

STRATEGIC PLAN OF THE ITCILO FOR 2018-21

CAPACITY DEVELOPMENT
FOR THE WORLD
OF WORK

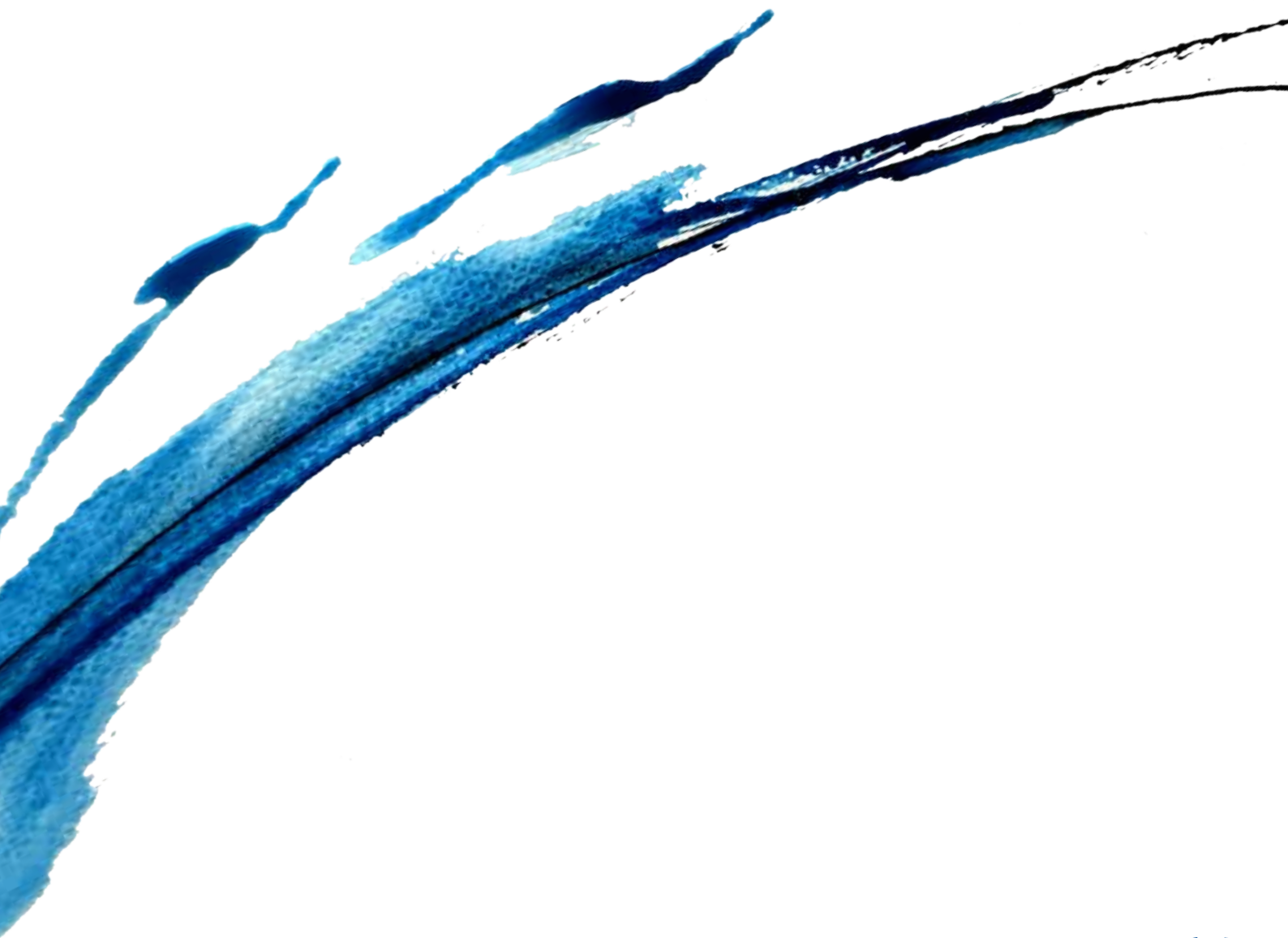


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FOREWORD

This document outlines the strategy of the International Training Centre (the Centre) of the International Labour Organization (ILO) over the 2018-21 time period. The Strategic Plan has been framed in the broader context of the ILO's Strategic Plan for the period 2018-21 and the ILO's Programme and Budget for 2018-19. The Plan is also informed by the Resolution Advancing Social Justice through Decent Work, adopted at the 105th International Labour Conference (ILC) in 2016. It reaffirms the relevance of the ILO Declaration on Social Justice for a Fair Globalization (the Social Justice Declaration) 2008 in guiding the ILO's response to the challenges related to the implementation of the 2030 Agenda for Sustainable Development. It also takes into consideration the follow-up to the ILO Centenary Initiatives.

The Plan builds on the lessons learned from the implementation of the Centre's 2012-15 Strategic Plan and the Centre's 2016-17 Transitional Strategic Plan and Programme and Budget. The Plan also incorporates the respective training strategies of the Employers' Training Committee and the Trade Union Training Committees at the Centre, and it draws inspiration from the operational-level strategies released by the Human Resources Services and the Information and Communication Technology Services of the Centre, where they extend beyond the 2016-17 biennium.

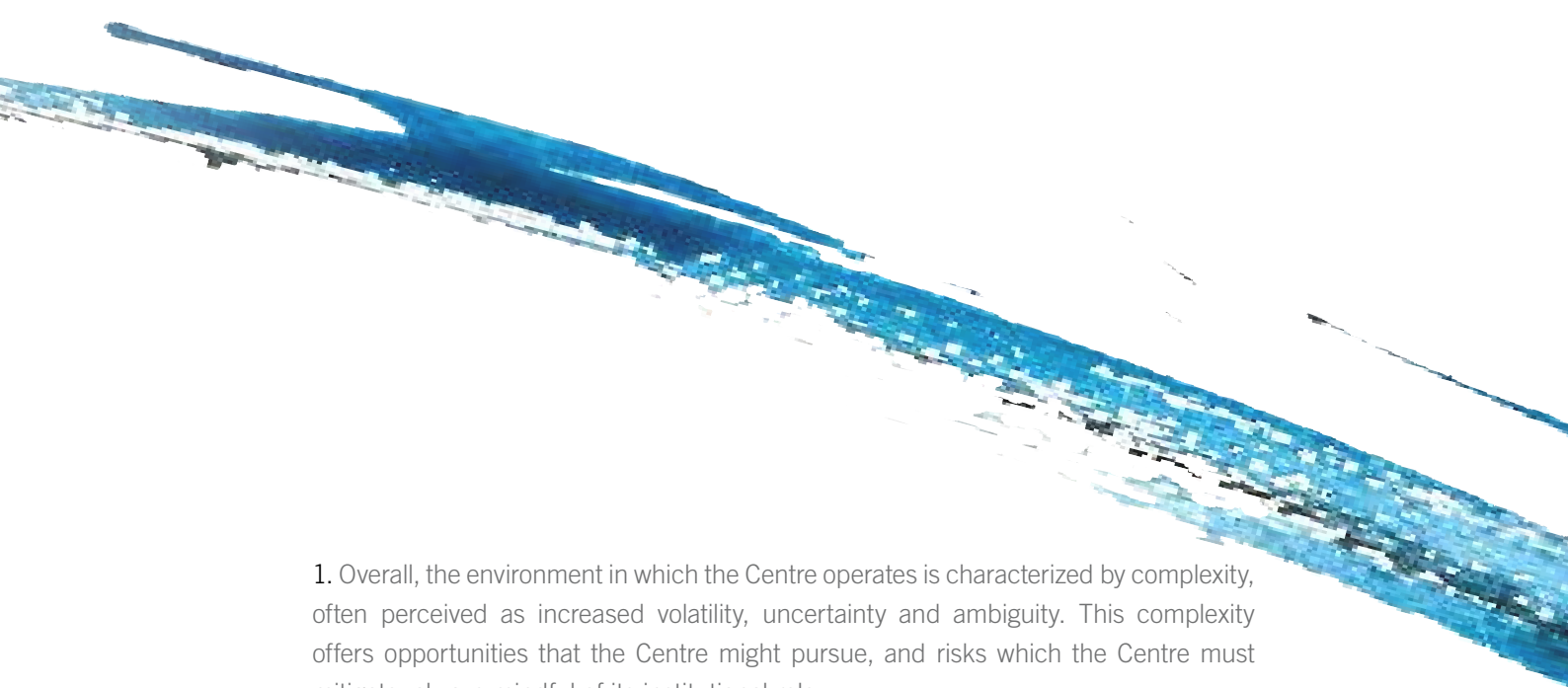
The Plan is the product of a series of consultations with internal and external stakeholders of the organization. As part of these consultations, the Centre commissioned an online staff survey, convened bilateral meetings and group consultations and facilitated a one-day envisioning workshop for all staff members. The draft plan was peer-reviewed by a panel of experts from the ILO and the Centre, and submitted for further suggestions to the annual meeting of the Board of the Centre in October 2017.

As per practice followed by ILO, the Strategic Plan outlines the strategy framework guiding the Centre over the next four years. The document should be read in conjunction with the Programme and Budget 2018-19 of the Centre that provides further information about the activities planned for the coming biennium and that describes the Results-Based Management Framework with baselines, targets and indicators to track implementation progress.

The Strategic Plan envisions the Centre to be a sustainable training institution that is effective in the pursuit of its development mandate of promoting Decent Work and Social Justice through capacity-building support while meeting its financial needs and complying with international standards of good governance. The vision is rooted in the idea of an evolutionary organization that continuously adapts to a complex world. The vision explicitly provides room for growth driven by competitive spin along the axis of three interlinked and mutually reinforcing dimensions of organizational performance: technical performance, financial performance and institutional performance.

I want to take this opportunity to thank all parties involved in the development of this Strategic Plan for their inputs. I am confident that together we have laid a solid foundation for the sustainability of the Centre over the coming years.

Mr Yanguo Liu
Director



1. Overall, the environment in which the Centre operates is characterized by complexity, often perceived as increased volatility, uncertainty and ambiguity. This complexity offers opportunities that the Centre might pursue, and risks which the Centre must mitigate, always mindful of its institutional role.

Opportunities and risks for the Centre

Opportunities

2. Globally, interest in the ILO's mandate to promote Decent Work and Social Justice is increasing – and with it demand for capacity-building services from the Centre. As described in the ILO's 2018-21 Strategic Plan, the world of work continues to be subject to the stress imposed by the inability of the global economy to regain a trajectory of strong, balanced and sustained growth after the 2008 global crisis; high levels of unemployment and underemployment remain a major source of concern and serious geographical imbalances in opportunities and incomes are reflected in the movement of people seeking better lives and decent jobs; the global jobs gap is matched by a gap in social protection and violations and denials of the fundamental principles and rights remain widespread¹. The ILO is widely expected by its constituents to advise on the formulation of effective policy responses and the Centre, being the training arm of the ILO, is strategically positioned to respond with capacity-building support services.

3. The deep and rapid process of change in the world of work is driving demand for life-long learning and re-training. For example, the impact of demographic change on the world of work (particularly in Europe and East Asia) is opening up a new market for capacity-development support targeted at an ageing workforce. Meanwhile, the pace of technological development is forcing ILO constituents and other ILO stakeholders

¹ GB.328/PFA/1, p.1f

to rethink the organization of work and production, and to reflect on the meaning of fundamental principles and rights at work in the age of artificial intelligence and robotization. The Centre can play an important role in providing ILO constituents and other ILO stakeholders with a learning platform to access knowledge on the future of work.

4. In regions with a youthful population, the integration of young women and men into the labour market will continue to be a priority for years to come. Younger participants, in particular, rely increasingly on distance learning and mobile training as a complement to face-to-face training, while older participants will probably prefer a combination of face-to-face training and distance learning (blended training). The Centre has invested heavily in the development of distance-learning and mobile-learning technology in recent years, and the new learning modalities have matured to the point of being scaled up and rolled out.

5. The global concern for environmental sustainability, and particularly the efforts being made to combat climate change, reverberate with the ILO's quest for Social Justice and Decent Work but can also create dialectic tension about how to manage a just transition towards more environmentally sustainable and socially responsible business practices. Through its strategic partnership with the ILO's global Green Jobs Programme, the Centre can readily deploy in-house expertise to provide capacity-building support in the field of green-employment-promotion policy design and implementation.

6. Demand for training services that provide a cross-comparative perspective on international good practice, and facilitate interaction and networking among local players, is increasing. To meet this demand, training organizations must become glocal (think global but go local) and be able to provide multi-lingual services delivered by a multi-cultural learning faculty anywhere in the world at the cross-roads between regions - a 'sweet spot' where the Centre commands a strong competitive advantage .

7. Increasing reliance on non-traditional development partnerships to finance capacity-building support interventions, particularly in middle-income countries, is opening up resource-mobilization opportunities for training-service providers that can pursue entrepreneurial approaches to achieving social-development objectives. To unlock these opportunities, organizations must be able to bid for tenders that are not accessible to UN agencies, receive contributions from domestic trust funds in local currency, and enter into partnerships with corporate business and global foundations. The Centre has more flexibility than many other international training organizations in pursuing these options.

8. The Centre receives a comparatively diversified mix of funding, including fixed contributions, voluntary contributions and earned income from training. The

Government of Italy and the ILO remain committed to partly offsetting the operational costs of the Centre through an annual fixed contribution, while the governments of Italy and Portugal make earmarked annual voluntary contributions that are important in providing fellowships for participants from developing countries.

9. Via the tripartite constituency of the Board, the Centre can access governments and employers' and workers' organizations throughout the world. The Centre maintains close networking relationships with ILO Geneva and ILO field offices. The senior management of the Centre is closely integrated into the decision-making structures of the ILO.

10. The Centre has an international teaching faculty, with more than fifty professional training experts supported by in-house specialized support services. The staff of the Centre has demonstrated its willingness to continuously innovate its training services in response to fast-changing customer expectations and technological progress. This willingness to evolve with the market and to further differentiate its service proposition has earned the Centre growing international recognition as a provider of quality training.

11. The Centre operates from a location in Northern Italy that is considered highly attractive by participants. The campus offers high security standards, top-class training facilities and accommodation of a good standard.

Risks

12. The Centre faces increased security risks. Participants from countries affected by fragility may find it increasingly difficult to secure entry visas for study purposes – a challenge for training institutions like the Centre, with residential facilities in Europe but a majority of participants from outside the region. Another security concern is the growing exposure of the UN system to terrorist threats.

13. The Centre must hedge against financial risks, in particular the currency-exchange risk resulting from the current volatility in global financial markets. The currency-exchange risk is particularly high for organizations like the Centre, which export services from the Eurozone but mostly work under commission from international clients paying in US dollars.

14. The Centre is confronted with a growing price-competition risk. Intergovernmental training organizations like the Centre typically have a less favourable cost structure than governmental and non-governmental organizations, including private-sector players, and can therefore often not compete on price with local competitors; they must rely on service differentiation strategies that enable them to charge a price premium for quality.

15. The Centre depends partly on fixed contributions from the ILO, and from the Government of Italy, the Piedmont Regional Authority and the City of Turin, for financial sustainability. These contributions enable it to grant service subsidies for participants from developing countries and to maintain the high quality, safety and security standards of its training and residential facilities. If these contributions were cut due to budget constraints, the current business model of the Centre would need to be re-examined.

The way ahead

16. Judged by the outcome indicators for technical performance in the 2012-15 Strategic Plan and the 2016-17 Transitional Strategic Plan, the Centre has successfully fulfilled its mandate to provide ILO constituents, ILO staff and other ILO stakeholders with capacity-building support to promote Decent Work for All. At the same time, the current financial position of the Centre is robust, driven by growth in earned income while fixed costs are kept stable, partly as a result of efficiency gains in the performance of operations. The Centre will, however, need to continue evolving in the coming years in order to cope with complexity in the market by accelerating the pace of organizational learning and innovation, growing its market outreach with a strong emphasis on quality products, further diversifying its resource base and carefully managing its costs.

Lessons learned from the implementation of the 2012-15 Strategic Plan and the 2016-17 Transitional Strategic Plan

- The Results-Based Management Framework introduced by the Centre in 2012 has significantly contributed towards organizational reform and the reorientation of organizational strategy, by turning attention towards the need for earned income and cost reductions, and by opening the Centre up to a wider group of participants, while at the same time safeguarding its focus on capacity-building support for ILO constituents. The Results-Based Management Framework should be retained.
- The heuristic model underpinning sustainable organizational performance introduced with the 2016-17 Strategic Plan has provided the Centre with effective guidance on how to balance its non-financial and financial objectives. It should be retained with refinements.
- The indicator catalogue introduced in 2012 to track organizational performance has evolved over the years, addressing many of the initial weaknesses. The indicator catalogue will need to be developed further, more strongly emphasizing evaluation of service impact, tracking progress in the diversification of the resource base and monitoring to what extent the Centre succeeds in mainstreaming social dialogue, the ILO and tripartism throughout its service portfolio.
- For better focus and more effective oversight, the Centre's Strategic Plan and its Programme and Budget should be presented as separate documents, discontinuing the practice transitionally introduced for the 2016-17 Strategic Plan. The Strategic Plan should outline the context, vision and strategy framework of the Centre, while the Programme and Budget should provide more detailed information about the work plan for the Biennium and the budget projections underpinning the planned activities.

B

STRATEGIC VISION: THE CENTRE IN 2021

Vision statement

17. The Centre strives to be a global leader and unique institution for the sustainable provision of capacity building and development for ILO constituents (Workers, Employers and Governments) with the aim to advance social justice and the Decent Work Agenda. The Centre is an exclusive point of reference for ILO constituents on social and labour issues. The Centre has an important potential, which requires a coordinated strategy and the involvement of ILO constituents, with a view to promoting overall social justice, growth and development through its training, learning and awareness-raising activities. The Centre's main role is to provide ILO constituents with specialised training on all aspects of the Decent Work Agenda (employment, international labour standards, social protection and social dialogue), with gender mainstreaming at its heart. A significant part of the Centre's training activities is based on and should respect the principle of tripartism. Both the Workers' and Employers' Programmes are service units to these ILO constituents for implementing the ILO's mandate with a view to further strengthening and building capacities of their organizations. The Centre has a key role to play in the preparations of the ILO's centenary, in particular the Future of Work Initiative and the Agenda 2030. The Centre is uniquely placed to contribute to a society based on equality and non-discrimination, solidarity and peace, and that recognises the dignity of every human being.

Target groups

18. The Centre will service three target groups. The first and primary target group are the ILO constituents, namely workers' organizations, employers' organizations and ministries of labour in ILO member countries as represented at the International Labour Conference; where applicable, this group also includes the Board of the Centre. The Centre will secondly provide capacity-building services to ILO staff at Headquarters and in field offices, including induction training, specialized skills training, and management and leadership training. The Centre will thirdly reach out to other ILO partners, with a mandate to promote Decent Work and Social Justice. These partners will include UN agencies, governmental institutions, non-governmental organizations and private-sector actors.

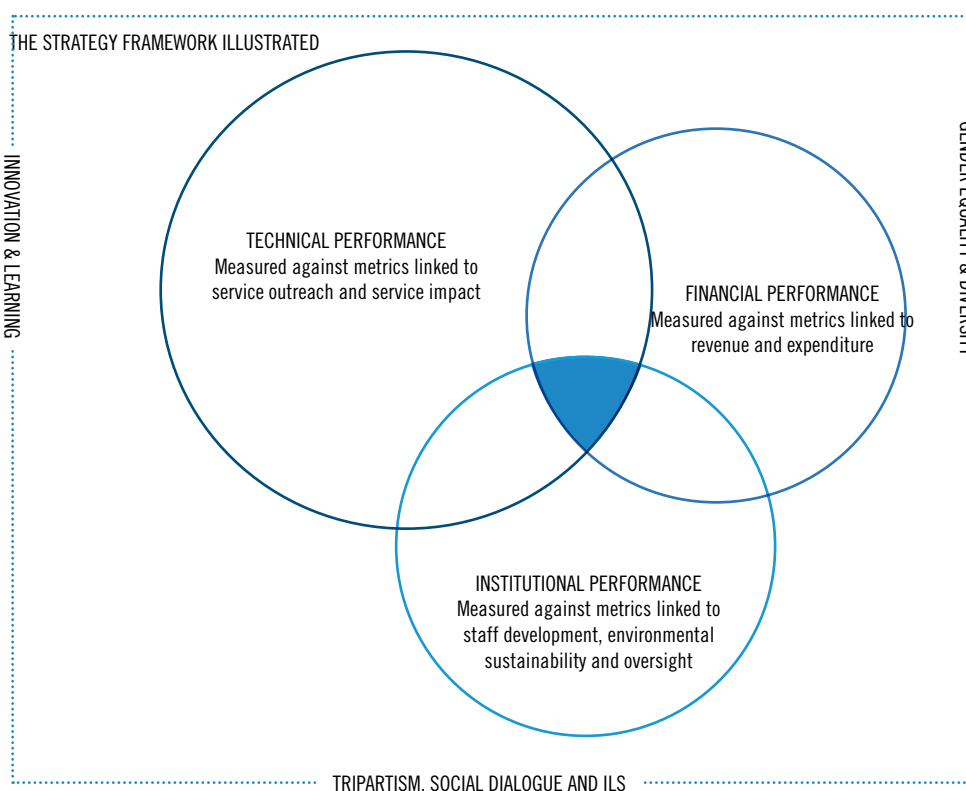
Strategy framework

19. In pursuit of its vision and mindful of its target groups, the Centre will pursue a service-differentiation strategy with three separate but interlinked and mutually reinforcing performance dimensions, namely a technical dimension, a financial dimension and an institutional dimension. The strategy relies on quality products to further increase global outreach (technical dimension), and seeks to further diversify the resource base and better manage the costs structures of the organization (financial dimension), while striving for higher operational efficiency and service excellence (institutional dimension).

20. The strategy of the Centre revolves around three performance dimensions:

- Technical performance: the capacity of the organization to deliver its development mandate, measured by performance criteria relating to service outreach and service impact. Technical performance is the core dimension of sustainable organizational performance since it is directly linked to the development mandate of the Centre.
- Financial performance: the capacity of the organization to generate revenue streams that enable it to meet its costs, measured by performance criteria relating to revenue and costs.
- Institutional performance: the capacity of the organization to run its internal processes in an efficient and effective manner, measured by performance criteria relating to staff development and staff well-being, the environmental sustainability of campus operations and internal governance oversight.

21. The three performance dimensions are considered to be cross-cut by a concern for the promotion of (a) innovation and learning, (b) gender equality and diversity, and (c) tripartism, social dialogue and international labour standards. For more information on the Results-based Management Framework underpinning the strategy, please refer to the Centre's 2018-19 Programme and Budget.



REALIZING THE STRATEGIC VISION: THE WHAT AND THE HOW

Technical performance: Outreach and Impact

Service portfolio

22. The core service the Centre's offers continues to be group-based face-to-face training delivered on its campus in Turin and worldwide. The Centre will continuously refine the service formula underpinning face-to-face training, investing in new product development, enhanced training technology, the training of learning experts, and the accreditation of training courses with internationally recognized certification bodies. These core services will be supplemented by a range of distance-learning offerings that take advantage of scalability and lower per-capita costs, such as mass open online courses and self-guided distance-learning courses. In line with the Turin Learning Approach, and for better training impact, these distance-learning activities may be combined with face-to-face training.

The Turin Learning Approach

The Turin Learning Approach is a pedagogical framework rooted in the following standards:

- 1. Relevance:** The Centre's activities need to respond to the current needs of individuals and contribute to organizational development agendas.
- 2. Learner-centredness:** Individual and organizational learning needs are systematically assessed, matched and aligned to ensure relevance and retention.
- 3. Diversity:** Diversity of nationality, gender, background and experience is an asset used in the design and running of all learning activities.
- 4. Flexible design:** The design of learning activities is flexible, customized to participants' needs, and based on local contexts whenever possible. Training is given in eight languages.
- 5. Quality:** Quality services guarantee the Centre's competitive edge over other training institutions. The Centre offers value-based learning opportunities that build on reputable industry standards, while infusing innovation.
- 6. Blended learning:** Most training activities are blended, and consist of three phases:
 - Initial information, resources and knowledge are accessed remotely using Internet tools;
 - Face-to-face training furthers the sharing of best practice and upgrades knowledge, skills and attitudes through exposure to international expertise; and finally
 - Distance-learning techniques exchange resources, foster forums and facilitate the application of new competencies.

The Turin Learning Approach

7. Accessibility of learning resources: Training goes hand in hand with access to a wide range of learning resources, made available on line before, during and after the learning activity.

8. State-of-the-art learning environment: The campus and facilities of the ITCILO are conducive to learning and sharing knowledge. All the classrooms have Internet connections, as well as equipment for video-conferencing and simultaneous interpretation. The campus offers four-star accommodation and catering, and a wide range of sports and entertainment facilities for use after work.

9. Expertise: The training professionals are proficient in key teaching practices, as well as specialized in the subject matter. The multiple capacities of the Centre's staff are continuously upgraded and applied in context-specific instructional or facilitation techniques.

10. Global values: Learning content is built on United Nations global values, as well as ILO knowledge and expertise, in support of decent work and sustainable development.

11. Experiential learning: Activities are experiential and results-based. Methods are active, participatory and practice-oriented, and make extensive use of information and communication technology.

12. Shared knowledge: The Centre's training activities are conducive to sharing participants' diverse and extensive knowledge and experience acquired in their respective working environments..

13. Impact: All training is systematically evaluated against previously set objectives. Regular reports document the findings to create a feedback loop that continuously feeds into the design and implementation of new programmes

14. Embedded competencies: Part of every training course run by the Centre is devoted to coaching about sensitization techniques, advocacy and/or policy development, so that participants can spread and embed learning at the organizational level to produce a multiplier effect.

15. Networking: During training, participants have ample opportunity to build networks with their peers. After training, former participants can remain connected through Online Communities of Practice.

For more information, go to: <http://www.itcilo.org/en/the-centre/about-us/the-turin-learning-approach>

23. In response to changing learning habits, particularly of younger participants, the Centre will further upgrade and roll out its mobile training offer, with the emphasis on publication of online media content and investment in training technology that facilitates immersion in serious gaming and workplace simulations, including augmented reality applications. Through the use of mobile training technology, virtual-reality applications and distance-learning modalities, the Centre will also increase its capacity to ensure continuity of service delivery if faced with disruptions in its face-to-face training operations due to natural or man-made hazards.

Areas of expertise

24. The areas of expertise covered by the Centre will be structured around the four strategic objectives of the Decent Work Agenda: employment, social protection, fundamental principles and rights at work, and social dialogue. In line with the 2018-19 ILO Programme and Budget, emphasis will be laid on ten high-level policy outcomes and three enabling outcomes. As the policy priorities of the ILO may further evolve in the 2020-21 biennium, the areas of expertise of the Centre may need to be aligned accordingly.

The thematic priorities of the ILO Programme and Budget for 2018-19

Policy outcomes

- Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects
- Outcome 2: Ratification and application of international labour standards
- Outcome 3: Creating and extending social protection floors
- Outcome 4: Promoting sustainable enterprises
- Outcome 5: Decent work in the rural economy
- Outcome 6: Formalization of the informal economy
- Outcome 7: Promoting safe work and workplace compliance, including in global supply chains
- Outcome 8: Protecting workers from unacceptable forms of work
- Outcome 9: Fair and effective international labour migration and mobility
- Outcome 10: Strong and representative employers' and workers' organizations

Enabling outcomes

- Outcome A: Effective knowledge management for the promotion of decent work
- Outcome B: Effective and efficient governance of the organization
- Outcome C: Efficient support services and effective use of ILO resources

25. The Centre will support the implementation of the ILO's cross-cutting centenary initiatives, focusing on the Future of Work Initiative, the Women at Work Initiative, the Green Initiative and the End to Poverty Initiative:

- Under the Future of Work Initiative, and in anticipation of emerging demand for training and learning services relating to the impact of demographic change on the world of work, the Centre will deliver capacity-development products touching on such aspects as social security reform, inter-generational employment relationships, third-age entrepreneurship development, and occupational safety and health system reform for an ageing workforce. Also under the Future of Work Initiative, the Centre will expand its range of training products relating to the impact of technological change on the world of work.
- Under the Women at Work Initiative, the Centre will explore the development of sector-specific capacity-building products relating to the promotion of gender equality and diversity, including in the care economy.
- Under the Green Initiative, the Centre will expand its range of training services relating to the promotion of green jobs. The Centre will furthermore pilot the training of ILO field-office directors and other ILO field staff in measures to green office operations, as part of the implementation of the ILO Environmental Action Plan.
- Under the End to Poverty Initiative, the Centre will contribute to the promotion of Decent Work as per the 2030 Agenda for Sustainable Development. The emphasis will be on capacity-building support for ILO constituents in advocating for the incorporation of Decent Work into national development strategies relating to Sustainable Development Goal 8 and other Sustainable Development Goals in which Decent Work issues are addressed. The Centre will continue to build global development partnerships with other UN agencies and multi-bilateral organizations with a mandate to promote sustainable development. Through these global partnerships, the Centre will leverage its own efforts to promote decent work with the efforts of other organizations aiming to promote interlinked aspects of sustainable development relating to environmental protection, economic growth and social development.

26. The Centre will provide training assistance in the implementation of the ILO Action Plan on Decent Work in Global Supply Chains, with the focus on capacity- building support for ILO constituents and other ILO partners in promoting sustainable business practices, including those of lower-tier suppliers to multinational enterprises.

27. The Centre will continue to design training activities taking into account the regional diversity and will make any effort to meet the constituents' needs.

Intervention levels for capacity-building support

28. The capacity-building support delivered by the Centre will be pegged at three intervention levels: (a) strengthening the capacity of participants; (b) strengthening the capacity of organizations; and (c) facilitating an enabling policy environment:

(a) To strengthen the capacity of participants, the Centre will continue to offer training in both functional skills, e.g. negotiating techniques, and technical skills for promoting standards and rights at work; facilitate the creation of more and better jobs; provide access to social protection; and promote social dialogue.

(b) To strengthen the capacity of organizations, the Centre will further expand its training products relating to strategies, plans, rules and regulations, partnerships, leadership, organizational politics and power structures. For example, the Centre will introduce to market new training products to strengthen the capacity of employers' and workers' organizations, and to introduce complexity thinking into organizational strategy development. The Centre will also continue to expand its portfolio of strategy advisory services for labour market institutions, and to train ILO constituents and major international partners on how to make the link between decent work and sustainable development. The Centre will be one of the agencies implementing the ILO's 2018-21 institutional capacity-building strategy, to further advance the 2008 Declaration on Social Justice.

(c) To facilitate an enabling policy environment for the promotion of decent work, the Centre will roll out new training products on policies to address economic, political, environmental and social factors, including cultural aspects and value systems. One of the flagship products for strengthening the enabling environment is the Enabling Environment for Sustainable Enterprises training package.

Quality assurance

29. The Centre will refine its monitoring and evaluation system to verify the outputs, outcomes and impact of its capacity-building efforts. The Centre will continue to track in-house customer satisfaction rates (input level) and new knowledge acquisition rates (output level). The Centre will continue to commission annual external and independent evaluations to verify whether the newly acquired knowledge is applied by former participants (outcome level) and eventually results in a contribution to the promotion of Decent Work (impact level). From 2018 onwards, the Centre will pilot

the concept of participant panels to follow up on participants six months after training in order to assess progress in knowledge application at the half-way point between output level and outcome level. As indicated earlier, the Centre will push forward with the accreditation of flagship activities under the standards framework of internationally recognized sector bodies.

30. The Centre will emphasize quality in all aspects of its work, including the delivery of front-of-house training and related enhancing services, to provide participants with a world-class service experience. The Centre will furthermore explore whether to seek certification under the upcoming International Standards Organization (ISO) 21001 standard for educational organizations. ISO 21001 is set to be released in 2018. ISO 21001 will provide a common management tool for organizations providing educational products and services capable of meeting learner and other customer requirements and needs. ISO 21001 focuses on the specific interaction between an educational organization, learners, participants and other interested parties.

Partnerships

31. The Centre will deepen its existing partnerships with other multi-bilateral organizations providing capacity-building support services, such as the European Training Foundation and the United Nations System Staff College. The Centre will place stronger emphasis on partnerships with training institutions in the field, including universities, local academies and profit service providers. These partnerships will be based on the principle of mutual benefit and complementarity of competencies, while always safeguarding the Centre's mandate. Cloe attention will be paid to the facilitation of partnerships with organizations recognized as quality assurance bodies in such priority sectors as the ready-made garment Industry, construction and commercial agriculture,

Joint ILO-ITC/LO staff development

32. The Centre will maintain its joint staff development programme with the ILO. The focus will be on training courses for newly recruited staff, training for office directors and training for executive leaders, and the programme will seek to make a direct contribution to the implementation of the ILO Reform Agenda.

The Turin School of Development

33. The Turin School of Development (TSD) is fully embedded in the Centre's training programmes. Each Master's course further enhances the Centre's comparative advantage as a global knowledge hub, able to draw on regional and national expertise.

The education and advocacy delivered by the TSD are based on the principles and values of the ILO and the UN, and promote new generational expertise at global level, even more so after the adoption of the 2030 Agenda for Sustainable Development. In particular, the TSD promotes Goal 8 (“..sustained, inclusive and sustainable growth, full and productive employment and decent work for all”). The TSD will offer customized executive certificates designed to deal with the challenges of the future of work. In this regard, the TSD will establish partnerships with leading universities and research institutes around the world. The research cluster established within the TSD in cooperation with leading universities and research institutes will be granted additional resources. Representatives from the Workers and Employers’ Activities Programmes will be invited to participate in the design and delivery of the Master in Industrial and Employment Relations or any other equivalent programme starting from next academic year. Furthermore, the Workers and Employers’ Activities Programmes will be involved in the design and delivery of relevant courses, including Academies.

Financial performance: Revenue and costs

Diversification of the resource base

34. The Centre will continue its efforts to strengthen its resource base by diversifying its mix of funding, relying on a combination of contributions from the ILO and member countries, and income from training activities and publications. As far as training income is concerned, the Centre will continue to expand its portfolio of large-scale project accounts, where training activities at country level are grouped in multi-step learning journeys spread over a number of years, often delivered in collaboration with local partner organizations. The resource mobilization efforts will concentrate on, but not be limited to, countries affected by conditions of fragility. It will also focus on middle-income countries, with the emphasis on the BRICS group (Brazil, Russia, India, China and South Africa) and selected emerging economies.

35. The Centre will maintain and further deepen collaboration with its traditional development partners, prominent among them the governments of Italy, Portugal, Ireland and Japan, the Regional Government of the Wallonia, and a number of local authorities. In addition, the Centre will increase its efforts to mobilize resources from non-traditional development partners. This will involve South-South and triangular cooperation projects modeled on the pilot initiatives implemented with support from the governments of China and Norway, as well as a more systematic approach to the private sector and international foundations. The Centre will continue its efforts to bid for technical cooperation projects, in some cases as a member of consortia with commercial service providers.

36. The Centre will further upgrade its promotional strategies and tools. The Centre's online course catalogue will be further improved with the inclusion of social-media and email marketing, introductory video clips, search-engine optimization and data analytics, to support effective and efficient course promotion.

37. The Centre will invest further in the development of market-segment-specific outreach campaigns that rely more strongly on social media for global customer outreach. These campaigns will focus on groups of countries with distinct needs, such as countries affected by fragility and middle-income countries, and could be linked to higher-level ILO flagship programmes, e.g. the Programme to Promote Jobs for Peace and Resilience.

38. The Centre will expand the scale of its operations on campus during the low season, by launching new training products, e.g. summer universities, and by sub-letting accommodation and training facilities to third parties. The Centre will continue to invest in its accommodation facilities, to bring them fully into line them with four-star hotel standards. The Centre will also continue to expand its range of fee-based services for participants on campus and its range of merchandising products. The Centre will aim to further develop its online publishing and media-design activities.

Leaner cost structures

39. The Centre will strive to reduce its per-capita training costs by expanding its suite of distance learning services and further standardizing the design platform underpinning its courses in order to reduce lead times for product assembly. As a further cost-cutting measure, the Centre will close its printing services, with a decisive shift towards digital content and media production and shift resources to the training activities.

40. The use of data analytics, data visualization tools and business intelligence systems will be improved to enhance the Centre's performance-monitoring, decision-making and reporting capabilities.

41. The Centre's key business processes will be further rationalized and streamlined, building on gains already made, to ensure more cost-effective delivery of training services and responsiveness to constituents' needs. Internally, the Centre will provide a proactive and responsive service by introducing user-friendly reports, so as to enhance accountability and corporate decision-making processes across the organization. The Centre will continue to automate its processes and increase its use of IT tools, as appropriate.

42. In addition, through a consultative and participatory process involving all staff, we shall be conducting an overall review of the policies, rules and procedures currently in place at the Centre in order to identify risks and ways of mitigating them, always bearing in mind that the Centre must be able to react quickly to the changing training environment. Overall, these efforts will make the Centre leaner and more efficient.

Institutional performance: Staff development, environmental sustainability and oversight

Motivated and skilled staff

43. As a competitive provider of capacity-development support, the Centre needs to build on the strengths of a highly motivated and skilled staff. To support the implementation of the Strategic Plan 2018-2021, the human resources strategy will need to conjugate agility, high performance, sound people management and leadership, under the overarching principle that sustainability is a shared responsibility for the Centre's community as a whole. To be sustainable, the Centre needs to harmoniously balance the financial dimension of its human capital with the need to fully develop its potential in furtherance of its mandate.

44. To strengthen the Centre's role as a key contributor to the implementation of the ILO Strategic Plan for 2018 – 2021, and the key areas of the 2030 Agenda in which the ILO will take a leading role, the Centre will need to further invest in staff development to upgrade the skills and thematic expertise of its teaching faculty and staff around the ten outcomes set out in the ILO Strategic Plan for 2018-2019. This involves a specific focus on the capacity to innovate, a diversified language capacity, and cutting-edge technical capabilities, in particular in the area of certified learning and pedagogical skills. To strengthen closer integration and enhance technical competencies and knowledge in the substantial areas of the ILO's work, the possibility of expanding mobility and staff exchange programmes between the Centre and the ILO will be actively pursued, with the goal of making it possible to envisage a career at the Centre or at the ILO in a seamless manner, as a career within One ILO.

45. High performance and motivation go hand in hand, if performance management is effective in recognizing good results, while detecting and addressing performance issues as and when they arise. New approaches to performance management and recognition will be considered at the Centre, with the aim to fostering individual and team motivation and efficiency. In this regard, the Centre will strive to further develop a culture of innovation-oriented entrepreneurship among its staff.

46. Leadership and effective people management are other important tenets of good performance and motivation. A new leadership and people-management path will be developed to provide managers with the means of becoming leaders who are able to contextualize leadership and achieve results by leveraging energies, skills and talents. Initiatives will continue to be implemented to promote more cohesive and inclusive teams, and to provide team members with clearer roles and a sense of purpose in pursuing their common goals.

47. The Centre will strive to provide an enabling environment that allows its staff to contribute to the best of their abilities in a positive, flexible and safe workplace. The Centre aims to be a trusted workplace, which promotes accountability, transparency and sound labour relations. We shall further pursue social dialogue, with a view to promoting constructive collaboration between the parties where human resources management issues are concerned, building on a climate of mutual trust and confidence and with a clear recognition of the respective roles and responsibilities of staff representation and management.

48. The Centre will continue its efforts to improve geographical diversity and achieve gender parity in the professional category. Specific policies will also be developed to attract and improve job access for people with disabilities.

49. The Centre will continue its existing security programme (SecurityFirst), an extensive Plan–Do–Check–Act process encompassing staff, procedures and physical equipment, fully aligned with the guidelines provided by the UN Security Cell for Italy and the local police forces.

50. The Centre will define a strategic facility-management plan which takes into account the outcomes of the campus-wide safety audit, included in the OSH Management Plan for 2016-2017, and the applicable ILO and Italian safety standards, which provide the legal reference framework. The Centre will request the participation of the City of Turin, as owner of the Campus, in the design and implementation of this strategic facility-management plan.

Environmental sustainability

51. The Centre will continue its efforts to meet the highest standards of eco-awareness and eco-sustainability through its multi-annual plan, which is fully aligned and consistent with the ILO Environmental Sustainability Action Plan. This will include maintaining the Green Flag certification and climate neutrality status achieved in recent years. The Centre will implement ongoing or new initiatives regarding waste management, energy saving, green purchasing, green commuting and land management.

Oversight

52. Oversight of the Centre is performed through various mechanisms, in particular internal and external audits. The Centre will continue to ensure that the recommendations made in reports to the Board and to management to address weaknesses or make improvements to its operations, and to ensure a strong internal control framework, are addressed in a timely manner.

53. The Risk Management Committee will continue to manage risks in order to protect the Centre's efficiency and effectiveness. In today's continuously changing business environment, many factors could and do affect the Centre's operations in the delivery of training services. The likelihood and impact of the risks identified at the programmes, services and corporate levels require regular review and the Centre strives to adjust itself accordingly. The Corporate Risk Register developed by the Centre provides the management and the Board with a tool for taking action to mitigate each identified risk.

54. The Centre, having adopted IPSAS in 2012, will continue to monitor new developments in reporting standards adopted by the IPSAS Board and ensure that these are reviewed as they apply to the Centre and implemented within established deadlines. This will provide the management and Board with complete and transparent information on the Centre's operational results and will facilitate the decision-making process.

55. The Centre is committed to working in close collaboration with all its stakeholders, including the Board members, and engaging with them as part of its good corporate governance. This will provide both the Board members and the Centre's management with the means to detect, assess and manage any change in the Centre's environment that could prove critical to the achievement of its objectives, as well as its capacity to implement the 2018-21 Strategic Plan and the Programme and Budget for 2018-19 and for 2020-21.

56. The Centre will maintain its ISO/IEC 27001:2013 certification for the Information Security Management System (ISMS) by continuously improving IT controls and processes and ensuring they are compliant with the requirements set out in the standard.

Cross-cutting concerns

57. The Centre will further accelerate the pace of innovation and learning within the organization. The Training Department's innovation function will be boosted to promote experimental learning and new product development. The Centre will continue to run the Innovation Fund, an internal mechanism for facilitating access to seed finance for new product development, and to scale up and roll out successful innovations. The Centre will furthermore expand its offer of open-market courses on innovation with the introduction of a training package on design thinking and foresighting techniques, and the launch of a biannual academy on approaches to and tools for knowledge management.

58. The Centre stands firm on its commitment to promoting gender equality and diversity. The 2018-21 Gender Action Plan provides a framework for the implementation of activities to promote gender equality and diversity, both among ITCILO staff and through subject-specific training for ILO constituents and other ILO stakeholders.

59. The Centre will promote tripartism, social dialogue and ILS as fundamental values that underpin the Decent Work Agenda and, by extension, the organization's portfolio of capacity-building services. To this end, the Centre will develop a toolbox of subject-specific, self-guided online training modules to enrich the training courses linked to other areas of expertise of the Decent Work Agenda. Additional measures may be explored, depending on the recommendations of an external evaluation of ILS training activities due in mid-2017 (pending when this strategy framework was being drafted).

