such as Data Centre virtualization and consolidation, better management of energy consumption, virtual desktop infrastructure and thin client computing. These initiatives will contribute to the implementation of Green IT, more efficient delivery of services and overall enhancement of IT support to the Centre's activities.

27. At the end of 2013, preliminary discussions on the development of a workflow for the formal approval of documents to replace circulation of paper documents started and a prototype for the approval of some key documents will be available in 2014. The introduction of a document management system for training activities is also under consideration and a prototype will be developed in 2014.

Priority 5: Upgrading the campus facilities

28. The new security and access system, in line with recommended UN Minimum Operational Security standards (MOSS), was completed in December 2013.

29. Renovation of the Pavilion Europe started in December 2013. The construction works will be completed by end of July 2014.

30. Further works to increase disability access were carried out in many areas of the campus. Entrances to several buildings were adapted and equipped with sliding doors.

31. A review of emergency and evacuation procedures was undertaken and an Emergency and Evacuation Plan was prepared. The Plan identifies roles and responsibilities and sets out the procedures to be followed in case of emergency. Works were carried out to improve fire prevention and to better protect critical assets such as the Data Centre.

32. Other improvements of the campus facilities included the replacement of the air conditioning system in Pavilion Italy with more efficient technology in terms of performance and energy consumption. A phased refurbishment of the residential accommodation was also started.

33. The Centre completed procurement processes for major services contracted out to external providers covering catering, hotel cleaning services, business travel and general cleaning services. This led to a global review of these service requirements and generated important cost savings.

34. All of the remaining steps were completed in the Eco Schools Programme of the Federation for Environmental Education (FEE) leading to the award of the Green Flag in February, 2014. Further measures have also been implemented to enhance the Centre's capacity to collect and separate waste, and to monitor energy consumption. A greener approach was taken to major procurement actions.

35. A campus-wide Wi-Fi infrastructure was implemented covering all public spaces in the campus such as the reception, the self-service canteen, the restaurant and the coffee lounge as well as in hotel rooms, classrooms, and offices.

II. OUTCOMES, INDICATORS AND TARGETS

36. The Plan set down three outcomes, indicators and targets for the period 2012-15. Annual targets under each indicator are set in each Programme and Budget to enable progress towards achieving the targets to be tracked on an annual basis. This section of the report provides information on the progress made vis-à-vis the targets set for 2013 as well as the overall targets set for the period 2012-15.

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

37. This outcome seeks to measure the extent to which the training activities delivered for ILO constituents contribute to the achievement of ILO outcomes and the Decent Work Agenda at country or global level. This is explicitly linked to the mandate given to the Centre under the Follow-up to the Declaration on Social Justice for a Fair Globalization (2008). It also relates to the ILO's cross-cutting strategy of developing the capacity of constituents as formulated in the ILO Strategic Policy Framework for 2010-15 and Programme and Budget for 2012-13.

Indicator 1.1: Annual number of participants, disaggregated by gender, from tripartite constituent organizations out of the total number of participants			
Baseline (2010)	Target 2013	Results 2013	Target 2012-15
1,346 employer participants	1,200 employer participants	1,272 employer participants	1,500 employer participants
1,937 worker participants	2,000 worker participants	1,999 worker participants	2,200 worker participants
1,293 labour ministry participants	1,200 labour ministry participants	1,330 labour ministry participants	1,500 labour ministry participants
3,500 other governmental and public institutions participants	3,500 other governmental and public institutions participants	4,321 other governmental and public institutions participants	3,500 other governmental and public institutions participants
40.2 per cent women	43 per cent women	37.6 per cent women	48 per cent women

38. The outreach to ILO constituents significantly improved in 2013 due to a number of factors including internal resource allocation decisions as well as increased demand from the ILO. The Centre met or exceeded the targets for representatives from workers' and employers' organizations set in the 2013 Programme and Budget. With a view to making further progress on this in 2014-15, a package of complementary internal measures to increase support to both the Workers' and Employers' Programmes is being implemented in 2014.

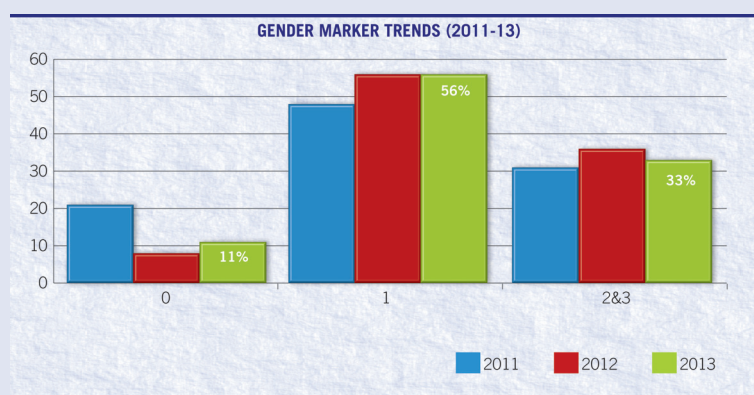
39. The 2013 target for participants from governments and public institutions was exceeded. The relatively large number of representatives from government and public institutions is partly explained by the implementation of two large training projects on public procurement in the Balkans and in Rwanda and a training programme for managers and trainers of the Technical and Vocational Training Corporation of Saudi Arabia. The increase in demand from the ILO also made a direct contribution particularly in the area of labour administration as these training activities are largely planned and financed in close collaboration with the relevant ILO programme.

40. The Centre did not reach its target of 43 per cent for women participants in 2013. This indicator is strongly influenced by the mix of training activities as well as the regional scope and nature of projects and training activities.

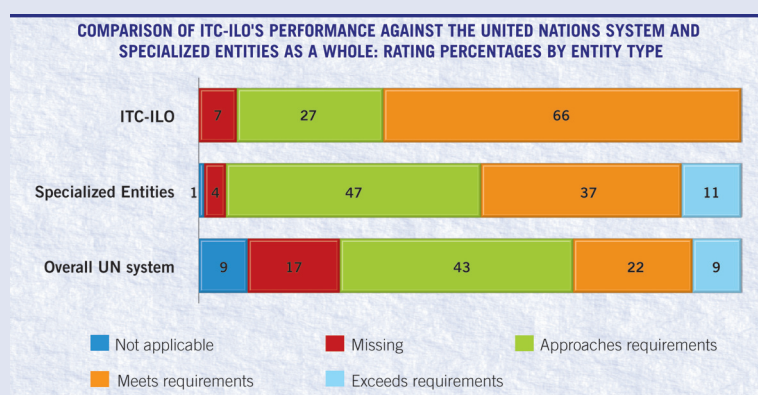
Box 1: Gender mainstreaming in Centre training activities

The Centre participated in the first round of reporting on the UN System-wide Action Plan for Gender Equality and the Empowerment of Women (UN-SWAP). In its analysis of the results achieved, UN Women stated that the Centre's "use of a gender marker used to determine the integration of gender issues in the specific implementation of courses and other capacity-building activities makes it a System-wide leader in the area of programme review."

The gender marker is a one-digit coding system (on a 0 to 3 scale) grounded in the gender accountability work done by OECD/DAC and UNDP, allowing the Centre to measure its projects and activities in a consistent way vis-à-vis systems utilised by major donors and UN agencies. The code assists with identifying whether or not training activities are designed in a gender-sensitive way.



In 2013, almost **90 per cent** of the training activities rated with the gender marker scored between 1 (demonstrating that some efforts were made to address gender issues in the activity) and combined 2&3 when an activity is fully mainstreaming gender equality in a **significant** way.



The Centre met the requirements for ten of the 15 UN SWAP performance indicators and approached requirements in another four. UN Women encouraged the Centre "to build on its significant successes in the area of gender equality and the empowerment of women to set higher targets where feasible for 2014."

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

Baseline (2011)	Target 2013	Results 2013	Target 2012-15
99.4 per cent of former participants responding to ex-post surveys indicated at least some improvement in their performance as a result of their participation in the training and learning activities.	90 per cent of former participants from labour ministries, employers' and workers' organizations responding to ex-post surveys indicate that their performance improved as a result of their participation in the Centre's training and learning activities.	100 per cent of former participants from labour ministries, employers' and workers' organizations responding to ex-post surveys indicate that their job performance improved as a result of the training.	70 per cent of former participants from labour ministries, employers' and workers' organizations responding to ex-post surveys indicate that their job performance improved as a result of the training.

41. This indicator is monitored through a standardized follow-up evaluation process. An on-line questionnaire is sent to all participants in standard courses, 6-8 months after the training ends. The questionnaire elicits information about the benefits that the training generated during the semester that followed the training. In 2013, 217 former participants in standard courses from labour ministries, employers' and workers' organizations responded to the follow-up questionnaire. All indicated that their job performance had at least slightly improved as a result of their participation in the training. Sixty-five per cent of them classify their job improvement as large or very large.

As in previous years, the use of materials distributed during the training and the use of professional networks established through the training seem to support the improvements in job performance.

42. As noted by the Board in previous discussions on this indicator, these results have major limitations in the measurement criteria and data collection method. The low response rate - about 70 per cent of the contacted participants do not respond to the assessment questionnaire - raises questions about the validity of the results. Also, the picture is incomplete as non-standard training activities are not included in the surveys.

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

Baseline (2011)	Target 2013	Results 2013	Target 2012-15
16 per cent of institutions of former participants surveyed to evaluate the impact of the Centre's training and learning activities on their institutions.	20 per cent of institutions of former participants surveyed to evaluate the impact of the Centre's training and learning activities on their institutions.	20 per cent of institutions of former participants were surveyed to evaluate the impact of the Centre's training and learning activities on their institutions.	50 per cent of institutions of former participants surveyed to evaluate the impact of the Centre's training and learning activities on their institutions.

43. Similar to Indicator 1.2, this indicator is based on the standardized follow-up evaluation process. To measure this indicator, it is assumed that every participant represents a different institution. This assumption is necessary because institutions are not directly involved in the current evaluation methodology. In 2013, 695 former participants representing labour ministries, employers' and workers' organizations were surveyed as they all participated in standard courses implemented during the period July 2012 - June 2013. These participants represented 20 per cent of the total of 3,485 participants from ILO constituents who participated in any training activity (standard or non-standard) during the same period.

44. Responding participants provided very positive feedback on the use made by the institutions of the knowledge and competencies acquired: 38 per cent of them report a large or very large improvement in the organizational performance as a result of Centre's training; 42 per cent report a moderate improvement.

45. To overcome the identified limitations in the evaluation surveys used to measure progress under indicators 1.2 and 1.3, changes in the evaluation methodology are being piloted in 2014 and a revamped evaluation process will be launched in 2015 with a view to improving the response rate and the data collection methods.

46. As requested by the Board, an evaluation of a number of academies will be presented to the 77th Session of the Board (October 2014).

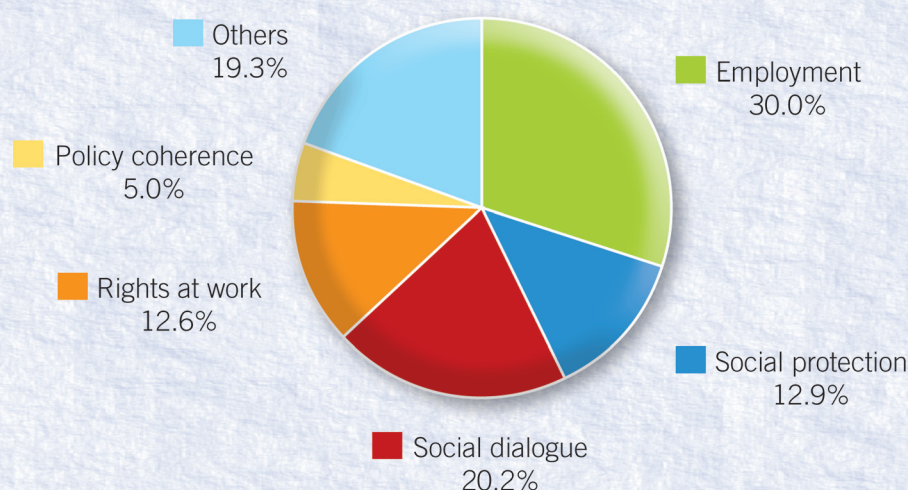
Indicator 1.4: Volume of training income linked to the ILO's 19 outcomes

Baseline (2010)	Target 2013	Results 2013	Target 2012-15
76 per cent of annual training income.	78 per cent of annual training income.	80.7 per cent of annual training income.	80 per cent of annual training income.

47. Training activities are systematically linked to relevant ILO outcomes with a view to measuring the actual contribution made by the Centre's training and learning programmes to the 19 ILO outcomes. Chart A shows the breakdown of training income by ILO Strategic Objective. Compared to 2012, the main variations were an increase linked to employment promotion, a shift towards outcomes under the social dialogue dimension, and a decrease linked to other themes like sustainable development.

48. The Centre exceeded its 2013 target under Indicator 1.4 and also exceeded the target of 80 per cent to be reached over the period of the Plan. It is important to note that Indicator 1.4 is particularly sensitive to the funding mix of the Centre since training activities linked to a theme like social dialogue often depend on voluntary contributions from ILO and other development partners. By contrast, training activities linked to employment promotion often meet strong market demand from self-paying clients.

CHART A
INCOME FROM ACTIVITIES BY ILO STRATEGIC OBJECTIVE IN 2013



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

Baseline (2011)	Target 2013	Results 2013	Target 2012-15
65.8 per cent.	70 per cent.	48.7 per cent.	60 per cent.

49. Indicator 1.5 covers both tailor-made activities designed and implemented upon request and in collaboration with the ILO and the active involvement of the ILO technical sectors and specialists in the delivery of standard courses and academies. Data show that almost half of all training activities of the Centre were drawn up and implemented in collaboration with different ILO technical sectors and offices. Collaboration with ILO technical departments and offices increased significantly in 2013 as is traditionally the case in the second year of the ILO biennium as well as the increase in demand for ACI related activities. In spite of this, the target is

substantially below that set for 2013 as the efforts of the Centre to diversify its income base also bore fruit. As the number of training activities carried out for other UN agencies, governments, and non-state actors increased, the ratio of activities carried out in collaboration with ILO decreased. The interaction between this indicator and Indicator 2.1 (number of activities carried out in partnership with either a national, regional or international training or academic institution) and Indicator 3.1 (diversification of the resource base) needs to be carefully monitored and points to a need to refine these measurement criteria in the future.

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

Baseline (2010)	Target 2013	Results 2013	Target 2012-15
517 ILO staff.	700 ILO staff.	651 ILO staff.	600 ILO staff.

50. The Centre did not reach its target of 700 ILO staff set for 2013. However, as in previous years, it exceeded the target set in the Plan by almost 10 per cent. This can be explained by the increased collaboration since 2011 with the ILO Human Resources Development Department but also by the capacity of technical programmes to attract ILO staff with tailored offerings covering themes like green jobs, sustainable enterprises, labour inspection and Decent Work Country Programme analyses. The target for 2013 was adjusted upwards based on 2012

performance figures which reflected the participation of ILO staff in a series of self-learning induction modules on International Labour Standards, Tripartism and Gender Equality. These three on-line modules were transferred by the Centre to the ILO's on-line learning platform in 2013. For 2014, this points towards the need for stronger emphasis on self-guided and tutor-based distance learning modalities for ILO in addition to face-to-face training in the field and on the campus.

Box 2: About the work of the Centre in the Areas of Critical Importance

The ILO Programme and Budget 2014-15 introduced the concept of Areas of Critical Importance (ACIs) for ILO work in the biennium. ACIs respond to situations which are major and topical, affecting large numbers of employers and workers and of high concern in a significant number of countries; where the need for change is evident and where the ILO can make a difference; and which have been the subject of International Labour Conference, Governing Body or Regional Meeting decisions or concerns otherwise expressed by constituents. The eight ACIs are as follows:

- Promoting more and better jobs for inclusive growth
- Jobs and skills for youth
- Creating and extending social protection floors
- Productivity and working conditions in SMEs
- Decent work in the rural economy
- Formalization of the informal economy
- Strengthening workplace compliance through labour inspection
- Protection of workers from unacceptable forms of work

The Centre made an active contribution in 2013 to the work of the ACI Task Teams set up by the ILO. At the request of the ILO, the Centre developed on-line Communities of Practice for ACI task team members. The Centre also developed a number of innovative ACI pilot training products for the ACI on Productivity and working conditions in SMEs and the ACI on the Formalization of the informal economy. The Centre also facilitated a number of workshops and task team meetings and expert meetings around the various ACIs. With a view to reflecting the ACI priorities in its own work, the Centre has established an ACI Programme Development function tasked with the design of new initiatives that cross-cut the areas of expertise of the different training programmes.

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

51. This outcome seeks to assess the extent to which the Centre's institutional capacity building interventions contribute to the promotion of the global Decent Work Agenda with emphasis on the dissemination of knowledge of ILO values, policies and tools, including international labour standards and tripartism.

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

Baseline (2011)	Target 2013	Results 2013	Target 2012-15
17.3 per cent of the Centre's activities implemented in partnership with other training, research and academic institutions.	30 per cent of the Centre's activities implemented in partnership with other training, research and academic institutions.	14.7 per cent of the Centre's activities implemented in partnership with other training, research and academic institutions.	30 per cent of the Centre's activities implemented in partnership with other training, research and academic institutions.

52. The establishment of partnerships with international, regional or national training and academic institutions continues to be a core component of the Centre's strategy to contribute to institutional capacity development and to increased outreach. Some of the joint-activities are implemented in the framework of institutional partnerships while others are the result of *ad hoc* collaboration. A major example of the first type of joint activity is the Turin School of Development run by the Centre in collaboration with universities in Italy, France and Spain.

53. The data show that in 2013 the Centre fell short of meeting its target for collaboration with local, regional or international academic and training institutions. This is partly explained by the increase in the number of training activities carried out on behalf of ILO. Nevertheless, the 2013 results point towards the need for the Centre to put more effort into becoming a networked organization and to open up new partnerships for delivering training jointly with local partners at national and regional level.

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

Baseline (2010)	Target 2013	Results 2013	Target 2012-15
13,730 participants	12,000 participants	13,524 participants	12,500 participants
102,365 participant/days	95,000 participant/days	104,156 participant/days	100,000 participant/days
43.2 per cent women	45 per cent women	40.6 per cent women	50 per cent women

54. The Centre exceeded its targets set for 2013 and in the Plan, measured in terms of number of participants and number of participant/days. As indicated already, the strong growth in market outreach has been driven mainly by the increased demand from the ILO and a number of technical cooperation projects.

55. A source of potential concern is the reduction in the share of women participants, standing now at about 41% and thus below the 2013 target of 45 per cent and the 50 per cent target set in the Plan. A number of initiatives are under consideration to reverse the trend including more gender-sensitive programming of voluntary contributions and targeted outreach campaigns among women and/or service offerings tailored to women.

56. Table 1 shows the breakdown of activities and participants in 2012 and 2013 by type of activity. The table indicates that all types of activities have registered an increase in numbers, but that the sharpest increase has been in activities in the field, a direct consequence of the increased number of partnerships with academic institutions and training centres. Also, in relative terms, blended activities have grown fastest in the training portfolio. In light of the rollout of the e-campus in 2014, blended activities that combine distance-learning modalities with face-to-face training on the campus or in the field should continue to register the fastest growth rate in 2014.

TABLE 1: DISTRIBUTION OF ACTIVITIES BY TYPE OF TRAINING IN 2012 AND 2013

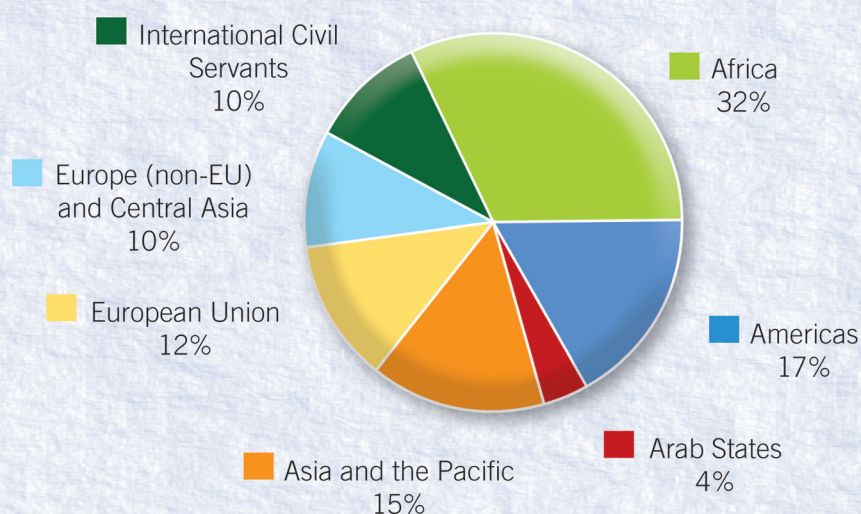
	2012				2013			
	Activities	Participants	Days of Training	Participant days	Activities	Participants	Days of Training	Participant days
At the Centre	172	4,244	1,119	29,283	179	4,602	1,166	32,511
“Blended-C” (Distance plus face-to-face phase on Campus)	21	523	773	20,957	20	559	889	24,525
Distance			265	7,606			306	9,444
Face-to-face			508	13,351			583	15,081
In the field	206	4,967	1,044	25,609	265	6,945	1,114	28,157
“Blended-F” (Distance plus face-to-face phase in the field)	1	27	10	270	1	31	18	558
Distance			6	162			13	403
Face-to-face			4	108			5	155
At a distance	25	1,086	293	12,027	32	1,387	390	18,405
TOTAL	425	10,847	3,239	88,146	497	13,524	3,577	104,156

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

57. The geographic breakdown of participants was heavily influenced by the nature and coverage of projects under implementation. Chart B shows the regional distribution of the participants. Africa continues to be the major regional partner for the Centre, followed by Europe and Central Asia (both EU and non-EU countries). By comparison, the footprint of the Centre in the Americas and in Asia and the Pacific is comparatively light. The current regional distribution is only partly explained by the costs of

travel to and from Turin since field activities and distance learning modalities should partly make up for this cost. Also, the training services of the Centre are sufficiently differentiated as the demand in Europe indicates. The figures may be indicative of untapped potential, particularly in emerging economies like Brazil, China, India, Indonesia or Mexico, which points to the need for a concerted marketing effort of the Centre’s training services in these countries.

**CHART B
PARTICIPANTS BY REGION IN 2013**



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

Baseline (2010)	Target 2013	Results 2013	Target 2012-15
Average score on the overall quality of training activities through end-of-course questionnaires was 4.4 on a scale of 1 to 5.	Average score on the overall quality of training activities through end-of-course questionnaires is 4.5.	Average score on the overall quality of training activities through end-of-course questionnaires was 4.45.	Average score on the overall quality of training activities through end-of-activity questionnaires increases to 4.5.

58. The values reported above are collected through the standard end-of-activity questionnaire. Responses are given on a scale from 1 to 5. In 2013, 8,260 questionnaires were collected for 372 activities. The average score was 4.45. Satisfaction was particularly high in training activities targeting the Americas (average score: 4.60) and lowest in training targeting the Arab States (average: 4.28). Among ILO constituents, the overall quality is assessed as relatively higher (above 4.50). Participants from

(non-ILO) UN agencies are those assigning the lowest scores to the quality of training (average: 4.22). Disaggregating results by ILO Strategic Objective, the overall quality was highest in training contributing to Social Dialogue and Social Protection (average above 4.50).

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

59. This outcome seeks to assess progress made in diversifying the resource base for the Centre's operations, in making the most efficient use of its resources and in ensuring the necessary investments to improve the quality and cost-effectiveness of its work.

Indicator 3.1: Increase the diversification and predictability of the Centre's financial resources

Baseline (2008-11)	Target 2013	Results 2013	Target 2012-15
€ 157 million.	Mobilize an overall volume of € 36.6 million in funding and earned income in 2013 and identify at least two new donors.	€ 40.8 million mobilized for the funding of training activities, publications, other income, fixed contributions and surplus from prior years.	Mobilize an overall volume of € 170 million in funding and earned income and reach agreements with ten new donors.
Baseline (2010) 2 new donors.		Two new donors: the Government of Japan and the Jacobs Foundation.	

60. Efforts to expand the income base bore fruit in 2013 as the Centre exceeded its annual revenue generation target by more than 12 per cent. The principal factor explaining the increase in revenue was the increase in activities with the ILO in the second year of the biennium as well as the decision by the Government of Italy to make a new voluntary contribution to the Centre. To avoid an over reliance on income generation from ILO related activities and on the Government of Italy, the Centre will continue its drive to diversify its resource base, looking beyond traditional development partnerships and also approaching non-state actors. Further details on these developments are provided in paragraphs 10-20 of this report under Strategic Priority 3.

61. Table 2 provides summary information on the main resources mobilized in 2013. Appendix I provides a more detailed listing. The table indicates that the contributions made by non-traditional development partners are still limited and that the volume of many contracts is small. As indicated above, the resource mobilization efforts of the Centre in 2014 will focus on non-traditional development partners and the acquisition of larger contracts.

TABLE 2: SUMMARY OF APPROVALS FOR 2013⁴

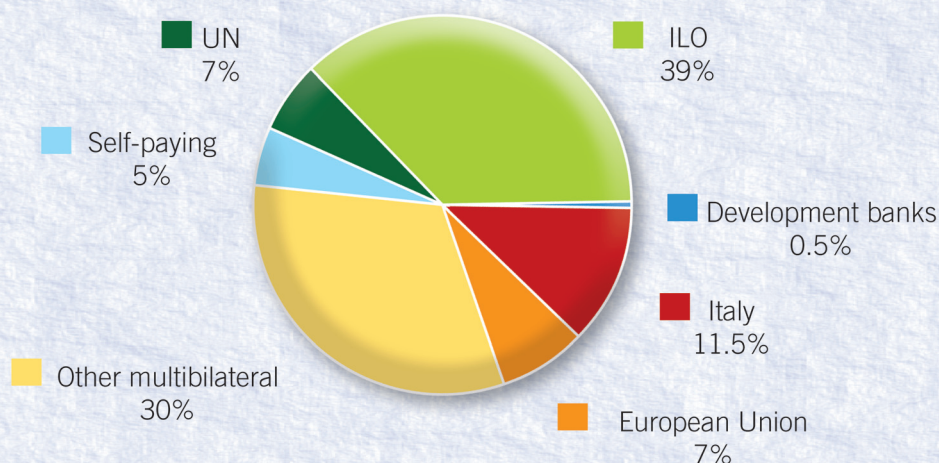
	Period	Amount (euro)
Competitive bidding		
European Commission	2013-18	649,865
Direct Agreements		
UN Organizations	2013-16	1,164,058
Governments		
Bangladesh - Ministry of Planning	2013-16	730,165
Belgium - Wallonie-Bruxelles International	2013-14	225,810
Bulgaria - Ministry of Regional Development and Public Works	2013	47,750
Iraq - Ministry of Construction and Housing	2013	43,039
Iraq - Ministry of Education	2013	301,605
Italy - Istituto Diplomatico	2013	97,707
Italy - Prime Minister's Office	2014-15	380,500
Japan - Ministry of Health, Labour, and Welfare	2013-14	234,132
Portugal - The Employment and Vocational Training Institute	2014	300,000
Yemen - Ministry of Finance	2014	61,578
Yemen - Ministry of Social Affairs and Labour	2013	27,198
		2,449,484
Banks, Funds and Foundations		
AGFUND – Arab Gulf Programme for Development	2013-14	110,175
Inter-American Foundation (USA)	2013-15	111,965
Jacobs Foundation (Switzerland)	2013	39,000
JILAF - Japan International Labour Foundation	2013	20,238
		281,378
Recipient Institutions		
Confederación Canaria de Empresarios (CCE) (Spain)	2014	19,840
Confederación Provincial de Empresarios (CEOE Tenerife) (Spain)	2014	44,409
Michael Imoudu National Institute for Labour Studies (Nigeria)	2013	116,651
Saudi Credit and Savings Bank (Saudi Arabia)	2013	35,681
Technical and Vocational Training Corporation (Saudi Arabia)	2013	375,250
University of Cape Town (South Africa)	2013	14,892
		606,723
Private Entities		
BMB Mott McDonald	2013-15	130,800
		130,800
Others		
The International Centre for Development Oriented Research in Agriculture (ICRA)	2013-15	37,150
		37,150
Total		5,319,458

⁴ This table lists funds acquired in 2013 through bidding or direct agreements for specific projects, programmes and activities. It does not include the contributions by national governments and development agencies, UN organizations, non-state actors and recipient institutions for standard courses implemented by the Centre.

62. Chart C below shows the breakdown of training income by source of funding. More than one third of all income was generated through services delivered to the ILO – demonstrating the strength of the strategic partnership with the Centre. It also indicates the continued high importance of multi-bilateral donor agencies and among them most prominently the Government of Italy and the European Union. It is also to be noted that self-paying participants now make up

for 5% of all training income, another indication of the efforts of the Centre to diversify its income base. Institutional clients (captured below in the category ‘other multi-bilateral’ agencies) are another growing source of income. These are organizations often located in developed countries and emerging economies that procure training services directly from the Centre and without the involvement of a third party sponsor.

CHART C
INCOME FROM ACTIVITIES BY SOURCE OF FUNDING IN 2013



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

Baseline (2011)	Target 2013	Results 2013	Target 2012-15
37 per cent	35 per cent	35 per cent	25 per cent

63. Benefits resulting from the streamlining of business processes in prior years flowed through in 2013. These generated additional staff savings in the area of financial management and administration. Investments were made in streamlining work processes, automation of some manual processes, and enhancement of IT tools. The unit responsible for activity budgeting and financial reporting was integrated with the Financial Services. This was aimed at eliminating duplication of tasks, improving the flow of information between the training programmes and the financial services, and consolidation of financial reporting and cost control functions.

64. The following steps were completed in 2013:

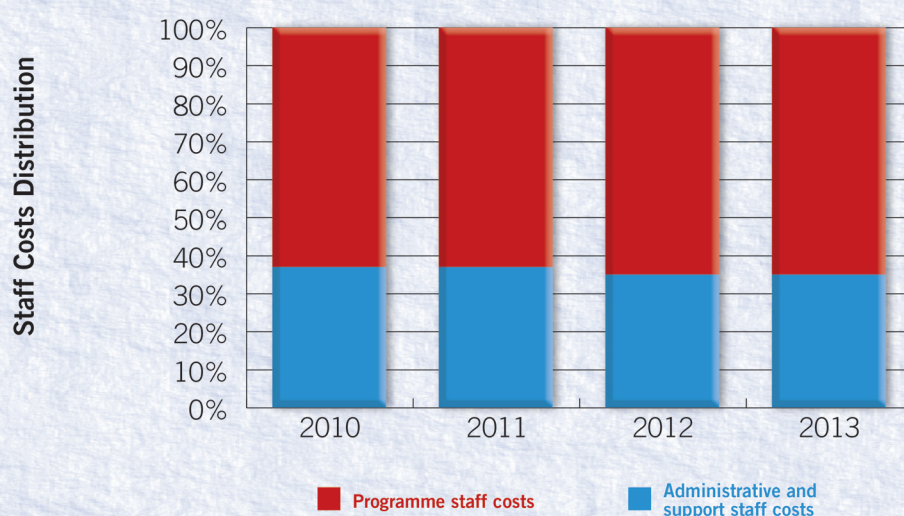
- enhanced open course invoicing tool;
- revenue transfer tool delivery;
- clean-up of customer database and the introduction of a systematic customer classification as basis for revenue classification by donor's category;

- new budgeting tool replacing the manual process of producing activity budgets

65. A new version of MAP (planning and reporting tool for activities and participants) was implemented which updates data from Oracle instead of manual updates of income and expenditure; keeps track of sponsor funding agreements with respect to funding availability and funding distribution and cash receipts. Additional reports are available using existing computer applications that streamlined manual processes in recording and attributing accommodation costs of participants for training activities. The introduction of standard costs for the accounting of activity expenditure creates transparency on costs charged to donors and sponsors.

66. The Business Intelligence dashboard, providing real time key business information to managers, went live in December 2013.

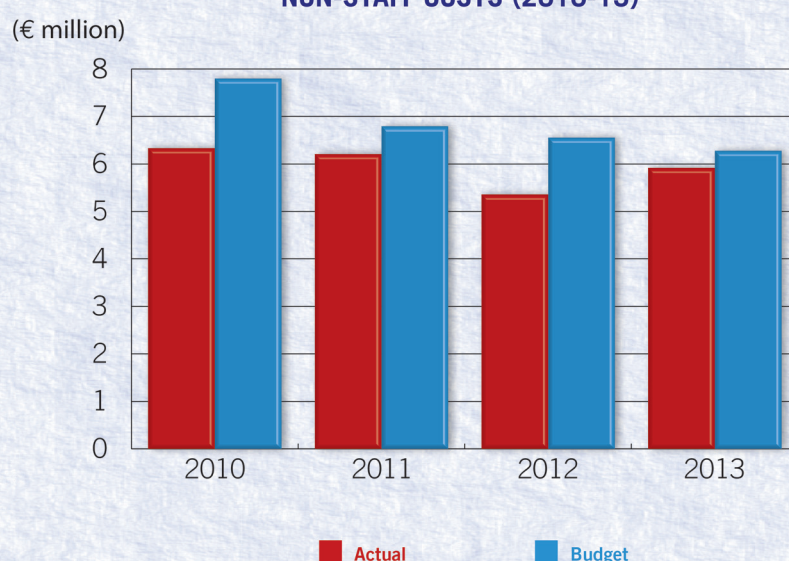
CHART D
ADMINISTRATIVE AND SUPPORT STAFF AS A PERCENTAGE OF TOTAL STAFF COSTS (2010-13)



67. Considering the mandated increases in staff salaries and entitlements coupled with the increased volume in training activities, staff costs, both in real terms and nominal terms, declined and have been kept under control. Total staff costs in 2013 were €17.3 million compared to €17.8 million in 2012.

68. Total non-staff costs increased by 11 per cent compared to 2012. This increase is attributed to investments in facilities which were deferred in 2012. General operating costs reduced by 27 per cent.

CHART E
NON-STAFF COSTS (2010-13)



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

Baseline (2011)	Target 2013	Results 2013	Target 2012-15
Internal audit: 26 per cent. External audit: 75 per cent.	Internal audit: 80 per cent. External audit: 88 per cent	Internal audit: 67 per cent. External audit: 95 per cent	All high priority internal or external audit recommendations addressed by management within one year.

69. The majority of all high priority external and internal audit recommendations that could be implemented in the short-term were addressed by the end of 2013. The Internal Auditor issued its final report on the Oracle e-business application in late 2013. Ten recommendations were made, of which six were of high priority and four of medium priority. Four of the six high priority recommendations were fully implemented while the remaining two are scheduled for implementation in 2014. Internal audit recommendations on two other audit reports relating to training activity costing and cost-sharing arrangements on the campus with other UN entities that were issued during the third and fourth quarter of 2013 remain to be implemented.

70. The External Auditors issued seven recommendations arising from the audit of the 2012 financial statements, of which six were completed in 2013. The remaining recommendation concerns monitoring controls related to the costing and profitability of each activity or activity type. An activity costing audit was commissioned by the Internal Auditor and the final report was issued at the end of 2013.

71. The remaining outstanding 2012 external audit recommendation from the audit of the 2011 financial statements with respect to improving year-end closing procedures was completed in 2013.

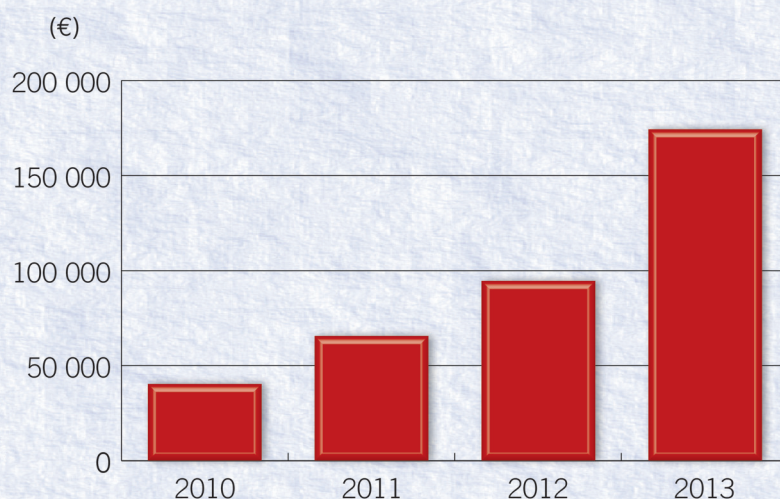
**Indicator 3.4: Investment in staff development
as a proportion of the total payroll.**

Baseline (2010)	Target 2013	Result 2013	Target 2012-15
0.3 per cent of payroll.	1 per cent of payroll.	1.2 per cent of payroll	1.5 per cent of payroll.

72. Efforts were increased to provide staff with learning opportunities which will allow them to develop their expertise and potential, while keeping their engagement at the highest level. With the aim of reaching the level of investment in staff development commonly found in national and international public sectors, the resources allocated to staff development and learning activities are being progressively increased. A comprehensive learning programme was implemented in 2013 and will be further expanded on the basis of the results of the learning needs assessment concluded and approved in early 2013.

73. A large number of language and collective training activities were organized, including the introduction of a pilot Career Supporting and Personal Development Programme, while the Coaching Programme continued to be implemented based on the very positive evaluation results received in the previous year. Three training activities on stress management were delivered as a follow-up to the relevant staff survey with the aim of fostering well-being and work-life balance in the workplace. All individual training requests were addressed based on identified learning needs and with the support of programme managers. Over 90 per cent of the staff participated in some form of learning or staff development activity during 2013.

CHART F
EVOLUTION OF INVESTMENT IN STAFF DEVELOPMENT (2010-13)



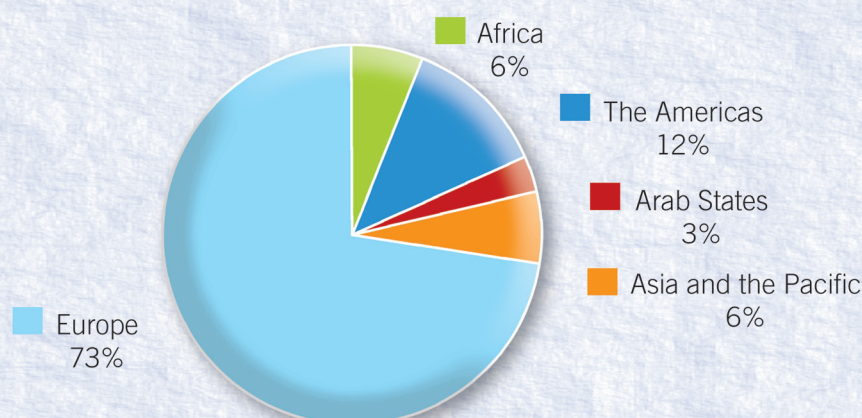
Indicator 3.5: Increased gender balance and geographical distribution of staff in professional positions.

Baseline (2010)	Target 2013	Results 2013	Target 2012-15
38 per cent women professional staff	42 per cent women professional staff	42 per cent women professional staff	45 per cent women professional staff
31 per cent professional staff from outside Europe	34 per cent professional staff from outside Europe	31 per cent professional staff from outside Europe	35 per cent professional staff from outside Europe

74. Although staff movements in professional positions were limited during the period under review, attempts were made to attract candidates from under-represented categories. Progress was made in improving gender balance of staff in Professional and higher level categories at the Centre, while the proportion of staff from outside Europe remained at the same level as in previous years. Prospection will

continue to be strengthened and efforts to outreach to well qualified candidates from under-represented categories will be increased, in particular through the circulation of vacancies through appropriate specialized professional networks, communities and environments, including the most popular social networks.

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



75. Increased attention was also paid to further improving work/life balance by making available work options such as teleworking and more flexible working time arrangements in order to ensure that the Centre remains an attractive working environment. There was strong participation by women staff members in the training and development opportunities offered in 2013.

Indicator 3.6: Greater utilization of the Centre's facilities including its accommodation, classroom and conference facilities.			
Baseline (2010)	Target 2013	Results 2013	Target 2012-15
Accommodation room occupancy: 63 per cent. Training facilities occupancy: 58 per cent.	Accommodation room occupancy: 63 per cent. Training facilities occupancy: 58 per cent.	Accommodation room occupancy: 63 per cent. Training facilities occupancy: 68 per cent.	Occupancy rate of 75 per cent of accommodation and 70 per cent of training facilities.

76. There was an increase of 5 per cent in 2013 in the occupancy rate of accommodation. Disaggregated data show that this positive result is attributable to a significant rise in the number of participant days in the training activities and in the Masters Programmes, but also to the increased use of accommodation facilities in the context of other activities.

77. The training facilities occupancy further improved and the target set for 2013 was exceeded. This was also the result of the better distribution of training activities throughout the year, which allows for better use and allocation of training facilities.

78. The initiatives launched to optimize the use of the residential and training facilities during low periods for institutional activities started producing positive results in 2013 as the Centre's meetings and conference facilities were requested by an increasing number of external clients. Requests for hosting inter-agency meetings were also received from UN entities such as the HLCM Networks of the Chief Executives Board.

Indicator 3.7: The quality of the residential accommodation.			
Baseline (2012)	Target 2013	Result 2013	Target 2012-15
82 per cent of participants rated quality of accommodation as good or excellent.	85 per cent of participants rated quality of accommodation as good or excellent.	85 per cent of participants rated quality of accommodation as good or excellent.	Obtain three star rating for the Centre's residential accommodation.

79. In the Plan, the target for this indicator is to obtain the equivalent of a three star rating for the residential accommodation. Given the legal status and non-commercial nature of the Centre, a voluntary accreditation process was launched to benchmark the quality of the Centre's accommodation against the criteria used by the star rating certification scheme administered by the Piedmont Region in collaboration with the City of Turin. Discussions are on-going with the authorities.

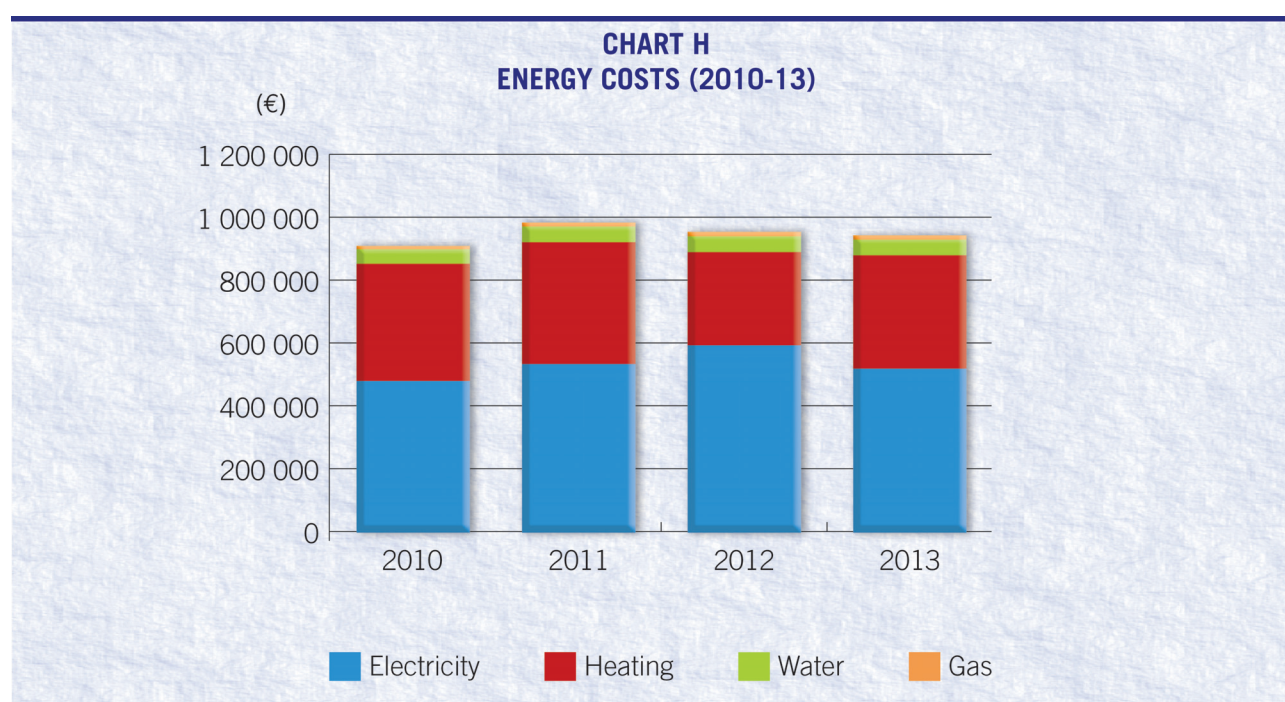
80. A complementary indicator was developed to evaluate the quality of residential accommodation on the basis of participants' satisfaction. The baseline for this indicator was established in 2012: 82 per cent of the target group rated the quality of room accommodation as good or excellent (4 or 5 in the current evaluation system). The target for 2013 was to increase the level of client satisfaction to 85 per cent of participants rating quality of accommodation as good or excellent. The target was met in 2013.

Indicator 3.8: The environmental status of the campus.

Baseline (2012)	Target 2013	Result 2013	Target 2012-15
Two of the seven steps completed for the award of the Green Flag	Completion of two more of the remaining five mandatory steps for the award of the Green Flag.	All five mandatory steps completed. Certification documentation submitted to the FEE in December 2013.	Obtain Green Flag and international accreditation as a Green Campus.

81. The target for 2013 was exceeded and all of the remaining five mandatory steps for the award of the Green Flag were completed. In addition to the environmental review of the Centre's operations and the development of an Action Plan to guide its efforts to "go green," a methodology for data collection and the definition of key performance indicators was designed. Communication and awareness raising initiatives were promoted to mark important events such as the UN World Environment Day and to foster the involvement of all stakeholders on campus (staff of the Centre and of other UN entities, participants and suppliers).

82. The Centre also continued its efforts to reduce energy consumption levels and emissions. The goal to maximize efficiencies in energy consumption, while maintaining market-driven energy cost increases under tight control, was achieved due to technological upgrades and renovation works on the facilities and infrastructure. Chart H below shows the trends in energy costs over the period 2010-13.



83. The Centre also participated in the UN's *Greening the Blue* initiative and submitted its Greenhouse Gas Inventory report on Moving Towards a Climate Neutral UN.

III. RISK MANAGEMENT

Risk mitigation measures

84. The main risks that could impact on the Centre's capacity to achieve the agreed outcomes in 2013, as well as those over the medium term period of the Plan, were kept under review by the Risk Management Committee (RMC). A breakdown of the business continuity risks, the mitigation measures and an implementation plan were drawn up, listed in the register and continuously updated by the members of the RMC. The overall Risk Register was updated reducing the number of risks after identifying those that were no longer risks as they had been incorporated into the business processes. The revised Risk Register is attached as Appendix II.

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

- strong quality assurance mechanisms in relation to the integration of its activities into broader ILO processes and strategies, including access to the IRIS Strategic Management module;
- a system of review and clearance of funding and institutional partnership agreements;
- enforcement of a copyright policy;
- continuing work to establish institutional policies and standards for the licensing and certification of trainers;
- strengthened and re-organized training teams;
- increased investment in staff development;
- continued participation in international training and learning networks and in the ILO Knowledge Management Strategy;
- investments in training innovation and diversification under the Innovation Fund;
- continuous review of resource mobilization strategies and tools, including activity costing and pricing;
- investment in the learning and facilitation skills of training staff.

86. On the **financial risk** of having a significant gap in income and expenditure, occurrence of fraud or unethical practices or behaviour, and having a qualified external audit opinion negatively impacting on the Centre's reputation for prudence and sound financial management, the following mitigation measures were maintained:

- regular meetings of the Finance Committee performing budgetary reviews, review of the

financial situation and technical programme's financial productivity;

- monitoring progress on implementation of external and internal audit observations, IPSAS implementation and collection of unpaid invoices;
- an update of the pricing policy;
- continuous monitoring of credit rating of the Centre's designated bank service providers;
- continuous strengthening of internal controls.

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

- upgraded heating and cooling systems which had become obsolete in some buildings protecting investments made in information and technology systems;
- installation of a new security and access system in compliance with UN security standards, including training to administrative staff and the security services provider and information sessions to staff;
- improved video surveillance system;
- improved access for persons with disabilities;
- implementation of the recommendations arising out of a safety audit;
- monitoring of the quality of air, water and food have been strengthened and systematized.

88. On the **IT risk** of damage to the Data Centre and information technology infrastructure, an "Information Technology Business Continuity Plan" has been completed. In addition, the following steps were implemented:

- awareness training for IT staff and the first IT business continuity test were conducted;
- IT risk management procedure, IT use policy and the corresponding governance structure put in place.

89. On the **HR risk** of exposure to damage to reputation, legal and compensation costs, the following were put in place:

- robust checks of references and credentials;
- monitoring and prevention of occupational safety and health hazards;
- training courses on stress management and teambuilding; and
- mandatory security clearance for official travel.

IV. TRAINING PROGRAMME IMPLEMENTATION

Box 3: Accelerating the pace of learning at the Centre: Snapshot of the Innovation Fund

The Innovation Fund was established in 2012. The purpose of the Fund is to promote in-house initiatives to accelerate the pace of adaptation of new learning technologies and to test new, and refine existing, training products. The table below provides information on the projects approved in 2013.

Projects	2013 allocations (€)
Support to a number of key projects for the development of new training products and the diversification of delivery methods	
Widening and upgrading on-line learning services in the field of rights at work and gender equality	10,000
Development of a comprehensive and integrated training package on youth employment	10,000
Micro-grants for learning	8,000
Enhancing knowledge management capacities	7,000
Mobile learning	9,000
Trade Union training tools on Decent Work promotion - "Decent Work Cubed"	10,000
On-line distance learning curriculum on building modern and effective labour inspection systems	9,500
Development of learning package and capacity building in the area of occupational safety and health	10,000
Development of new products or updating of existing products related to the ACIs	
On-line webinar coaching programme: increasing the impact of the value chain development face-to-face course - Increase blended on-line coaching opportunities	8,000
Strengthening workplace compliance through labour inspection: Guide on "How to do strategic planning in labour inspection"	8,500
Creating and extending social protection floors	10,000
Tripartite review of course curricula	
In-depth review of the way tripartism is mainstreamed in the design and delivery of selected course curricula.	15,000
Gender review of course curricula	
In-depth review of the way gender equality is mainstreamed in the design and delivery of selected course curricula.	15,000
E-Campus	
Design and implementation of a centralized e-campus.	20,000
TOTAL	150,000

90. The technical work of the Centre is organized into ten Technical Programmes as follows:

- International Labour Standards, Rights at Work and Gender Equality
- Employment Policies and Skills Development
- Employment Research, Analysis and Statistics
- Enterprise, Microfinance and Local Development
- Social Protection
- Social Dialogue, Labour Law and Labour Administration
- Workers' Activities
- Employers' Activities
- Sustainable Development and Governance
- Distance Education and Learning Technology Applications

91. The following paragraphs provide a summary of the main training and other learning activities undertaken by each programme in 2013. Table 3 shows the distribution of participants, days of training and participant days by programme. In some cases, training activities and projects of a particular complexity or cutting across the mandate of specific technical programmes, are managed or back-stopped by the Programme Development and Regional Cooperation Service (PRODEV). Also, the Multimedia Design and Production Unit continued its production of training packages and publications for the ILO and external partners.

TABLE 3: PARTICIPANTS, DAYS OF TRAINING AND PARTICIPANT DAYS BY PROGRAMME

Programme	2012			2013		
	Participants	Days of training	Participant days	Participants	Days of training	Participant days
International Labour Standards, Rights at Work and Gender Equality ⁵	1,237	292	8,591	1,858	357	12,423
Employment Policies and Skills Development	726	166	4,718	813	196	6,137
Employment Research, Analysis and Statistics ⁶	437	201	4,371	372	206	4,291
Enterprise, Microfinance and Local Development ⁶	2,000	616	21,750	1,824	648	21,251
Social Protection ⁶	983	250	7,392	1,610	357	10,099
Social Dialogue, Labour Law and Labour Administration	420	117	2,042	1,033	148	4,162
Workers' Activities	1,233	306	6,040	1,460	319	7,057
Employers' Activities	593	93	1,720	902	131	2,619
Sustainable Development and Governance ⁶	1,944	1,017	24,836	2,293	984	24,232
Distance Education and Learning Technology Applications	883	116	5,130	1,040	168	10,569
Programme Development and Regional Cooperation	391	65	1,556	319	63	1,316
TOTAL	10,847	3,239	88,146	13,524	3,577	104,156

⁵ As from 9 July 2012, the Programmes on "Standards and Fundamental Principles and Rights at Work" and on "Gender and non-Discrimination" were merged into a single Programme: the Programme on International Labour Standards, Rights at Work and Gender Equality (ILSGEN).

⁶ Including participants in the masters and post-graduate courses of the Turin School of Development.

International Labour Standards, Rights at Work and Gender Equality

92. In 2013, the International Labour Standards, Rights at Work and Gender Equality Programme (ILSGEN) collaborated very closely with technical department in ILO headquarters and deepened existing partnerships with ILO field offices as well as with UN organizations and national institutions.

93. Highlights in the activity calendar were the course on **International Labour Standards** (ILS) for constituents, organized and delivered in collaboration with the International Labour Standards Department (NORMES), with 46 participants from developing and developed countries; two regional training courses on ILS targeting the ILO's constituents and media professionals and organized as a follow-up to the 12th African Regional Meeting held 2011 in Johannesburg; a Symposium on ILS for African Supreme Courts in Livingstone in Zambia from 14-18 October 2013; and the development of new electronic tools and multilingual databases on court decisions, now available through internet.

94. Thirteen activities were organized focusing on the Maritime Labour Convention for a total of 251 participants. Training was undertaken on the Convention on the Rights of the Child and related ILO Conventions in South Asia, in partnership with the ILO Decent Work Support Team in New Delhi. A workshop was implemented in Nanjing (China) to validate the training package on the labour dimension of corporate social responsibility.

95. Two regional training courses on ILS were held with a focus on freedom of association for trade union lawyers. The first global expert meeting on freedom of association and collective bargaining was hosted on the campus.

96. The most visible event in the area of **Gender equality promotion** was the *Gender Academy*, a learning event with almost 170 participants from 65 countries, taking part in 18 parallel learning tracks, with extensive collaboration with the UN Women Training Centre in Santo Domingo. Significant activities were completed under the project "EU/UN Financing for Gender Equality" in eight countries (Ethiopia, Haiti, Nicaragua, the Palestinian territories, Rwanda, Tanzania, Ukraine and Zambia).

97. The Centre also partnered with other UN entities, donors and specialized institutes in the global work to promote gender equality on the following activities: Gender in Technology Laboratory Project

(*Genis-Lab*) applied research activities; the production and testing of a "Learn for Development" Gender Scorecard for gender mainstreaming in capacity development; the training of staff in the UN Country Team Botswana; on-line course delivery for the UN Gender Thematic Group in Senegal, and gender-responsive budgeting training in Haiti and Burundi.

Employment Policies and Skills Development

98. In 2013, the Employment Policies and Skills Development Programme (EPSD) invested in the development and testing of new learning modules and events, whilst a number of regular and tailor-made courses were also delivered on the campus and in the regions. New partnerships were established and existing operational linkages with ILO and other partners were reinforced.

99. Under **Employment Policies and Programmes**, the first edition of the "Learning Forum on Innovations in Public Investment and Employment Programmes" was launched in response to renewed interest and demand for training services on the topic. The second international edition of the "Employment Policies" course brought together ILO constituents from countries in the process of developing, or revising, a national employment framework; a shorter version of the same course addressed a West Africa audience in Dakar, Senegal.

100. Work was revitalized in the area of **Youth Employment** in line with the ILO's call for action and the priorities set for the ACI on "Jobs and Skills for Youth." The new Academy on Youth Development explored youth development issues from multiple perspectives. It received the support of the World Bank, GIZ, WHO, OHCHR, and the Jacobs Foundation. Commissioned by the African Development Bank, the training project on "Mainstreaming youth employment into AfDB operations" produced a set of recommendations for improving institutional performance in terms of youth employment outcomes. A new integrated package on "Decent Work for Youth" has been developed in collaboration with the ILO's Youth Employment Unit and will represent an essential reference for future training on the subject.

101. In the area of **Skills Development and TVET**, a new course was developed on "Career Guidance" in collaboration with the European Training Foundation (ETF). The Academy on Skills Development attracted over 100 participants. It was organized jointly with

ILO and other partners including GIZ, LuxDev, AfD, SDC, ETF, World Skills International and IEFPP (Portugal). It is now established as an international learning, knowledge-sharing and networking event on skills development and TVET. For ACI 5, a training module on “Skills for Rural Economies” was drafted and tested. The third phase of the project for the Technical and Vocational Training Corporation (TVTC) of Saudi Arabia on “Strategic Planning in TVET Institutions” was implemented. A new collaboration agreement signed with the Ministry of Labour (MOHLW) of Japan provided professional and financial support for this area of work.

102. Work linked to the theme of **Green Jobs** was consolidated as an integral part of the Green Jobs Programme of the ILO through the implementation of campus-based regular courses and field-based tailor-made workshops. The Inter-Agency Workshop on Employment and Social Inclusion in a Green Economy was instrumental to the establishment of the 15-country Green Jobs Assessment Institutions Network (GAIN) which deals with assessment methodologies and related capacity-building aspects in view of projections of investment and policy scenarios. Innovations included a distance learning course on “Green Jobs for Sustainable Development,” the course on “Greening Economies, Enterprises and Jobs” for Employers’ Organizations and a regional tripartite workshop for French-speaking African countries. New opportunities emerged in the framework of the Partnership for Action on the Green Economy (PAGE) which is a multi-year initiative supported by a pool of donors which involves the ILO, UNEP, UNIDO and UNITAR.

Employment Research, Analysis and Statistics

103. The Employment Research, Analysis and Statistics Programme (ERAS) organized several activities in the field of **employment policies** as a contribution to three specific ILO outcomes: Employment Policy, Youth Employment and Policy Coherence for Decent Work. In 2013, the ILO Summer School on Labour Economics for Development had a special focus on the policy responses to the crisis. The school benefited from the participation of both the World Bank and the OECD. A new course on “Mainstreaming Employment in National and Regional Development Strategies and Policies” was designed and implemented in Addis Ababa with financial support from the ILO Regional Office for Africa.

104. In the area of **employment forecasting and macroeconomic modeling**, a new course was launched with technical and financial support from the ILO with the participation of IMF staff and academics as resource persons. ILO staff was the main target of this course and the ILO Human Resources Development Department provided financial support under its human resource development programme.

105. On **effective wage policy design**, a tripartite course was delivered in collaboration with the Conditions of Work and Employment Branch of the ILO and with inputs from the Training Programmes for Employers’ and Workers’ Activities. The course placed an emphasis on minimum wage policy design in the context of increased global competition and rising earning inequality and it provided a platform for debating important national challenges among tripartite country delegations that attended the course.

106. Recognizing the particular **employment challenge of young people**, the Academy on Youth Development was jointly delivered with the Employment Policy and Skills Development Programme and in partnership with the ILO. In addition, a course on impact evaluation of youth employment programmes was designed and implemented jointly with the Sustainable Development and Governance Programme.

107. Under the EU-sponsored ILO project on “Assessing and addressing the effects of **trade on employment** (ETE project),” a training handbook was completed for publication in 2014. The handbook, which is authored by ILO and Centre staff marks the culmination of ten training courses delivered in four pilot countries (Bangladesh, Benin, Guatemala and Indonesia) and two courses on quantitative methods for measuring the effect of trade on employment delivered on the campus.

108. In the field of **labour market information**, the training programme on labour statistics, in partnership with the ILO Department of Statistics, was further extended to delivery in French with a two-week course delivered in collaboration with Afristat (Bamako) and DIAL (Paris). In addition, a workshop on labour market statistics was organized under the project on “Strengthening the capacity to devise and analyze decent work indicators (RECAP),” co-funded by the European Commission.

109. Under the Turin School of Development, the fourth edition of the **Master of Science in Applied Labour Economics for Development** was launched in collaboration with several universities and research centres. In addition, the **Ph.D. Programme**, which was initiated in 2012 in close collaboration with the ILO, expanded in 2013 with new partner organizations and

universities joining the programme. This Ph.D. Programme of the Turin School of Development (TSD) is a unique structured doctoral programme intended to contribute to bridging the gap between the research needs of the ILO and the research capacity available in partner universities from the North and the South. The Ph.D. Programme creates close synergies between the ILO and the Centre and it will further help to diffuse recent research findings into training activities.

Enterprise, Microfinance and Local Development

110. With the objective of promoting the development of sustainable enterprises and decent work, the Enterprise, Microfinance and Local Development Programme (EMLD) implemented 50 training activities, four ILO staff retreats, nine advisory missions, and nine training materials development initiatives in 2013. Training covered topics such as entrepreneurship, value chain upgrading, productivity and working conditions, corporate social responsibility, improving the business environment, private sector development in conflict affected environments, microfinance, co-operatives, social and solidarity economy, and local development.

111. In the area of **enterprise development**, two academies were organized on sustainable enterprise development – one in Turin and one in Lima. The inter-regional academy on the campus was held in English and Arabic. The Lima edition for the Americas was tripartite and held in Spanish and organized with the ILO Regional Office for the Americas. In addition, value chain courses were held in Egypt, Ethiopia, Jordan and Kenya, as well as an inter-regional diploma course delivered at a distance and on the campus. There were also several courses on entrepreneurship, including training of trainers held on the campus and field courses in China, Somalia, South Sudan, and Vietnam. Training on corporate social responsibility was conducted at Nanjing University (China). A project was implemented for a selected group of refugees living in Italy involving training, coaching and mentoring for business start-ups. An inter-regional academy was held in Morocco on the Social and Solidarity Economy with strong participation from government representatives. Courses were also implemented on the development of agricultural co-operatives using the MyCOOP training package.

112. In relation to **microfinance**, the Boulder Microfinance Training Programme was hosted on campus with nearly 300 participants. Microfinance training courses, including training of trainers, were delivered in the Democratic Republic of Congo, Rwanda, Zambia, and Zimbabwe plus on campus.

113. Under the theme of **local development**, a number of training courses were delivered at a distance, and also face-to-face, on disaster risk reduction, management of local development and sustainable tourism.

114. As a contribution to the ACI on Productivity and Working Conditions in SMEs, a task team retreat was held on the campus and a new training package, called PROWESS, was developed for employers' organizations. A market assessment and three pilot courses were held with the employers' organization of Botswana. As part of the task team of the ACI concerning Promoting Decent Work in the Rural Economy, a retreat took place on the campus and a technical guide was drafted.

115. Under the **Turin School of Development**, sessions were delivered for the Master on World Heritage and Cultural Projects for Development.

Social Protection

116. In the area of **social security**, the ACI on Creating and Extending Social Protection Floors was the driving force behind the Social Protection Programme (SOCPRO) activities in 2013. Flagship initiatives implemented were the third edition of the **Social Security Academy**, with a modular approach of elective courses and daily plenary sessions, and a particular focus on aspects linked to the new ILO Convention; the second edition of a course on assessing the feasibility, fiscal cost and impact of national protection; a G20 capacity building and e-learning platform aimed at strengthening the capacity of key actors and stakeholders involved in the implementation of social protection extension strategies; a regional course for Latin America on strategies to implement social protection floors, and several tailor-made activities delivered mainly in Africa responding to specific needs around extension strategies and the implementation of social protection floors.

117. Under the **occupational safety and health (OSH)** theme, new elements were introduced in the programme. A training activity delivered for the first time in Spanish on "SOLVE: Addressing psychosocial factors through health promotion in the workplace" was implemented using an updated version of the materials produced by SafeWork. A second edition of the Masters in Occupational Safety and Health was launched, combining the advantages of the academic experience in OSH of the Turin School of Development with the Centre's international training experience.

118. Linked to the theme of **working conditions**, an open course was launched on Decent Work for Domestic Workers aiming to enhance institutional capacities of key stakeholders involved in the promotion of decent work for domestic workers. Training modules in this area are being developed.

119. Under the theme of **labour migration**, new aspects were introduced by participating in technical cooperation projects such as EUROMED III, EU-MIA, Intra-ACP Migration Facility and Joint Migration and Development Initiative II. A two-week inter-regional Labour Migration Academy was offered for the third time. Plenary and elective sessions were held on the protection of migrant workers and their families, the good governance of labour migration and the links between development and migration.

120. Finally, under the theme of **HIV/AIDS**, one course was implemented on the ILO Recommendation, the ILO Code of practice on HIV/AIDS and the World of Work, including a specific approach for the informal economy, as well as elements of social protection, gender and social dialogue.

Social Dialogue, Labour Law and Labour Administration

121. During 2013, the Social Dialogue, Labour Law and Labour Administration Programme (SOCDIAL) continued to support the institutional capacity building of labour administration, including labour inspection and social dialogue mechanisms.

122. Under the theme of **labour administration**, advisory support was provided to a number of labour ministries in support of improving their effectiveness. The Labour Administration and Labour Inspection Academy as well as an Expert Meeting co-organized with the ILO Governance and Tripartism Department, addressed issues such as administrative reforms, institutional performance criteria and improving coordination with other institutions.

123. On **labour inspection**, support was provided to improve labour inspection of diverse countries in the framework of the ACI on Strengthening Workplace Compliance through Labour Inspection. The Academy, as well as a number of training workshops, dealt with issues such as planning in the labour inspection, the labour inspector profile, sanction schemes and how the labour inspector can determine if an employment relationship exists, among many other issues. Lessons learned were exchanged among labour inspectors. In addition, a course was developed on how to promote

labour rights and improve the labour inspection in fishing vessels. An on-line course entitled Introduction to Labour Inspection was produced and will be launched in 2014.

124. On **social dialogue and industrial relations**, three seminars were organized in Cyprus, Greece and Portugal under the umbrella of an EC project and in collaboration with the ILO. Information was presented and discussions took place on how to maintain and improve social dialogue during economic crises. Improving national tripartite social dialogue was also dealt with in other events, such as a workshop held with some countries of Central Asia and Caucasus and in a workshop in Myanmar. Workshops were also organized on how to enhance performance management and social dialogue in the public sector. Representatives of governments, workers and employers were trained on improving negotiation techniques and supporting collective bargaining in workshops held in Cape Verde, Haiti and Indonesia.

125. In the area of **labour dispute prevention and resolution**, training was provided by experts that lead successful dispute prevention and resolution systems in their home countries, during a week-long global workshop held on the campus. New ILO–Centre Guidelines on “Labour Dispute Systems” were published. The Guidelines were used also in a training workshop for Eastern European countries. National workshops on Conciliation/and Mediation of Labour Disputes were held in the Philippines, Tunisia and Zimbabwe.

126. Finally, in relation to **labour legislation**, a workshop was organized on “Promoting sound labour law and social dialogue in Afghanistan” in December 2013.

Workers’ Activities

127. The Workers' Activities Programme provided a series of training activities on the campus, in the field and through distance/online education responding to the training needs of workers' organizations to strengthen their capacity to represent workers' rights and interests through social dialogue and collective bargaining. It is the largest international labour education programme and the training arm of the ILO Bureau for Workers' Activities. Its training activities are carried out within the guidelines established by the Trade Union Training Committee of the Workers' Group of the ILO Governing Body. The Programme delivers training in the following strategic areas are:

- International Labour Standards, particularly Freedom of Association and Collective Bargaining, and the ILO's supervisory system;
- The Social Justice Declaration and the Decent Work Agenda;
- Macroeconomic, employment and sustainable development policies and fight against inequality;
- Poverty reduction, migration and informal economy;
- Social protection and OSH, with a focus on HIV and AIDS;
- Industrial relations and organizing in MNEs and their supply chain;
- Management, IT and communication for trade unions;
- Employment relations and working conditions;
- Extension of workers' rights to vulnerable groups of workers;
- Gender mainstreaming;
- Social dialogue, tripartism and labour legislation;
- Improved representation of workers' interests in DWCPs and UNDAF;
- Training methodologies and management of educational systems.

128. In 2013, the main achievements were the following:

- Increased number of activities and participants compared to 2012.
- Enhanced focus on organizing and collective bargaining (including wages and working conditions) and growing attention to informal economy and employment relations (domestic workers, precariousness) and sustainable development.
- Implementation of the Decent Work School, a new product funded through the innovation fund.
- Increased positive cooperation with sectoral unions on MNEs (ENEL and IndustriAll) with consolidation of new curricula on MNEs.

129. The following critical aspects were noted in 2013:

- Increased imbalance among regions due to less predictable income.
- Decrease in women's participation (from 49.4% to 40.0%).
- Insufficient participation of workers in other programmes' activities, particularly in academies (2.6 per cent of workers' participants in the academies).
- More activities linked with projects related to other subjects with more unpredictability of schedules and a higher workload in terms of organizational and logistic arrangements.
- Increased quality and quantity of participation of workers in activities organized by other Programmes, particularly academies.

Employers' Activities

130. The role of the Employers' Activities Programme is to support and enhance through capacity building the role of national, sectoral and regional employers' organizations and employers in developing countries, linked to ILO Outcomes on employers' organizations. The Programme works in close collaboration with the Bureau for Employers' Activities (ACT/EMP), ILO field offices, the International Organisation of Employers (IOE), and national employers' organizations. The Programme focuses its training on the following strategic areas:

- The role of employers' organizations as the voice of business to influence policy-making through advocacy and social dialogue, with the aim of creating an enabling environment for sustainable enterprise, which is an essential condition for economic growth, employment creation and poverty alleviation.
- Improving and expanding the role of employers' organizations as provider of high quality business development services to members, with the aim of providing member-companies tangible improvements in business performance.
- Strengthening the internal functioning, efficiency and representativeness of employers' organizations, via capacity building in planning and management, governance and membership.

131. In 2013, the Programme ran 47 training activities for about 900 participants in all regions and rolled out a number of capacity building tools. For example, an IT project, which provides for a CRM data base for employers' organizations (EOs) was validated in 2013 and rolled out in 10 pilot countries in Africa and Asia. This tool allows EOs to professionalize membership management: this is a much needed tool to allow EOs to become more effective in membership management, billing and communication with membership.

132. The capacity building cycle (3 seminars) for young high potentials of all European business federations, which started in 2012, was further refined and implemented for a new group of about 35 young staff members in 2013. This is designed to strengthen **negotiation skills** and covers the different themes where EOs intervene at the EU and national level: industrial relations, economic policies, social policies.

133. In the field of **occupational safety and health**, a new training package developed in 2012 was delivered in Africa and Asia. It allows EOs to strengthen their capacity to offer training services to companies in this field. MNEs are also directly interested in training their supply chain on these issues.

134. Finally, to create a better gender approach in EOs, further seminars were organized under the theme of **EOs reaching out to women entrepreneurs**. This project stimulates EOs to reach out, in both their membership and lobbying strategies, to women entrepreneurs. This will conclude in 2014 with an international conference where impact and progress will be highlighted.

135. In addition to these larger scale projects, a number of activities were implemented in areas where the programme has already established its reputation for capacity building support to EOs: association management, strategic planning for EOs, achieving policy influence through lobbying and social dialogue, development of services for members. These training activities are sometimes delivered as stand-alone activities and/or as are part of a joint-effort in the framework of ACT/EMP headquarters or field projects. The programme also continued to invest in new training materials, mainly in the field of the **ACIs**. These included training materials on EOs and the informal economy; on better skills policies developed by EOs in the framework of the ACI on more and better jobs, and related to the ACI on productivity and SMEs.

Sustainable Development and Governance

136. In 2013, the Sustainable Development and Governance Programme (SDG) delivered a portfolio of training and advisory services in support of capacity-building in the areas of public procurement management, project management, administrative reforms and good governance in public expenditure management. The training is designed to impart competencies for the achievement of professional standards of performance for individuals and/or institutional teams with an emphasis on mainstreaming integrity and anti-corruption safeguards in the management of public funds. The overall aim is to support the maximization of “value for money” in the use of scarce public resources in pursuit of the achievement of the overall objective of sustainable development i.e. development which integrates economic growth with social progress and respect for the environment.

137. The following four main areas are covered:

- Programme and Project Management: competencies for design, appraisal, implementation, monitoring and evaluation of development projects and programmes.
- Public Procurement Management: competencies for the reform and optimization of the

performance of the legal, institutional and managerial pillars of a modern national public procurement system that is economically, socially and environmentally responsive, inclusive of Procurement Audit and other oversight arrangements.

- Financial Management for donor-funded projects as well as International financial reporting standards.
- Multidisciplinary Masters' Programmes.

138. The following four capacity-building projects were completed: (i) an EU-funded project for seven countries in the Western Balkans and Turkey, (ii) a World Bank funded project for development of national bidding documents for Iraq and related training materials and training a core team of national trainers; (iii) a trust-funded project for the introduction of a Master in Public Procurement Management for Sustainable Development at the University of Rwanda in Kigali, and (iv) an EU-funded project for training on Project Cycle Management for African, Caribbean and Pacific Countries.

139. In the area of programme/project management, a range of ILO-specific training workshops were co-designed and delivered with the ILO in the areas of Project Cycle Management (PCM), Results-based Management (RBM) and Monitoring and Evaluation. In collaboration with the ILO Evaluation Unit, a pilot initiative was launched for the certification of evaluation officials at ILO field offices. These activities were aimed at building capacity of ILO staff and/or its constituents for enhanced “quality” and “faster delivery” rates in the implementation of projects linked to Decent Work Country Programmes or the realization of overall ILO global outcomes.

140. Three project assignments for capacity development in the public procurement function were completed as follows: an EU-funded project “Training in Public Procurement in the Western Balkans and Turkey;” a project to provide “Consultancy Services for Twinning Arrangements to Develop Capacity at the Rwandan School of Finance and Banking to meet Rwanda's Training Needs in Procurement,” and a project on the “Development of Standard Bidding Documents, National Procurement Implementation Manual and Training Curriculum” in Iraq.

141. Masters Programmes were delivered in the areas of Management of Development, Public Procurement Management for Sustainable Development, Intellectual Property Rights and International Trade Law, Contracts and Dispute Resolution. These multidisciplinary Masters Programmes are job-specific, incorporating application-oriented know-how offered in partnership with the University of Turin, other leading universities

as well as UN System organizations under the umbrella of the Turin School of Development.

Distance Education and Learning Technology Applications

142. The Distance Education and Learning Technology Applications (DELTA) Programme continued to deliver and consolidate its products and services in designing and implementing learning and knowledge sharing events; transforming technical content into learning and training tools; providing tailor-made products and services related to knowledge sharing and organizational learning; and supporting other programmes and units in mainstreaming state-of-the-art learning technologies and methodologies.

143. Almost 50 activities were implemented in 2013 with an equal number of training workshops and product development and advisory services. Activities were focused on:

- Increased e-learning support and products;
- Knowledge management and organizational development activities;
- Staff development.

144. The development of the **e-Campus** was completed.⁷ It will progressively become the main portal for new online learning initiatives of the Centre. *Moodle* was selected as the LMS for the e-campus. The complete architecture and wireframe was developed during 2013: it is designed around areas of expertise and learning modalities.

145. **Mobile learning** will increasingly gain in importance as an additional modality to training and several products have been developed and a mobile learning toolkit has been published. The Centre's online courses on "Gender planning" and "Management of local development" were awarded the Quality Certification from the Open ECB check, an international certification for capacity development in e-learning.

146. Strategic support was provided to the **ACI Task Teams**, including setting-up and developing communities of practice. Projects were also designed with PARDEV, Enterprises, and MULTI, among others. A new phase of cooperation was established on humanitarian assistance with other UN entities such as UNHCR, OCHA, OHCHR, and a "Trade Facilitation Guide" was developed for UNECE. A training of

trainers workshop and a trainer's guide was implemented for the European Trade Union Institute. A new concept of **sustainable learning** was developed through the third successful edition of the 'Learning Link' event which brought together international capacity development practitioners from diverse development training and learning institutes. A knowledge sharing activity was facilitated on "ILO's Engagement with the UN for countries adopting the Delivering as One approach." Also, in collaboration with the United Nations System Staff College and, upon request by the ILO, the first "Executive Leadership and Strategic Management" workshop was designed and delivered in January 2014.

147. A number of **staff development initiatives** were organized on the application of knowledge sharing methods for team development and workshop facilitation (Liberating Structures), and on the use of mobile learning in the context of learning and training activities. A toolkit of over 60 knowledge sharing methodologies was compiled and made accessible to all staff.

Evaluation

148. A total of **8,266 evaluation questionnaires** relating to **372 activities** were processed. This represents an increase of about 17 per cent compared with 2012. They show very good results (4.27 scores on a scale from 1 - minimum to 5 - maximum), even if slightly lower compared to the baseline set in 2012 (4.28). As in previous years, the lowest scores were assigned to the preliminary information (3.67) and to the gender aspects (3.79). All other aspects which were evaluated averaged more than 4.17.

149. A **new version of the standard questionnaire** was introduced in 2013 with regard to the Centre's services increasing the usefulness of the evaluation. Also, the **on-line evaluation system** has been improved and it is now fully operational. This leads to an important enhancement in the quality of the evaluations. Indeed the data are more reliable, easier to collect, and include both quantitative and qualitative aspects often missed in questionnaires in hard copy.

150. **Follow-up evaluations** are conducted at the Centre since 2011. In 2013, 800 questionnaires were processed, in relation to 93 courses. The responses rate obtained in 2013 (30%) cannot be assumed as representative of the participants involved in the courses at the Centre. Nevertheless, the results show that the training provided led to effective

⁷ <http://ecampus.itcilo.org>

improvements in relation to the participant's competencies, job performance, organizational performance, the use of the materials distributed and the establishment of networks, among other aspects.

151. Several **evaluation reports** were produced under the management of Evaluation Unit or directly conducted by this Unit. An important part of them is devoted to the in depth evaluation of a selected number of academies and the results will be presented to the Board in October 2014.

152. **Three e-learning modules on evaluation** were prepared based on a cooperation agreement with UNICEF. The e-learning, developed by the UNEG Task Force on National Evaluation Capacity Development, in partnership with the UN Evaluation Group for Asia and the Pacific (UNEDAP), and within the framework of EvalPartners, aims at strengthening the capacities to manage relevant and high-quality evaluations in the UN context.

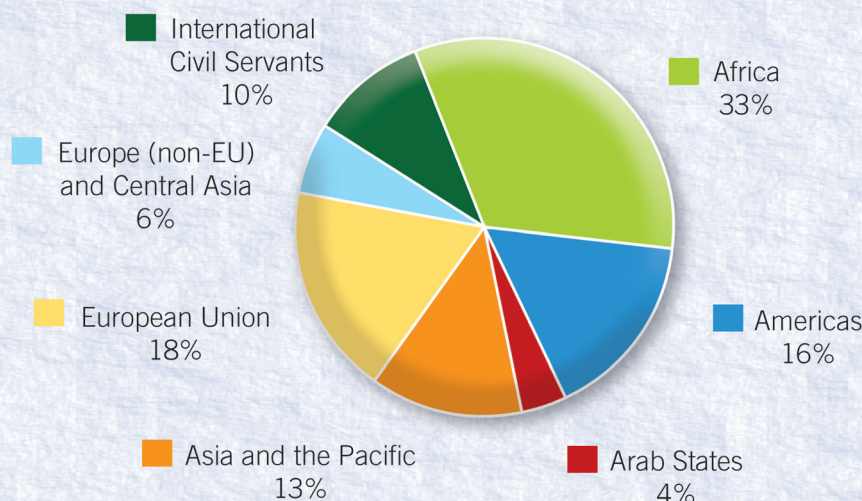
Turin School of Development

153. In 2012-13, the Turin School of Development (TSD) added two new Masters Programmes to its portfolio thereby expanding the linguistic range to include Spanish and French. The *Master in Patrimonio Mundial y Proyectos Culturales para el Desarrollo* is jointly organized with the University of Barcelona and the *Master en gouvernance et management des marchés publics en appui au développement durable*, in partnership with the University of Turin and Sciences-Po.

TABLE 4: MASTERS PROGRAMMES OF THE TURIN SCHOOL OF DEVELOPMENT

Master Programme	Number of participants (2011-12)	Number of participants (2012-13)	Total
Master of Laws (LL.M.) in International Trade Law - Contracts and Dispute Resolution	26	27	53
Master of Laws (LL.M.) in Intellectual Property	40	35	75
Master in Public Procurement Management for Sustainable Development	23	33	56
Master en Gouvernance et management des marchés publics en appui au développement durable	0	24	24
Master of Science (M.Sc.) in Applied Labour Economics for Development	22	24	46
Master in Management of Development	26	29	55
Master in Occupational Safety and Health	25	29	54
Master in World Heritage and Cultural Projects for Development	20	21	41
Máster en patrimonio mundial y proyectos culturales para el desarrollo	0	20	20
TOTAL NUMBER OF PARTICIPANTS	182	242	424

CHART I
REGIONAL BREAKDOWN OF PARTICIPANTS



154. Under the umbrella of the Turin School of Development, the Centre co-manages a Ph.D. Programme with the ILO. So far, the network of partner universities includes the University of Turin (Italy), the University of Bordeaux and the University of Aix-Marseille (France), Renmin University (China), Université Libre de Bruxelles (Belgium) and Cape Town University (South Africa). Discussions are on-going with the University of Ottawa (Canada), the University of Gottingen (Germany), SOAS University (United Kingdom) and University of Paris Dauphine (France).

Multimedia publishing and linguistic services

155. The full cycle of publishing services is available on campus. It includes **linguistic services** – editing, translation, and interpretation – in 38 languages; **design** – graphics, artwork, layout, photography; **multimedia** – websites, e-books for tablets, Kindles, mobile devices and videos; and **production** – digital and offset printing, binding, CD-ROMs, DVDs and USB keys production.

156. The trend to organize more multilingual courses and academies continued in 2013 and therefore the number of courses with simultaneous interpretation increased by 15 per cent. Editing and translation services recorded an increase of 25 per cent.

157. There were 182 publishing projects for the ILO and other United Nations and European organizations among which the United Nations High Commissioner

for Refugees (UNHCR), the Office of the High Commissioner for Human Rights (OHCHR), the Food and Agriculture Organization of the United Nations (FAO), the United Nations Institute for Training and Research (UNITAR), the International Committee of the Red Cross (ICRC) and the European Training Foundation (ETF). The main areas covered by the publications were child labour, rural development, occupational safety and health, equal pay, informal economy, development of national employment policies, domestic work, migration, HIV and AIDS, labour dispute systems, and national tripartite social dialogue. A manual for trade union education was published in nine languages. Two interactive websites for employers were developed: the ILO Global Business and Disability Network, including an online version of a self-assessment tool for companies; and the updated “Enabling Environment for Sustainable Enterprise” toolkit.

158. A positive development in 2013 was the consolidation of the Framework Agreement between the FAO and the Centre covering “Editorial and publishing services for high-profile, graphically complex publications published simultaneously in multiple languages.”

159. In line with the UN Greening the Blue Initiative, the Centre continued to decrease the production of standard printed documents, and the training material used in Centre courses are distributed on electronic supports, as far as possible. All paper used is certified with the highest level of ecological certification.

APPENDIX I

APPROVALS LIST FOR 2013

Sources of funding	Title of programme or activity	Region or Country	Period	Amount (Euro)
1. Competitive bidding				
EUROPEAN COMMISSION				
DG-EMPLOYMENT	Mutual learning in the field of skills and employment: operational framework for multi-level and multi actor synergy towards the adaptation to social and economic changes	Bulgaria, France, Germany, Romania	2013-14	146,191
DG-EMPLOYMENT	Promoting capacity building and improving social dialogue in the commerce sector for the organizations in new Member States and candidate countries	Europe	2013-14	48,500
DG-HOME	European Integration Fund, ETUC initiative to implement a European network of assistance for integration of migrant workers and their families	Europe	2013-15	142,682
EuropeAid/ENPI	Cross Border Cooperation in the Mediterranean, "Euro-Mediterranean GREEN JOBS"	Italy, Lebanon, Spain, Tunisia	2013-15	197,258
EU 7th Framework Programme	Addressing European governance of temporary migration and mobility to Europe	Western Europe, Eastern Europe, Latin America	2014-18	115,234
				649,865
2. Direct Agreements				
GOVERNMENTS				
Bangladesh - Ministry of Planning	Technical assistance for the revised project "Public Procurement Reform – II (Public Procurement Management)"	Bangladesh	2013-16	730,165
Belgium - Wallonie-Bruxelles International	Training programme for strengthening workers' and employers' organizations and promoting gender equality	Burundi, RDC, Maghreb, Rwanda	2013-14	225,810
Bulgaria - Ministry of Regional Development and Public Works	Design and implementation planning of road construction projects	Bulgaria	2013	47,750
Iraq - Ministry of Construction and Housing	Procurement and contract administration of road construction works and related consultancy services	Iraq	2013	43,039
Iraq - Ministry of Education	Preparation and management of construction contract based on FIDIC conditions of contract	Iraq	2013	301,605
Italy - Diplomatic Institute (Ministry of Foreign Affairs)	Capacity building on communication and leadership	Italy	2013	97,707
Italy - Prime Minister's Office	SAFE WORK II Project	Italy	2014-15	380,500
Japan - Ministry of Health, Labour and Welfare	Support to the development and implementation of training activities	Global & Asia	2013-14	234,132
Portugal - The Employment and Vocational Training Institute	Decent work and sustainable development programme	African Portuguese-speaking countries and Timor-Leste	2014	300,000
Yemen - Ministry of Finance	Public Finance Modernization Project (PFMP) -Consulting services for training two groups from (HATC)	Yemen	2014	61,578
Yemen - Ministry of Social Affairs	Employment policies course	Yemen	2013	27,198
				2,449,484

UN ORGANIZATIONS				
FAO	Participatory instructional design for e-learning	FAO staff	2013	36,597
Office of the High Commissioner for Human Rights (OHCHR)	Design and development of a gender integration e-learning module for OHCHR	OHCHR staff	2013	23,632
OHCHR	Development of an online RBM e-learning module - phase 3-6	OHCHR staff	2013	18,876
UN/DESA	UN fellowships orientation workshop	Italian fellows	2013	121,832
UNDP Madagascar	Atelier de formation sur le suivi – évaluation des programmes d'investissement en faveur des jeunes	Madagascar	2013	23,306
UNDP Brussels	Implementation of capacity building activities in the framework of the Joint Migration and Development Initiative (JMDI – phase II)	Interregional	2013-2015	478,450
UNDP Algeria	Formation sur l'approche genre au profit des institutions nationales et locales	Algeria	2013	23,543
United Nations Economic Commission for Europe (UNECE)	The 1st Trade facilitation implementation training workshop	Europe	2013	51,795
UNECE	Upgrade and maintenance of the UNECE Trade facilitation implementation guide	Europe	2013-16	71,500
UNICEF Senegal	Atelier sous-régional de renforcement des capacités des acteurs de la protection sociale	Senegal	2013	7,360
United Nations Mission in Liberia (UNMIL)	3 training courses on OSH: one on occupational safety and health strategies for OSH decision-makers and two on Prevention of work-related accidents and diseases	UNMIL staff	2013	23,490
UNITAR Nigeria	Design of the monitoring and evaluation system (architecture and business processes) for the Delta State vision 2020	Nigeria	2013	53,398
UN Women	Curriculum development for the Fund for Gender Equality's Four Regional Convening	UN Women staff: Kenya, Panama, Thailand, Tunisia	2013	36,236
UN Women	Introducción a las Auditorias Participativas de Género para Facilitadores	Panama	2013	10,000
UN Women	Training support on GRB implementation for F4GE governmental and civil society partners	Haiti	2014	62,568
UN Women	UN System Gender Focal Points	Latin America	2013	85,500
UN Women Burundi	Capacity Development for Gender- Based Planning and Budgeting (amendment)	Burundi	2013	16,538
UN Women Southern Africa Regional Office	Workshops on Gender Score Card	UNCTs Botswana and South Africa	2013	19,437
				1,164,058
BANKS, FUNDS AND FOUNDATIONS				
AGFUND – Arab Gulf Programme for Development	Capacity-building on Management of Sustainable Microfinance Institutions	Zambia	2013-14	49,855
	Making markets more inclusive for women and youth to promote entrepreneurship and job creation	Kenya	2013-14	60,320
Inter-American Foundation (USA)	9 th Amendment to the Cooperative Agreement for scholarships to distance learning courses	Latin America	2013-15	111,965
Jacobs Foundation (Switzerland)	Support to Youth Development Academy	Africa (Burkina Faso, Côte d'Ivoire, Uganda)	2013	39,000
Japan International Labour Foundation (JILAF)	Decent work for Workers in Informal Economy	Asia	2013	20,238
				281,378
RECIPIENT INSTITUTIONS				
Confederación Canaria de Empresarios (CCE)	Accreditation programme for SIYB trainers	Las Palmas (Spain)	2014	19,840

Confederación Provincial de Empresarios (CEOE Tenerife)	Accreditation programme for SIYB trainers	Tenerife (Spain)	2014	44,409
Michael Imoudu National Institute for Labour Studies (Nigeria)	Learning and policy workshop on pension schemes and reform	Nigeria	2013	116,651
Saudi Credit and Savings Bank (Saudi Arabia)	Value Chain Development	Saudi Arabia	2013	35,681
Technical and Vocational Training Corporation (Saudi Arabia)	Training for TVTC staff on "Strategic Planning in TVET"	Saudi Arabia	2013	375,250
University of Cape Town (South Africa)	Innovations in public employment programmes	South Africa	2013	14,892
				606,723
PRIVATE SECTOR				
BMB Mott McDonald	South Sudan Agribusiness Development Programme: provision of SIYB training programme	South Sudan	2013-15	130,800
				130,800
OTHERS				
The International Centre for Development Oriented Research in Agriculture (ICRA)	Holeta A-TVET Agribuzz – Value Chain Development	Ethiopia	2013-15	37,150
				37,150
TOTAL				5,319,458

APPENDIX II RISK REGISTER

Strategic Plan reference	Risk	Identified root cause(s)	Mitigation measure(s)	Implementation progress	Level of residual risk	Risk owner(s)
1	A failure to adapt to ILO outcomes and reform agenda and to continuous change and challenges in international best practices and technological developments, thereby missing opportunities, losing relevance to the ILO objectives and competitive advantage in the global development arena.	Insufficient operational integration with the Office. Failure to keep up to date with changing technologies and modernization of facilities and inadequate investment in research, development, innovation, knowledge sharing, benchmarking and networking.	In 2013, 80.7 per cent of the training activities was directly linked to ILO outcomes and priorities and approximately 50 per cent was designed and delivered in direct collaboration with the Office. The Centre is active in a variety of international networks, such as the UN Learning Managers Forum, the UN Learning Community, UNeLearn, RIIFT and Train4Dev. The Center has classified its standard courses along the Areas of Critical Importance introduced by ILO in the 2014-15 Programme and Budget and launched a series of tailored training activities to support the ILO-wide rollout of the ACI framework, including the establishment of Communities of Practice, piloting of ACI knowledge products and facilitation of ACI expert meetings.	90% completed	High	Training Programmes
2	Events and circumstances beyond the control of the Centre prevent training activities from taking place or result in closing the Centre for a number of days.	Fire, water damage, malicious act, natural disaster, political unrest, terrorist attack, pandemic or other event.	Business continuity planning measures will be put in place to minimize the impact on the delivery of services to constituents. Plan to be coordinated with the ILO in keeping with the with ILO Policy on business continuity management issued in March 2013. IT Business continuity plan fully developed in 2013.	30% completed	Low	Internal Administration Services
3	A reduction in voluntary contribution and withdrawal of a major donor to its financial commitment result in significant gap in income and fixed expenditures.	Economic factors, reduced political support and reduced national budget. Training activities do not generate sufficient revenue to cover fixed costs due to reduced co-funding from voluntary contributions; inadequate budget monitoring and cost efficiency analyses; increase in uncollectible accounts. No increase in the donor base.	Design and implement an updated resource mobilization plan. Timely costs and productivity analyses, monitoring of KPIs, regular review of pricing policy and adjustments to budget (staff and non-staff costs); strengthened monitoring of outstanding receivables. Active monitoring of resource mobilization.	80% completed	High	Director/Management Team
4	A major banking partner of the Centre goes into receivership, resulting in a significant financial loss, possible operational disruption.	Poor risk management by the financial institution(s) concerned or the consequence of a significant external shock (e.g. the global financial crisis).	Due diligence review of banking service providers' financial performance and practices, monthly check on bank's credit rating and regular reporting to the Finance Committee of any changes.	100% completed	Low	Treasurer/Financial Services

Strategic Plan reference	Risk	Identified root cause(s)	Mitigation measure(s)	Implementation progress	Level of residual risk	Risk owner(s)
5 Outcome 3	A qualified external audit opinion negatively impacts the Centre's reputation for prudence and sound financial management.	Lack of accountability by managers; inability to implement IPSAS; inadequate internal controls.	Clarification on the Centre's accountability framework; review and update of Financial Regulations and Rules linked to business process review; and IPSAS implementation.	100% completed	Low	Treasurer/ Financial Services Management Team
6 Strategic priority 4	Exchange rate fluctuations result in a significant loss in the purchasing power of currencies of governments and institutional clients outside of the euro zone.	Fluctuations in exchange rates driven by governmental budget deficits, cuts in the ratings of government bonds, increases in interest rates by Central Banks or other uncertainties in global financial markets.	Hedging of US dollar voluntary contributions through forward contracts. Effective management of non-euro assets and liabilities to limit exposure to foreign exchange fluctuations.	100% completed	Low	Treasurer/Financial Services
7 Outcome 2	Unauthorized use of Centre's materials and partnerships with unsuitable institutions impacts negatively the reputation of the Centre.	Inadequate screening and due diligence review.	The Centre has established an internal mechanism and procedure for clearance of partnerships and funding agreements. It has submitted a draft copyright policy to JUR for clearance and has initiated a project for the establishment of institutional criteria in relation to licencing and certification of participants, trainers and partner institutions.	80% completed	Low	Training Programmes/ PRODEV/JUR
8 Outcome 3	Damage to the Centre's Data Centre or other critical IT infrastructure, rendering essential applications unusable for a prolonged period of time or resulting in a loss of critical information.	Fire, water damage or a malicious act.	Live data is replicated in two Data Centres. Back-up infrastructure is separated from live data by moving the tape library to another part of the Centre's building. Disaster recovery plans established for recovery of e-mail and Blackberry systems. IT Business continuity plan fully developed in 2013.	100% completed	Low	Information Technology Communication Services
9 Outcome 3	A fraud, other unethical practices or behavior result in a significant financial loss and a negative impact on the Centre's reputation.	Unethical or illegal behaviour by a staff member, supplier or participant.	Enforcement of zero tolerance policy of fraud supported by broader information and training for managers and staff; strict compliance with procurement rules; due diligence in relation to participants' screening. HRS: Regular update and promotion of Centre's webpage on Ethics (www.itcilo.org/en/the-centre/about-us/ethics). A procedure and checklist is in place for the screening and enrolment of participants.	90% completed	Medium	Training Programmes/ Human Resources/ Financial Services
10 Outcome 3	Security, occupational, health and safety hazards resulting in accidents, litigation and financial loss.	Inadequate information and compliance with security, occupational, health and safety practices.	Monitor standards for occupational safety and health; improve communication on, and compliance with, UN security standards; regular fire drills; regular monitoring of air and water quality, asbestos and review of insurance coverage. Upgrade in the security management system.	90% completed	Low	Internal Administration Services/JUR

Strategic Plan reference	Risk	Identified root cause(s)	Mitigation measure(s)	Implementation progress	Level of residual risk	Risk owner(s)
11 Outcome 3	Non-compliance behaviours. Staffing commitments not funded. Major work related conflicts.	Lack of awareness of Staff Regulations, policies, procedures, clearance processes and delegation of responsibilities. Lack of awareness of potential risks and/or a lack of knowledge on how to prevent or insure them. Lack of diligence in addressing OSH, performance, misconduct issues and staff concerns. Inadequate HR management practices and social dialogue.	Review of staff-related insurance coverage done in collaboration with the ILO Geneva and completed at the end of 2013. Compliance training on key and new procedures. Regular training on staff security. Develop hazard alerts. Draft circular on the protection of confidential personnel data close to its finalization, following consultation of all services directly involved (such as ICTS and the Medical Services). Application of HR best practices continuing. Promote social dialogue and compliance with the 2013 version currently in force of standards of conduct of the international public service. Monitor the evolution of staff costs. Ensure systematic performance appraisal of staff.	80% completed	Medium	Human Resources Services



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