



80th SESSION OF THE BOARD

26TH-27TH OCTOBER 2017



International **Training** Centre
Centre international de **formation**
Centro Internacional de **Formación**

WI-FI INFO

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and use the **ITCILO-public** Wi-Fi:
Password: **Training.ILO**

ITEM A ON THE AGENDA

Election of the Vice-Chairpersons of the Board

No Document

ITEM 1 ON THE AGENDA

Interim Implementation Report for 2016

Document CC 80/1

Submitted for information

Updated training statistics

Document CC 80/1 Add.

Submitted for information

ITEM 2 ON THE AGENDA

Strategic Plan of the ITCILO for 2018-21

Document CC 80/2/1

Submitted for decision

Programme and Budget proposals for 2018-19

Document CC 80/2/2

Submitted for decision

Point for decision: par. 171 of the P&B

ITEM 4 ON THE AGENDA

Financial Statements and External Auditors
Report for 2016

Document CC 80/4/1

Submitted for information

Report of the meeting of the Officers of the Board

Document CC 80/4/2

Submitted for information

ITEM 4 ON THE AGENDA

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

Document CC 80/4/6

Submitted for decision

Point for decision: par. 8

ITEM 3 ON THE AGENDA

Independent evaluation of training and learning activities on the thematic area of “International Labour Standards”

Document CC 80/3

Submitted for discussion

BACKGROUND AND RATIONALE

- Annual independent evaluations since 2014

- 2017 independent evaluation: Activities linked to the thematic area of International Labour Standards (ILS)

- Two clusters of activities were evaluated:

- One sample of activities directly linked to the thematic area of ILS; the purpose of the evaluation was to assess whether these activities have contributed towards the achievement of ILO policy outcome 2 (*ratification and application of ILS*)
- Another sample of activities not linked to the thematic area of ILS; the purpose of the evaluation was to assess whether ILS had been mainstreamed as a cross-cutting concern

METHODOLOGY

Sample: 15 activities implemented between mid-2015 and mid-2016, incl. 3 activities linked to the thematic area of ILS and 12 activities linked to other thematic areas of training

- o The activities linked to the thematic areas of ILS were selected by way of *purposeful sampling* in order to capture the ILS flagship products of the Centre
- o The activities linked to other thematic areas were selected by way of *random sampling* in order to avoid bias

Evaluation methods:

- o Desk research
- o Participants' survey (sample size: 412; response rate: 31%)
- o Interviews
- o Case studies

CONCLUSIONS OF THE EVALUATOR

Overall conclusions

The role of ILS is well recognized by the Centre and measures to integrate ILS are pursued.

The ILS-related activities transmit the contents and process of application of ILS in a comprehensive way; the training has demonstrably improved the participants' capacity to apply them.

But: A knowledge gap is seen to persist among some participants about the practical application of ILS.

CONCLUSIONS *CONTINUED*

Relevance and outreach of the activities

In *all* activities, participants showed a significant level of satisfaction with the training activities and their relevance to the objectives of the training.

Training reached successfully out to personnel in key positions who play a decisive role in promoting and enforcing the provisions of ILS.

CONCLUSIONS *CONTINUED*

Validity of the activity design

In activities directly linked to the thematic area of ILS or explicitly referencing ILS, participants demonstrated a high satisfaction rate on the training itself, including clarifying the contents of ILS and the functioning of the ILO's standards supervisory system in the courses carried out by ILSGEN.

Even in cases where training activities were not directly linked to ILS, a number of respondents agreed that the normative element was relevant and had been present. The feedback from participants also underlines, though, that further reflection is needed to ensure that the cross-cutting ILS element is better integrated into these training programmes.

CONCLUSIONS *CONTINUED*

Effectiveness

In many training activities, participants grappled with the issue of applying ILS in practice, either legally or through policy implementation and tripartite cooperation.

While the training does cover examples – based on concrete situations – there apparently is a need for describing and discussing the variety of approaches to implementing ILS in practice. To this end, the Centre could draw on the growing body of evidence of how technical cooperation can demonstrate how to apply ILS in practice (IPEC, BETTER WORK).

CONCLUSIONS *CONTINUED*

Efficiency of the use of resources

The training offered by the ITCILO provides good value for money.

Some comparison of costs with private sector training leads to the conclusion that, if indeed such training is available, it is at significantly higher cost per training day and without the accommodation provided by the Centre.

CONCLUSIONS *CONTINUED*

Effectiveness of management arrangements

The question of roles and responsibilities for promoting ILS during training came up in particular in the sample courses for social dialogue for employers and organizing activities for workers.

Training targeted to practitioners of the social dialogue process or for trade union organizers is not aimed at producing standards specialists but participants need to be provided knowledge of when, where and how legal instruments and their procedures can be used. The training personnel have to be able to explain how this knowledge can be accessed and used.

This is also important with induction courses and other training for new ILO staff.

CONCLUSIONS *CONTINUED*

Impact orientation

The further the training moves away from the direct thematic link to ILS, (“pure” standard related training), the more it becomes a challenge to ensure that the link to the way in which the International Labour Code deals with each of the topics is maintained.

RECOMMENDATIONS

- As the 'DNA of the organization', the relevance of ILS should be brought out in all ILO and ITCILO activities
- More focus in the training effort on the *application* of ILS in practice
- A more diverse approach should not lose cohesion and fundamentals (→ Academies)
- A continuous learning experience maintains an international ILS community and contributes to a solid information base
- ILS training modules have to be rethought and tailor-made
- Inclusion of an ILS question in the post-course evaluation
- Knowledge of ILS as a selling point for tailor-made programmes
- Full use of the opportunities provided by tripartism

MANAGEMENT RESPONSE

The Centre welcomes the findings of the independent evaluation.

The Centre acknowledges that additional efforts should be undertaken to further emphasize the rights-based approach of the ILO (and ILS as the 'DNA' of the organization) throughout other training activities not directly linked to the thematic area on ILS.

To this end, the Centre will:

- o commission the development of a toolbox for ITCILO trainers on how to explain ILS
- o propose to ILO HRD to launch a training course on ILS as part of the joint ILO-ITCILO staff development catalogue for 2018.
- o maintain and further develop the database of legal judgments and good practices which is part of ILO NORMLEX.

MANAGEMENT RESPONSE *CONTINUED*

The Centre will furthermore:

- o explore how to amend the end-of-activity questionnaire used for all training activities of the organization with a question on ILS, in order to monitor whether any of the learning objects on ILS have been applied during training and whether participants acquired new subject.
- o commission a study on how to make full use of the demand for various kinds of knowledge on ILS in promoting both its open and tailor-made training courses

Finally, in line with its Strategic Plan for 2018-21 where tripartism, social dialogue and ILS are cross-cutting issues, commission in 2019 an independent and external evaluation of training activities linked to the thematic area of tripartism and social dialogue.

THE BOARD IS INVITED TO PROVIDE COMMENTS AND GUIDANCE

ITEM 4 ON THE AGENDA

Plan for the Audit of the 2017 Financial
Statements

Document CC 80/4/3

Submitted for information



International Training
Centre of the International
Labour Organization

EXTERNAL AUDIT PLAN

Financial Year 2017



About the Audit Plan:

- ☐ Guide the delivery of our audit function in the Centre for financial year 2017
- ☐ Specifically presents our audit objectives that are based on the mandated functions; the basic audit works based on our audit approach and methodology; the audit milestones; and the management of audit resources
- ☐ Lays out our audit trajectories based on the results of our first year of audit engagement which are bound to evolve as our audit progresses



Our Overall Audit Objectives

- ☐ Express an independent opinion on the fair presentation of the Centre's financial statements as at 31 December 2017
- ☐ Make observations with respect to the efficiency of the financial procedures, the accounting system, the internal financial controls and in general, the administration and management of the Centre



Audit Approach and Methodology

UNDERSTAND THE OPERATIONS
TO IDENTIFY AND PRIORITIZE RISKS

ASSESS AUDITEE RISK MANAGEMENT
STRATEGIES AND CONTROLS
TO DETERMINE RESIDUAL
AUDIT RISK

MANAGE RESIDUAL
AUDIT RISK TO REDUCE
RESIDUAL AUDIT RISK
TO ACCEPTABLE LEVEL

COMMUNICATE
VALUE
DELIVERED

- ❑ Utilize the Risk-Based Audit Approach employing a realistic audit horizon strategy and approach to identify, prioritize and manage audit risks deemed to be critical to the Centre's operations; considering that the Centre is a learning institution with its own legal statutes, with its own risk assessment and strategy, different structure, and different processes.



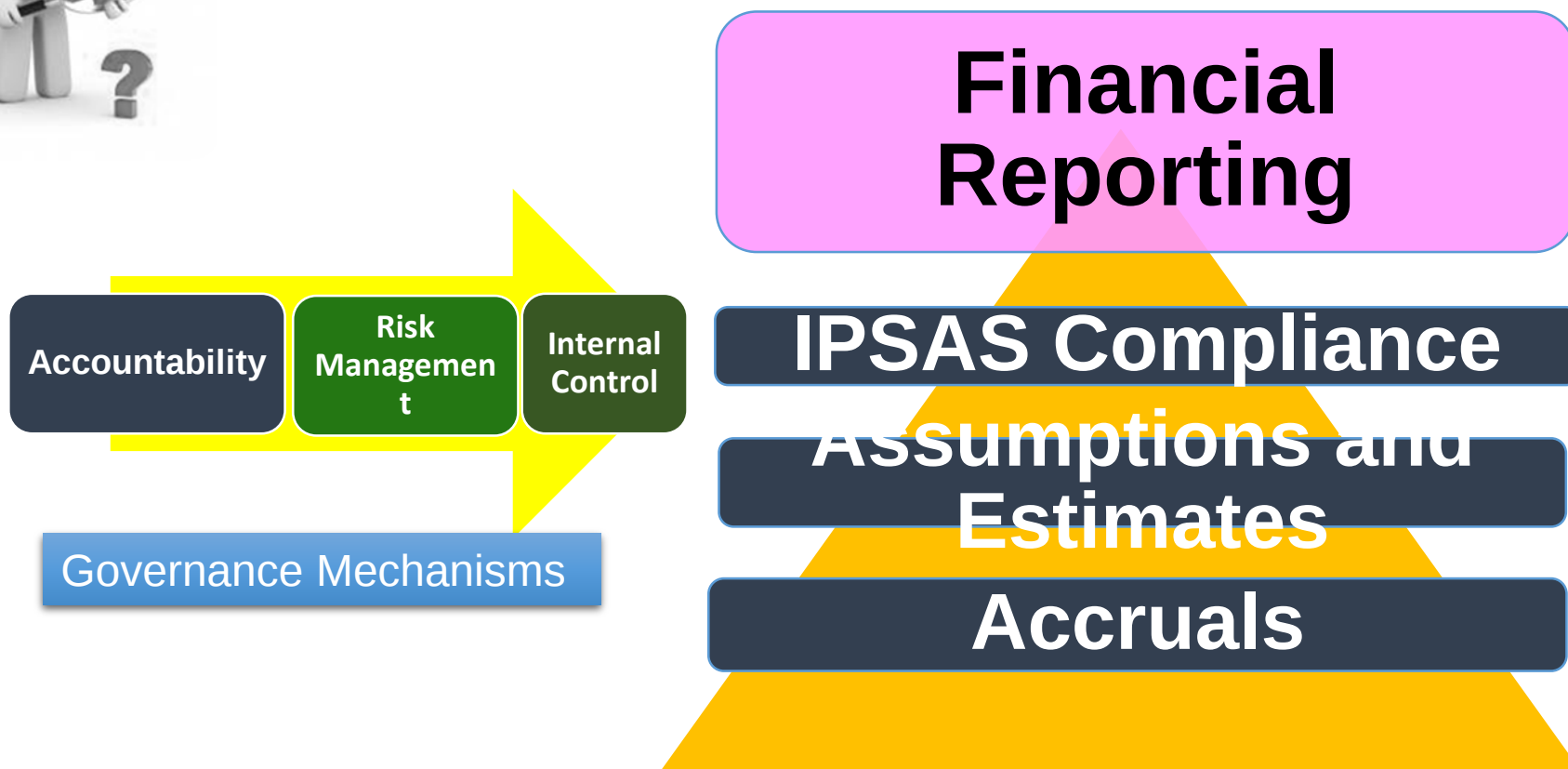
Risk Perspectives

- ☐ Relevant factors and changes

- ☐ Audit observations noted

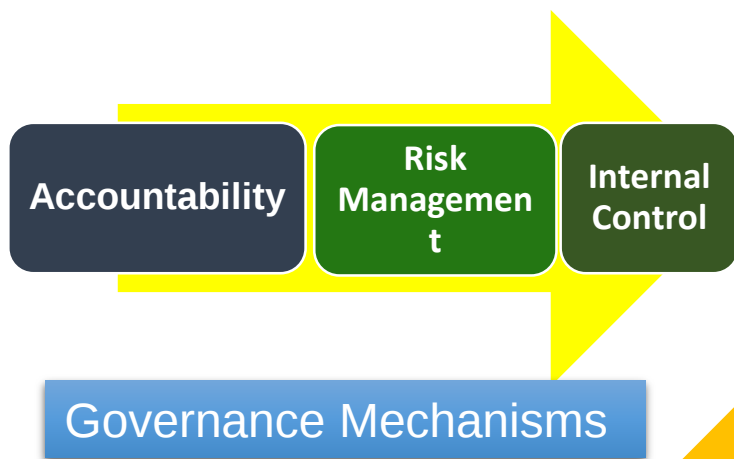


Risk Perspectives and Planned Works





Risk Perspectives and Planned Works



**Purchasing,
Payables, and
Payments**

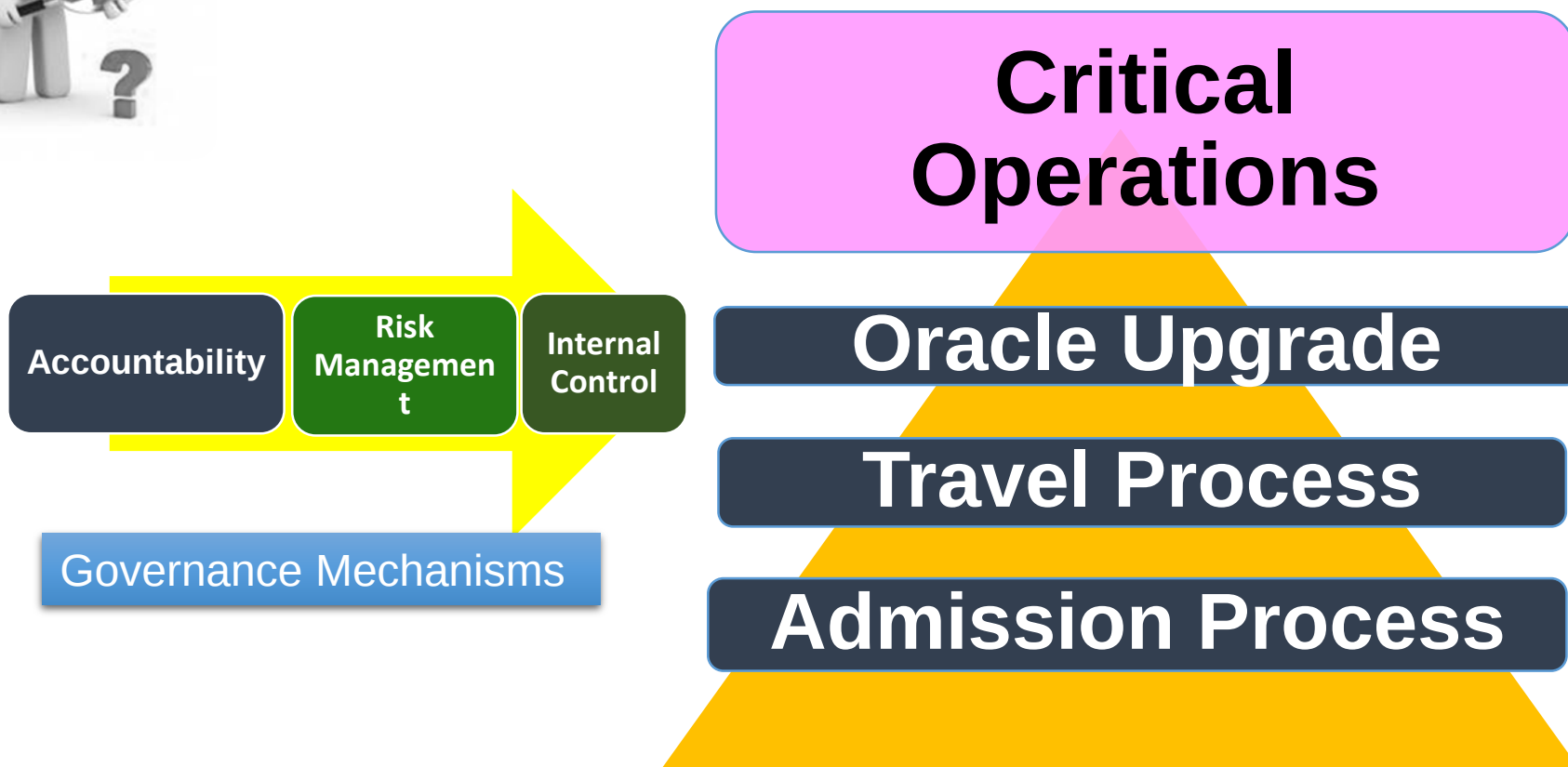
**Managing
requirements**

**Controlling
commitments**

**Administering
contracts and
deliverables**



Risk Perspectives and Planned Works





Working Audit Materiality

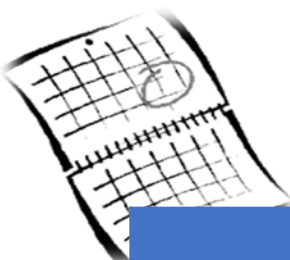
Amount used to evaluate the significance of uncorrected misstatements (*past* adjustments and reclassifications) noted during the audit.

	Basis	Amount
Overall Materiality	2% of the average total expenses of the Centre from the last two biennia	€751,880
Unadjusted and adjusted items in excess of this amount will be reported to management		
	5% of overall materiality	€37,594



Significant Deliverables

- ☐ Independent Auditor's Report
- ☐ Report of the External Auditor to the Board
- ☐ Management Letter
- ☐ Audit Observation Memoranda

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Significant Milestones

Activity	Date
Presentation of Audit Plan	26 and 27 October 2017
Interim Audit	13 to 24 November 2017
Year-end Audit	19 February to 2 March 2018
Signed Audit Opinion	12 March 2018
Presentation of Audit Results to the Governing Body	May 2018

תודה
Dankie Gracias
Спасибо
Merci شُكراً
Takk
Köszönjük Terima kasih
Grazie Dziękujemy Dèkojame
Ďakujeme Vielen Dank Paldies
Kiitos Tänname teid 谢谢
Thank You Tak
感謝您 Obrigado Teşekkür Ederiz
Σας ευχαριστούμε 감사합니다
Bedankt ඔබටතෙත
Děkujeme vám
ありがとうございます
Tack

ITEM 4 ON THE AGENDA

Report of the Chief Internal Auditor for the year ending 31 December 2016

Document CC 80/4/4

Submitted for discussion and guidance

ITEM 4 ON THE AGENDA

Follow-up to the recommendations of the Chief
Internal Auditor for the year ending 31 December
2016

Document CC 80/4/5

Submitted for information

ITEM 5 ON THE AGENDA

Human resources questions

Document CC 80/5

Submitted for decision

Point for decision: par. 13

ITEM 6 ON THE AGENDA

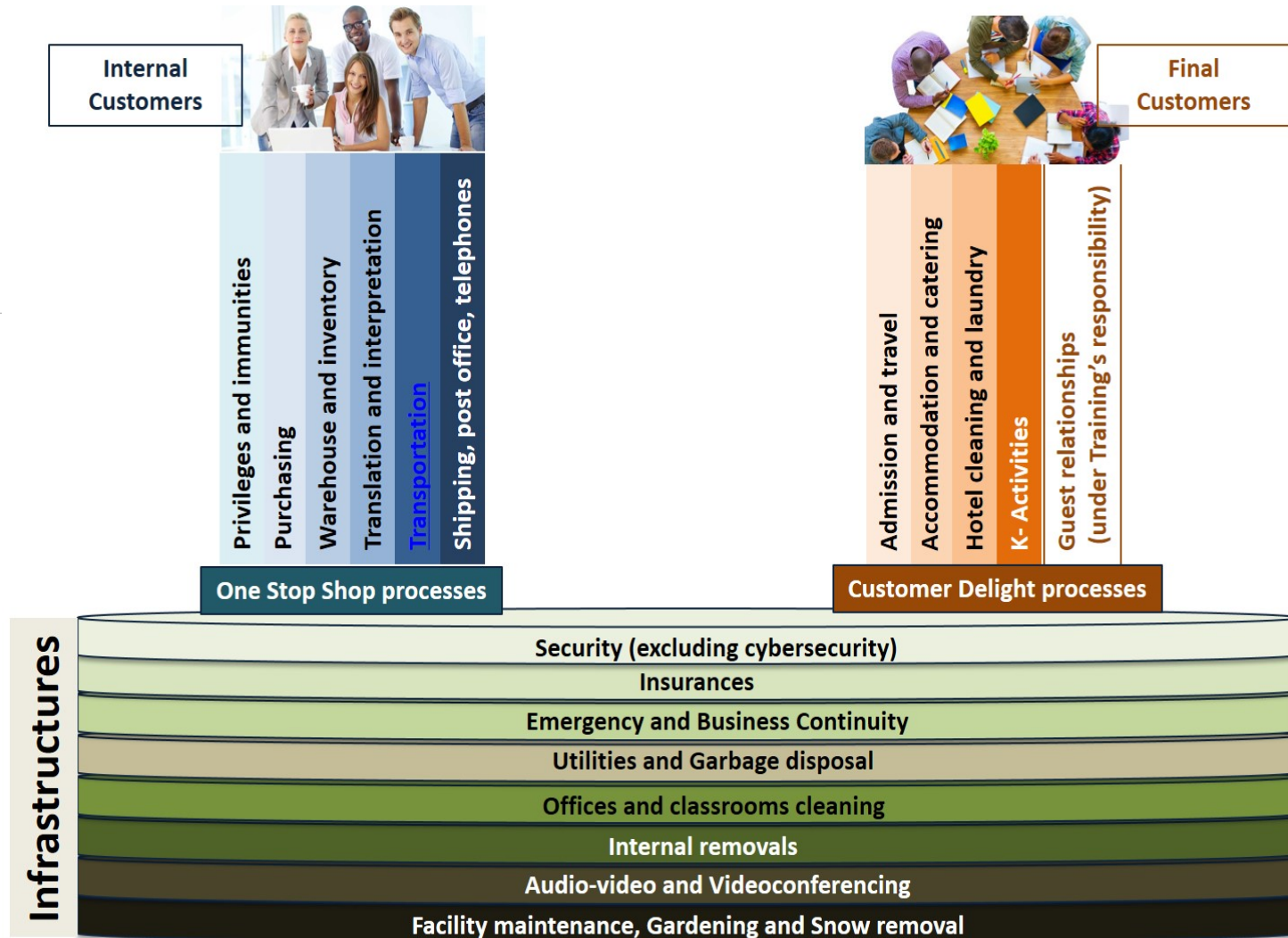
Administrative questions

Document CC 80/6

Submitted for information

The Facilities and Internal Services unit has organized its activities and processes to provide the Centre with:

- A range of services aimed at improving the effectiveness and facilitating their processes. (OneStopShop).
- A range of services aimed at improving the overall customer experience before, during and after their permanence at the Centre. (Customer Delight).
- A basis of cross cutting services supporting and enabling the above-mentioned ones.



Recent infrastructural projects were the renovation of Eridano Campus Restaurant and La Piazza Cafeteria (April 2017)

The refurbishment of Pavilion Africa 10 for the relocation of the Data Centre and ICTS is scheduled for completion in August, 2018.

Oceania pavilion classrooms have been upgraded.

A new ITCILO Environmental Sustainability Policy is in place.

An accurate intelligence process for screening of participants' applications before their departure. As a result, in the first half year of 2017 we have scored "0" missing participants and discovered "29" near missing participants.

Two new functionalities of the OneStopShop are available: an Amazon-style ordering system for stationery store and the one-day tour packages in the transportation module.

Translation and Interpretation team in FIS in July 2017 for providing an integrated support to training activities.

ITEM 7 ON THE AGENDA

Report of the
Trade Union Training Committee
Document CC 80/7/a
Submitted for information

Report of the
Employers' Training Committee
Document CC 80/7/b
Submitted for information

ITEM 8 ON THE AGENDA

Date and place of the next session of the Board

*The 81st Session of the Board will be held in Turin on **25 and 26 October 2018** just before the 334th Session of the Governing Body of the ILO*