



Learning and training on the world of work
Annual Implementation Report for 2014

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Cover:
Birgit Triptrap

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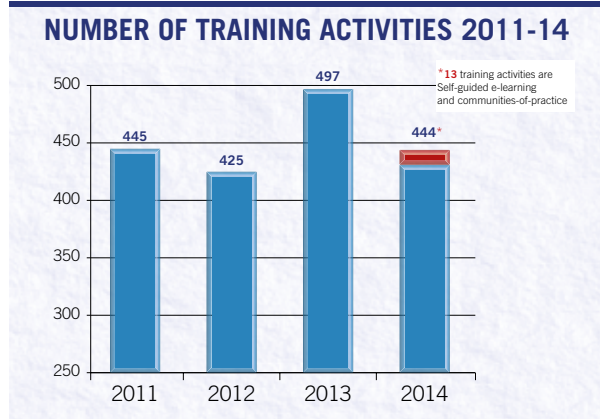
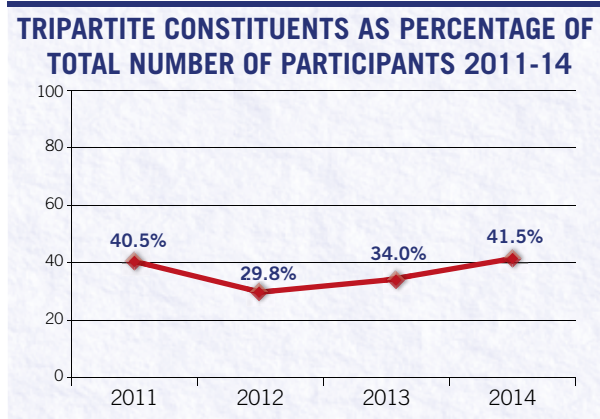
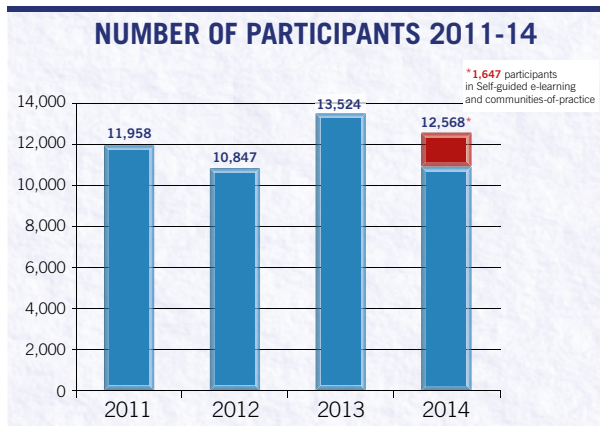
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EXECUTIVE SUMMARY

This is the third Annual Implementation Report presented to the Board by the International Training Centre of the ILO (the Centre) within the framework of the Strategic Plan for 2012-15 (the Plan) which was adopted by the 73rd Session of the Board in November 2011.¹ An Interim Implementation Report was submitted to the 77th Session of the Board (October 2014) which reported on results for the first half of 2014.² 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 achieved in 2014.

The number of training activities, number of participants and number of training days were maintained at a high-level even if below that which was achieved in 2013. As well as the programme of standard courses offered on the campus, **287 tailor-made training courses** were delivered at regional, sub-regional or country level. Training and learning activities were delivered to almost **11,000 participants** across all the main policy areas of the ILO and the broader international development agenda. In addition, there were over **1,600 participants** in self-guided e-learning and communities-of-practice. Participation by **ILO tripartite constituents was at its highest level since 2011 reaching 41.5 per cent.**

There was steady improvement in a number of other key indicators concerning the performance of the Centre. Linked to this solid performance, the overall financial result for 2014 yielded a **financial surplus of €386,000**. The Centre also received an unqualified audit opinion from the External Auditors and the 2014 financial statements were prepared in full compliance with IPSAS.



Throughout 2014, the Centre remained active in the **ILO reform process** through the various Task Teams on the eight Areas of Critical Importance (ACIs) as well as participating in, facilitating and supporting, a number of workshops and knowledge-sharing initiatives. The first retreat of the **ILO Global Management Team** was held at the Centre in January 2014 coinciding with the launch of the first edition of the **ILO Executive Leadership and Strategic Management Programme** jointly delivered by the Centre and the United Nations System Staff College (UNSSC).

Achieving efficiencies and controlling operating costs remained a priority across the Centre. **Staff costs**, both in real terms and nominal terms, were contained and declined slightly to €17.2 million as compared to €17.3 million in 2013. **General operating costs were reduced by 10.7 per cent** reflecting efficiency gains in energy and other operating costs.

A very positive development in 2014 was the decision of the **Government of Italy** to make a **new voluntary contribution of €1.5 million** to the Centre which underlined the strong commitment and

¹ CC 73/7.

² CC 77/2 and CC 77/2/1 Add.

confidence of the Government of Italy in the work and role of the Centre.

The independent evaluation of a selected number of **academies** was completed in 2014 and the findings and recommendations were presented to the 77th Session of the Board.³ Ten academies were held in 2014 including three new academies on National Tripartite Social Dialogue; Formalization of the Informal Economy and the Green Economy.

A review of the **Gender mainstreaming strategy** was presented to the 77th Session of the Board and a number of follow-up actions were considered to enhance gender equality in the Centre's human resources policies as well as in the design and delivery of all training activities. The percentage of **women participants increased to 41.6 per cent from 40.6 per cent** in 2013.

Under the **Innovation Fund**, one of the main projects benefitting from the fund was the e-campus and there was a significant increase in the number of participants in e-learning and training activities.

Under the **Turin School of Development**, two new Masters Programmes (one in Spanish and one in French) were added to the portfolio. New partner organizations were identified for the Ph.D. Programme which was initiated in close collaboration with the ILO. The Centre welcomed its first Ph.D. student in 2014 under this programme.

A programme of activities was undertaken to mark the **50th anniversary** of the signing of the Covenant between the ILO and the City of Turin (July, 1964) which culminated with the inauguration of the renovated Pavilion Europe by the ILO Director-General and the Mayor of Turin during the 77th Session of the Board.

A new agreement was signed with the **City of Turin** covering the period 2013-15. The **Compagnia di San Paolo**, the **Fondazione CRT** and the **Turin Chamber of Commerce** provided support to the work of the Centre, including to the renovation of the Europe Pavilion.

Overall, there was a solid performance from the Centre in 2014 within the framework of available human and financial resources and reflecting the strong commitment and joint efforts of both the staff and management. It provides a solid basis for steady and sustainable progress in 2015 and beyond.

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 2014 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.

³ CC 77/4.

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

1. This section of the report provides an overview of actions taken in 2014 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 enable the Board to track progress in relation to the achievement of the specific targets set for 2014 as well as the medium-term targets set down in the Plan.

3. The following important lessons were learned from the experience of working within a results-based framework over the period 2012-14 on the formulation of outcomes, indicators and the setting of targets:

- outcomes should be clearly differentiated, easy to verify and to measure;
- reliable data are critical to establishing accurate baselines, setting targets and measuring progress;
- adequate tools are needed to gather and analyze the underlying data;
- indicators should be clear and measurable so that incremental improvements can be tracked against the baselines;
- both quantitative and qualitative indicators should be used to measure progress;
- the interplay between different indicators should be taken into account as progress under some indicators can negatively impact, or distort, the results under other indicators;
- targets should be ambitious but achievable;
- systematic gathering of reliable and verifiable data from participants is critical to the measurement of the impact and quality of training.

4. These lessons will be taken into account as the Centre prepares its next Plan and moves to a biennium programme and budget cycle for 2016-17.

5. Improvements in data collection and analysis led to more accurate and realistic target-setting for 2014. The Centre exceeded or met the targets set under indicator 1.1 concerning the annual number of participants from tripartite constituents' organisations out of the total number of participants. Good progress was also made towards meeting the overall targets set down in the Plan.

6. Under Outcome 3 (*Effective and efficient use of all of the Centre's resources*), the Centre is reporting against an additional indicator (3.2.2) introduced in 2014. This second indicator under Outcome 3 is designed to capture the trend in overall administrative and support costs compared to total expenditure (fixed and variable costs) instead of just measuring staff costs as under indicator 3.2.1.

7. The Centre actively participated in ILO outcome-based work planning processes. It also participated in the preparation of the ILO Transitional Strategic Plan and Programme and Budget Proposals for 2016-17.

8. The Centre will align its next Plan to the overall priorities and strategies of the ILO for 2016-17. The decision of the 77th Session of the Board to move the programme and budget cycle of the Centre to a biennium cycle will facilitate this alignment.⁴

Priority 2: Reinforcing the governance role of the Board

9. The Interim Implementation Report for 2014 was considered by the Board at its 77th Session and the Annual Implementation Report for 2014 is presented to the 78th Session of the Board. These implementation reports provide the Board with the opportunity to monitor performance under the results-based framework and to provide guidance and feedback to the management.

⁴ CC 77/6/2.

10. The 2014 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 follow-up to the 2014 recommendations of the Internal Auditor is also presented to the Board.

11. The 2014 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 was organised in 2014 to coincide with the International Labour Conference held in Geneva. This was intended to enable more timely consideration by the Board of the 2013 financial statements and the external auditors report. As this arrangement was not considered to be satisfactory, alternative arrangements have been agreed by the Officers of the Board for the adoption of the 2014 financial statements.

12. The plan for the audit of the 2015 financial statements will be presented to the 78th Session of the Board (October, 2015).

Priority 3: Diversifying the resource base and increasing outreach

13. The Centre continued its efforts to diversify its resource base and increase outreach. While existing partnerships with multi-bilateral donors and recipient institutions were nurtured, additional collaborative relationships were built with non-traditional development partners, the private sector and with non-state actors. The Centre signed 88 funding or technical agreements with a wide range of public and private institutions.

The ILO

14. Collaboration with the ILO intensified, both with technical departments in headquarters and with ILO field offices. The Centre fully aligned its ILO allocation from regional regular budget for technical cooperation along the eight Areas of Critical Importance (ACI) in the ILO Programme and Budget for 2014-15 and, in close consultation with technical departments in headquarters and ILO field offices, developed and piloted a number of ACI products.

Box 1: Work on the eight Areas of Critical Importance

The ILO Programme and Budget 2014-15 introduced eight Areas of Critical Importance (ACIs) for ILO work during the biennium. The Centre actively contributed in 2014 to the work of the ACI Task Teams set up by the ILO. It continued facilitating the on-line communities-of-practice for ACI task team members set up in 2013 on request by the ILO. In addition, in close collaboration with technical departments in headquarters and field offices, the Centre launched a number of ACI pilot products, among them the first edition of the Academy on Formalization of the Informal Economy.

The Centre facilitated a series of expert meetings on Decent Work in the Rural Economy that led to the inclusion of the first edition of an academy on the subject in the 2015 catalogue of activities. The Centre made progress on a knowledge platform on youth employment and implemented a number of training activities for labour inspectors financed by the ILO-facilitated Ready-Made Garment Programme in Bangladesh. As the ACIs evolve into the high-level policy outcomes under the ILO Transitional Strategic Plan for 2016-17, these pilot products will feed into the activity mix foreseen under each ILO outcome for the next biennium.

15. The Centre jointly implemented with the ILO Human Resources Development Department a staff development programme including induction training for ILO officials, the first ILO Executive Leadership and Strategic Management Programme delivered in collaboration with the United Nations Staff Systems College, and seminars on project cycle management and resource mobilization from the European Union.

Governments

16. The agreement with the Government of Japan was renewed for a second year including the 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 Spain resumed collaboration with a new capacity-building programme for Latin America. Collaboration was further strengthened with the Ministry of Labour of Saudi Arabia for the training of labour inspectors. The Organization of American States continued its funding for

participants from Latin America and the Italian Ministry of Foreign Affairs for the training of diplomats. Contributions for standard and customized trainings were received from the development agencies of France and Germany. A Memorandum of Understanding was signed with the Government of Iran for the provision of capacity-building in several areas, including social security. The agreement with the City of Suresnes (France) was renewed. A partnership was established with the National Direction for Rural Development of Mozambique for training activities on local development.

Academia and training institutions

17. A new agreement was signed with the Michael Imoudu National Institute for Labour Studies of Nigeria for the implementation of a training programme for constituents in Nigeria and West African countries on various subjects around decent work. The agreement with the College of Business and Economics (CBE) of the University of Rwanda was extended for public procurement training. Collaboration on corporate social responsibility was completed with the Academy for Sustainable Business of China and a new collaboration was established with King Aziz City for Science and Technology of Saudi Arabia.

The European Commission

18. 2014 was the first year of the EU programming cycle for the period 2014-20 and very few calls for proposals and tenders were published. The Centre made 13 submissions in terms of letters of interest, concept notes and full proposals. Of these, 10 were done alone or as leader of a consortium and three as partners in consortia led by others.

19. Through competitive bidding, one project was acquired on *Information, consultation and participation of representatives of undertakings* and one project for *Strengthening social dialogue and industrial relations* was approved through the ILO-EC joint-management agreement.

The United Nations System

20. Collaboration continued with UN System partners and other international organizations for the development of training packages, e-learning modules, knowledge platforms, staff development and joint implementation of training events. This included initiatives with UN Women, UNDP,

OHCHR, FAO, UN/DESA and IFAD and a new collaboration with the International Federation of Red Cross and Red Crescent Societies (IFRC).

Banks and Funds

21. The cooperative agreement with the Saudi Credit and Savings Bank continued with the delivery of two training courses. Collaboration with local foundations, namely the Compagnia di San Paolo and Fondazione CRT, contributed to the various Masters Programmes of the Turin School of Development. The Jacobs Foundation confirmed its contribution to the Academy on Youth and the Japan International Labour Foundation (JILAF) to trade union activities in Asia. New collaborations were launched with the Development Bank of Southern Africa on green jobs and with the Banking Academy of Viet Nam on microfinance.

Others

22. The Centre partnered with LUKOIL, Russia International Association of Trade Union Organizations and with the China International Contractors' Association. The Dutch Employers' Cooperation Programme maintained its financial support to activities for strengthening employers' organizations.

Priority 4: Reforming internal operating and administrative procedures

23. The Centre implemented changes to its internal operating and administrative procedures. The objective remains to ensure that best business practices are adopted and that the necessary internal controls and oversight mechanisms are in place to ensure that operations are managed effectively and the assets protected appropriately.

24. Circulars were revised to clarify the Centre's investment and procurement policies. Changes to financial processes have been implemented which impact positively on the day-to-day work of staff. Internal reform also included the merger of the recruitment and the travel units, the realignment of the functions of PRODEV and the merger of a number of technical programmes.

25. The upgrade of one of the core business applications – the Management of Activities

and Participants (MAP) system – started in October 2014. The project is proceeding according to schedule and the new system should be ready by its target date (November 2015). The new version will be more robust and flexible and is expected to improve the efficiency of the management of training activities and participants.

26. As part of the normal product refresh cycle, a preliminary study was carried out on the upgrade of the Enterprise Resource Planning (ERP) system. The implementation project will start in the last quarter of 2015 and phased deployment is scheduled in the first half of 2016.

27. Further to the introduction of the UN Joint Staff Pension Fund Integrated Pension Administration System (IPAS), collaboration started with the ILO and UNJSPF in order to develop and implement an automated interface between the ILO and the Centre for the exchange of the data required. This project will be undertaken in 2015 with an implementation date of January, 2016.

28. An IT business impact analysis related to the Data Centre was performed to enable the identification of IT services which are critical to the Centre's business continuity. It also provided the basis for the planning and preparation of an off-campus disaster recovery site.

29. The adoption of ISO 27001:2013 as the IT security management standard requires the development of an Information Security Management System (ISMS). A formal assessment was conducted in 2014 to evaluate the gap with the standard requirement. The result confirmed readiness for a formal certification process.

30. The first round of IT security awareness training (classroom-based) was completed in 2014 covering all staff and suppliers. The online version of the same training is under development and will be available for future training of new staff.

31. Efforts to streamline administrative processes were undertaken in the area of recruitment and selection. A study was launched to identify areas where automation would provide further opportunities for simplification and efficiencies in administrative processes. These areas include further development of the e-leave management system, the administration and overall management of staff training, development activities through an on-line portal and the introduction of an e-recruitment system.

32. Overall, 2014 was a busy year in the delivery of improved systems and policies to assist in streamlining operational and administrative procedures. These efforts are continuing in 2015.

Priority 5: Upgrading the campus facilities

33. In line with the recommended UN Minimum Operational Security standards (MOSS), the new security and access system was completed in December 2013 and successfully implemented throughout the campus during the first half of 2014.

34. Renovation of the Pavilion Europe was completed in October 2014 and the inauguration took place in the presence of the ILO Director-General, Guy Ryder, the Mayor of the City of Turin, Piero Fassino and the members of the Board. All classrooms in the refurbished Pavilion Europe have been equipped with advanced audio-visual technologies to maximise the effectiveness of the training activities.

35. An information campaign was run in collaboration with HRS and the Medical Service to raise awareness on the Ebola Virus Disease. A general information and training campaign on health and safety and on the Emergency Plan was conducted with the participation of staff members and suppliers.

36. Key services under new suppliers (catering, hotel cleaning services and general cleaning services), which were the subject of public procurement processes in 2013, became operational in January 2014. A monitoring plan has been put in place to ensure the achievement of the service requirements and the expected cost savings.

37. Practical 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.

38. To mark the 50th anniversary of the signing of the Covenant between the ILO and the City of Turin in July 1964, the Turin Centre Tree Trial was created and a dedicated guide was published. Further measures have also been implemented to enhance the Centre's capacity to collect and separate waste and to monitor energy consumption.

39. Several digital signage screens have been installed on the campus to improve its visual communication for participants and visitors. They offer, among other things, information related to training activities and social activities. Visual communication digital signs are part of a broader mobile *Campuslife* portal under development.

40. An upgrade of the WiFi infrastructure has started as the higher demand is already pushing the current infrastructure to its limits.

41. A pilot was launched in 2014 to facilitate the use of tablets in campus-based training activities. In addition to the increase in paperless

training, the use of tablets brings more interactive and engaging technology experiences inside and outside the classroom setting. Security is ensured as tablets are centrally managed through a mobile device management solution allowing, among other things, control of the configuration and tracking of devices through geo-localization.

42. The migration of the email system to Microsoft Exchange/Outlook started in 2014. This will bring additional functionalities and align the Centre with the email system of the ILO. As part of the Web Presence Unification project, most of the existing satellite web sites have been moved to the Centre's public web site.

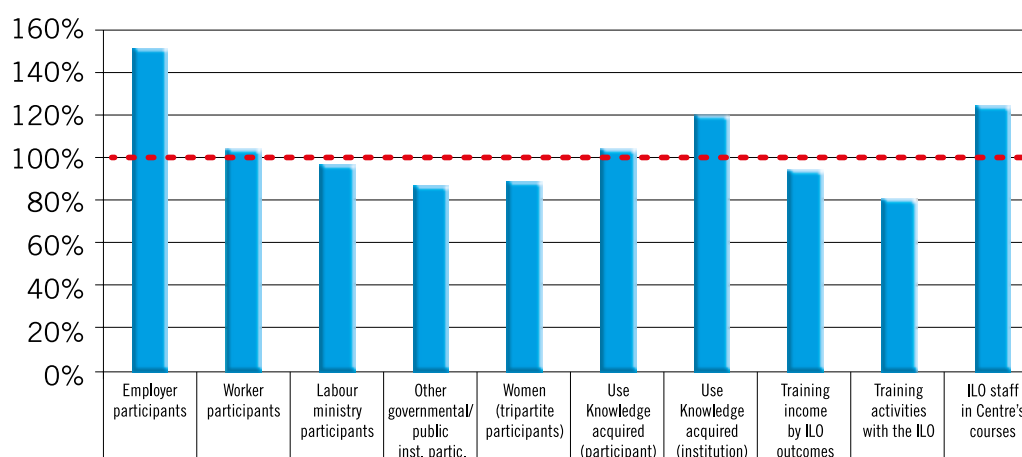
II. OUTCOMES, INDICATORS AND TARGETS

43. 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 cycle 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 2014 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

44. 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 2014-15.

OUTCOME 1: LEVEL OF ACHIEVEMENT OF 2014 TARGETS



Indicator 1.1: Annual number of participants, disaggregated by gender, from tripartite constituent organizations out of the total number of participants

Baseline (2010)	Target 2014	Results 2014	Target 2012-15
1,346 employer participants	1,000 employer participants	1,502 employer participants	1,500 employer participants
1,937 worker participants	1,800 worker participants	1,875 worker participants	2,200 worker participants
1,293 labour ministry participants	1,200 labour ministry participants	1,160 labour ministry participants	1,500 labour ministry participants
3,500 other governmental and public institutions participants	3,500 other governmental and public institutions participants	3,065 other governmental and public institutions participants	3,500 other governmental and public institutions participants
40.2 per cent women	43 per cent women	38.4 per cent women	48 per cent women

45. In 2014, the Centre exceeded the outreach targets for employers' and workers' participants and met the targets set for labour ministry participants. This success was due to a number of factors including internal resource allocation decisions as well as strong demand from the ILO.

46. The Centre fell short of achieving the outreach target for participants from governments and public institutions. The shortfall is explained by a number of factors including the cancellation of the 2014 edition of Academy on Sustainable Business and deferral of the Academy on Decent Work in the Rural Economy to 2015. Also, a number of projects implemented by the Centre with strong outreach to governmental and public institutions came to an end. It is projected that outreach figures among governmental and public

institutions will increase again in 2015 as all academies are firmly scheduled and several new Memoranda of Understanding and partnership agreements, such as those with the governments of Iran and Spain, will come into effect.

47. The Centre did not reach its target of 43 per cent for women participants from ILO constituents. This indicator is strongly influenced by the mix of training activities as well as the regional scope and nature of projects and training activities. The Centre undertook a review in 2014 of its strategies for promoting outreach among women (see Box 2) and has identified concrete measures for implementation in 2015 including gender budgeting and an internal call for proposals to develop new training and learning products focused on issues of specific relevance to women participants.

Box 2: Mainstreaming gender equality

In 2014, the Centre analyzed its results in terms of gender equality mainstreaming, using its Strategic Plan for 2012-15 as a framework. The Plan identified gender equality as one of the principles and means of action underpinning and guiding all of the work of the Centre and committed the Centre to provide incentives to prioritize and select women participants for its programmes and activities. A paper summarizing these findings was submitted for discussion and guidance to the Board at its 77th Session (October 2014).⁵

Important lessons were learned over the period 2012-13. Additional measures to be implemented in the period 2014-15 to further strengthen gender mainstreaming in all aspects of the Centre's work were identified.

Systematic application of gender-sensitive monitoring tools is necessary to track progress and use of voluntary resources for gender-related work. To this end, indicators need to be fine-tuned and revised for 2016-17 and the correlation with regional distribution of training explored. Further commitment from the Workers' and Employers' Activities Programmes, and collaboration with UN entities, are among the measures to be implemented with a view to redressing the balance and improving women's participation in the training activities. Making the campus a more family-friendly environment is an area identified for improvement in 2015.

Closer collaboration with the ILO Gender, Equality and Diversity Branch, including on the Centenary Initiative on Women in the World of Work, should boost interest and actions to ensure that ILO policies and strategies on equality are successfully and sustainably embedded in all training activities.

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

Baseline (2011)	Target 2014	Results 2014	Target 2012-15
99.4 per cent of former participants from labour ministries, employers' and workers' organizations responding to ex-post surveys indicated at least some improvement in their job performance as a result of their participation in the training and learning activities.	95 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.	99 per cent of former participants from labour ministries, employers and workers' organizations responding to ex-post surveys indicated 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.

⁵ CC 77/5.

48. In 2014, 1,813 former participants from tripartite constituent organizations were invited to participate in the follow-up evaluation of the impact of training. Thirty-five per cent of the contacted participants returned completed questionnaires, a marked improvement over previous years. Overall, the follow-up evaluation revealed that the vast majority of participants felt that their job performance had improved as a result of their participation in the training and learning activities of the Centre. Fifty-three per cent of the respondents classified their performance improvement as large, while another 46 per cent reported that their performance on the job had at least slightly improved.

49. When asked to further qualify the nature of the performance improvement, 62 per cent of respondents indicated that they had undertaken activities related to training and knowledge

dissemination. Fifty per cent of the respondents used their newly-acquired knowledge to contribute to the development of new policies and projects, and 35 per cent engaged in new strategic partnerships and networking. Last but not least, 17 per cent of the respondents stated that they had fed their newly acquired knowledge into legislative reforms.

50. In the last quarter of 2014, the Centre launched an in-house review of selected indicators of its training impact in order to refine these measures for use in the next Plan. The review focused on the definitions, data collection and processing methods underpinning indicators 1.2, 1.3 and 2.3. The exercise is expected to lead to refined performance indicators linked to the Plan to be submitted to the 78th Session of the Board (October 2015).

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

Baseline (2011)	Target 2014	Results 2014	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.	24 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.

51. As in previous years, the results of the follow-up evaluation imply that the organizations which send participants for training and learning activities directly benefit from the knowledge and competencies acquired by these participants. Thirty per cent of the respondents stated that, as a result of the new knowledge acquired by them, the performance of the

organization employing them registered a large improvement; another 40 per cent of the respondents reported a moderate improvement in institutional performance. The impact on the institutional performance seems to have been highest for workers' organizations – one out of three respondents stated that performance improvements had been large or very large.

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

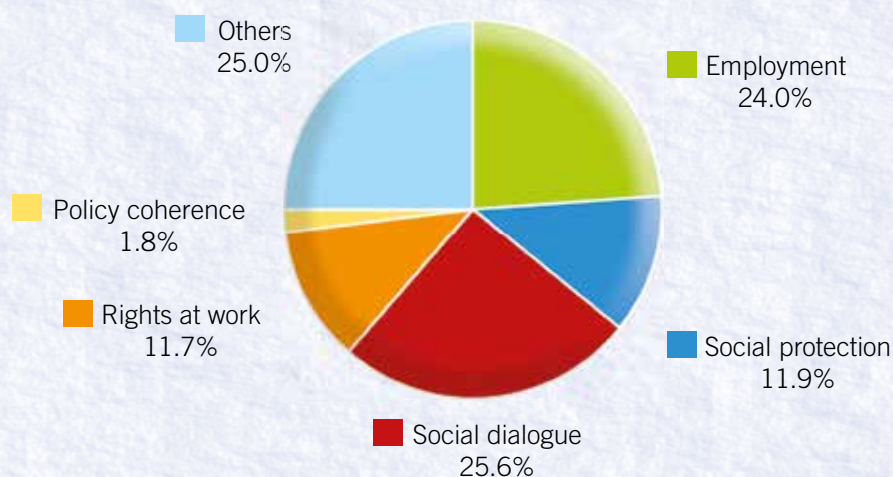
Baseline (2010)	Target 2014	Results 2014	Target 2012-15
76 per cent of annual training income	80 per cent of annual training income	75 per cent of annual training income	80 per cent of annual training income

52. The Centre systematically tracks the extent to which its training activities directly contribute to the achievement of the higher-level outcomes of the ILO Strategic Policy Framework 2010-15. Chart A shows the breakdown of training income by ILO Strategic Objective. Compared to 2013, the main variations were an increase linked to employment promotion, a shift towards outcomes under social dialogue, and a decrease linked to other themes such as sustainable development.

53. In 2014, the Centre linked 75 per cent of its annual income from training activities to one of the four strategic objectives of the ILO, somewhat below the set target of 80 per cent. It is important to note that indicator 1.4 is particularly sensitive to the funding mix of the Centre, since training

activities linked to the ILO strategic objectives often depend on voluntary contributions from ILO and other development partners. By contrast, training activities linked to themes like public procurement or financial governance (grouped in the chart A under “Others”) tend to be more driven by demand from self-paying clients. For this reason, and in line with the lower flow of funds for training from the ILO in 2014, the share of training income derived from activities carried out for self-paying clients increased in 2014 while the share of income from more supply-driven activities linked to the promotion of rights at work, social protection and employment, registered no growth or negative growth. The notable exception is the growth in the share of training income linked to the strategic objective on social dialogue.

CHART A
INCOME FROM ACTIVITIES BY ILO STRATEGIC OBJECTIVE IN 2014



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

Baseline (2011)	Target 2014	Results 2014	Target 2012-15
65.8 per cent	65 per cent	53 per cent	60 per cent

54. Indicator 1.5 covers both standard courses and tailor-made activities designed and implemented in collaboration with ILO technical departments and field offices, both on campus and in the field. The statistics show that in 2014 more than half of all training activities were drawn up and implemented in collaboration with different ILO units, below the 65 per cent target set for 2014 but close to the 60 per cent target set in

the Plan. Collaboration with ILO technical units and specialists is partly driven by the availability of regular budget for technical cooperation which tends to be less utilized in the first year of the ILO biennium programme cycle. It can therefore be assumed that in 2015, the share of activities implemented in partnership with ILO technical departments and ILO field offices will once again increase.

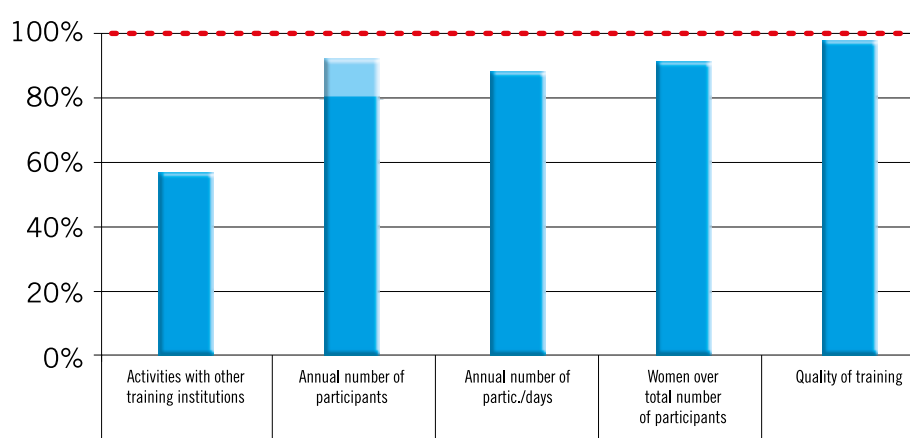
Indicator 1.6: Delivery of specific ILO staff development and training programmes			
Baseline (2010)	Target 2014	Results 2014	Target 2012-15
517 ILO staff	550 ILO staff	680 ILO staff	600 ILO staff

55. The Centre exceeded its target by more than 20 per cent, and likewise exceeded the target set in the Plan by more than 10 per cent. This can be explained by the increased collaboration since 2011 with the ILO Human Resources Development Department, but also by the Centre's capacity to attract ILO staff with tailored offerings covering themes like green jobs, labour inspection and Decent Work Country Programme analyses.

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

56. 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.

OUTCOME 2: LEVEL OF ACHIEVEMENT OF 2014 TARGETS



Indicator 2.1: Training activities organized in partnership with either a national, regional or international training or academic institutions			
Baseline (2011)	Target 2014	Results 2014	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.	17 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.

57. 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 increase outreach. The data show that the Centre fell short of meeting its 2014 target for collaboration with local, regional or international academic and training institutions. Nevertheless, it is important to point out that the share of activities carried out in partnership with other institutions increased from 14 per cent in 2013 to 17 per cent in 2014 which implies that the renewed efforts to become

a more networked organization have started to bear fruit. It is also important to note that the indicator currently only captures joint-activities covered by a formal institutional partnership agreement. As a result, activities of the Centre implemented on an ad-hoc basis with technical inputs from other partner organizations are not included in these data. If these were included, the target set in the Plan would be exceeded. This limitation in the indicator should be addressed in the next Plan in order to fully reflect the actual level of collaboration with national, regional or international training or academic institutions.

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

Baseline (2010)	Target 2014	Results 2014	Target 2012-15
13,730 participants	13,500 participants	10,921 participants	12,500 participants
102,365 participant/days	100,000 participant/days	88,978 participant/days	100,000 participant/days
43.2 per cent women	45 per cent women	41.6 per cent women	50 per cent women

58. Indicator 2.2 tracks participants in training activities who formally registered and were awarded a certificate. These data do not include participants reached through non-traditional training and learning activities delivered through the e-campus. For example, more than 1,600 participants who took part in self-guided distance-learning courses, webinars or communities-of-practice are not counted here. If included, the total number of participants reached in 2014 *via* both traditional and non-traditional training and learning activities exceeded 12,500 and thus the target set in the Plan. Again, this indicator will be refined in the next Plan to take account of participants in these new modalities of training and learning.

Box 3: Increasing outreach through the e-campus⁶

2014 marked the second year of implementation of the electronic campus (e-campus). The e-campus was re-launched in 2014 to scale-up outreach among ILO constituents and other stakeholders while at the same time cutting the cost of training and learning services for the end-user. The e-campus also responds to the changing needs and preferences of many learners, including the expectation to access learning services anytime and anywhere *via* the internet, and to stay connected with other learners through on-line communities-of-practice and other social networks.

At the end of 2014, the e-campus offered six different learning modalities, including self-guided distance-learning, tutor-supported distance-learning, webinars, communities-of-practice, blended-learning modalities and e-learning linked to academies. Participants enrolling for tutor-based e-learning, blended-learning, and e-learning linked to the academies, were duly registered while participants opting for self-guided distance-learning courses, webinars or communities-of-practice were not counted in the statistics.

The largest growth in participants was registered in 2014 in self-guided distance-learning, followed by communities-of-practice. In 2014, statistics included five tutor-based distance-learning courses with 191 participants; 11 blended-training courses with 403 participants and two courses linked to academies with 206 participants. More than 1,000 participants completed eight free e-learning modules, and 570 participants took part in five communities-of-practice.

In 2015, growth in outreach through the e-campus is set to further accelerate, particularly in the field of self-guided distance-learning with the launch of the first Massive Open On-line Course (MOOC) on crowd-funding for development.

⁶ ecampus.itcilo.org

59. The Centre increased its outreach among women participants by one percentage point over 2013 but this is still below the 2014 target and the target set in the Plan. As discussed under indicator 1.1, the Centre will implement selected interventions in 2015 to address this.

60. Table 1 below shows the breakdown of activities and participants in 2014 by type of activity. The table indicates that more than half of all training activities currently captured in the

statistics were delivered in the field, on request by ILO constituents and other stakeholders. Blended-training activities combining face-to-face training with an element of distance-learning, only constituted a small fraction in the service mix (5 per cent of all participants in the reporting period), even though many more activities effectively relied on internet-based knowledge platforms such as the Gender Campus, the G-20 Platform or the Decent Work Cubed Platform to interact with participants before, during and after training.

TABLE 1: DISTRIBUTION OF ACTIVITIES BY TYPE OF TRAINING IN 2014

	2014			
	Activities	Participants	Days of Training	Participant/ days
At the Centre	175	4,276	1,115	29,337
“Blended-C” (Distance plus face-to-face phase on Campus)	14	379	951	24,464
<i>Distance:</i>			256	7,229
<i>Face-to-face:</i>			695	17,235
In the field	202	5,211	805	20,964
“Blended-F” (Distance plus face-to-face phase in the field)	9	176	192	3,987
<i>Distance:</i>			93	2,050
<i>Face-to-face:</i>			99	1,937
At a distance	31	879	382	10,226
TOTAL	431	10,921	3,445	88,978

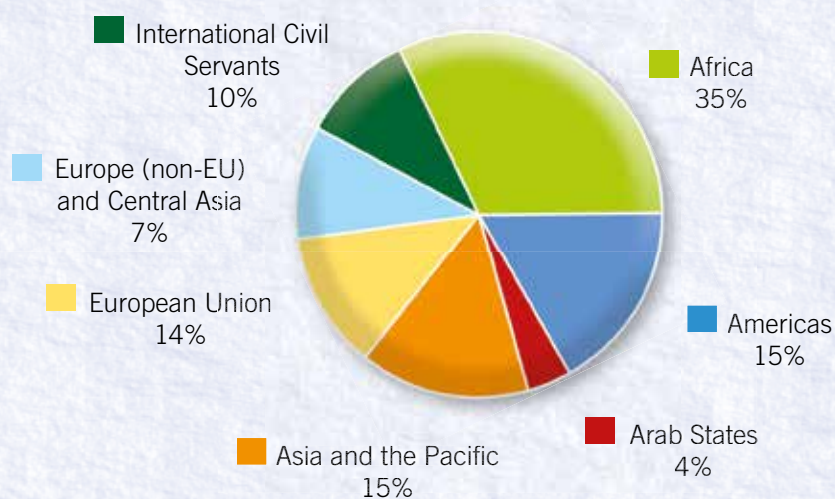
The “participant/day” indicator is calculated for each training activity as the product of the number of participants and the actual number of days of training.

61. The geographic breakdown of participants was heavily influenced by the technical cooperation projects under implementation with technical inputs from the Centre. Chart B shows the regional distribution of 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, the Arab States and in Asia and the Pacific remains comparatively light.

62. To further increase outreach in Asia, Africa and the Americas, the Centre established in 2014 a BRICS outreach programme covering

Brazil, Russia, India, China and South Africa. To boost the number of training and learning activities in these countries, a series of missions were undertaken, collaboration was intensified with the Partnerships and Field Support Department of the ILO (PARDEV) in the area of South-South cooperation and triangular cooperation and new training products were piloted in South Africa and China. As a direct result, the outreach of the Centre in South Africa and Brazil grew in 2014. In 2015, these development efforts are set to be consolidated and expanded with a focus on China, India and Russia.

**CHART B
PARTICIPANTS BY REGION IN 2014**



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 2014	Results 2014	Target 2012-15
Average score of 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.	The average score on the overall quality of training activities through end-of-course questionnaires was 4.46.	Average score on the overall quality of training activities through end-of-course questionnaires increases to 4.5.

63. The Centre routinely measures the satisfaction of participants with its training and learning services by way of standardized end-of-activity evaluations. In 2014, 6,654 end-of-activity evaluation questionnaires were completed by participants enrolled in 323 activities. The average score of the question regarding the overall quality of the training was 4.46 on a scale from 1 (low quality) to 5 (high quality) implying overall high satisfaction with the services.

64. In terms of satisfaction with the various categories of training and learning products, academies, Masters Programmes and traditional distance-learning activities, these registered

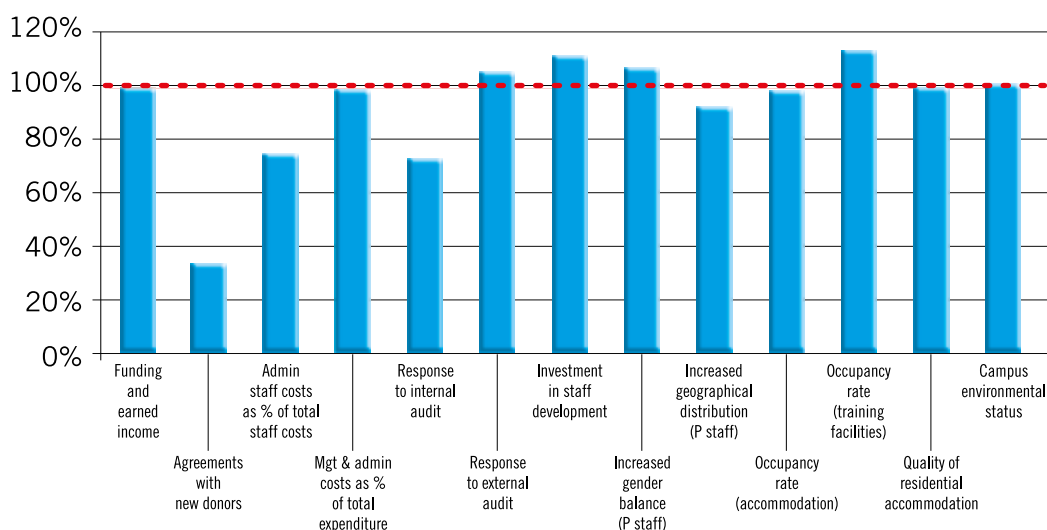
relatively lower values for their overall quality. In 2014, 476 questionnaires were collected for academies and the average score was 4.38. As far as the Masters Programmes were concerned, 175 questionnaires were received, with an average score of 4.17 for the overall quality. Last but not least, 275 participants in distance-learning activities assessed the overall quality of the training at 4.27.

65. In terms of satisfaction by region, the highest quality was recorded in activities targeting the Americas (average score: 4.69). For all the remaining regions, the average score ranged between 4.40 and 4.45.

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

66. 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.

OUTCOME 3: LEVEL OF ACHIEVEMENT OF 2014 TARGETS



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

Baseline (2008-11)	Target 2014	Results 2014	Target 2012-15
€157 million. Baseline (2010). 2 new donors.	Mobilize an overall volume of €36.1 million in funding and earned income in 2014. Identify at least three new donors.	€35.8 million mobilized for the funding of training activities, publications, other income, fixed contributions and surplus from prior years. One new donor.	Mobilize an overall volume of €170 million in funding and earned income. Reach agreements with ten new donors.

67. Efforts to expand the training income base bore fruit in 2014 and training income exceeded the target set by almost 3 per cent. However, income from publications was significantly below target and "other income" was also less than budgeted. The principal factor explaining the increase in training income was the further diversification of the client base and a targeted effort to mobilize funds from extra-budgetary resources for technical cooperation from the ILO. For example, the Centre signed a contract for more than €700,000 to implement three packages of training activities on behalf of the ILO Office in Bangladesh. The renewal of the annual voluntary contribution from the Government of Italy has been another important factor to support access for participants from

developing countries to the training and learning services of 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.

68. Table 2 below provides summary information on the main resources mobilized in 2014. It 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, resource mobilization efforts in 2015 will focus on non-traditional development partners and the acquisition of larger contracts.

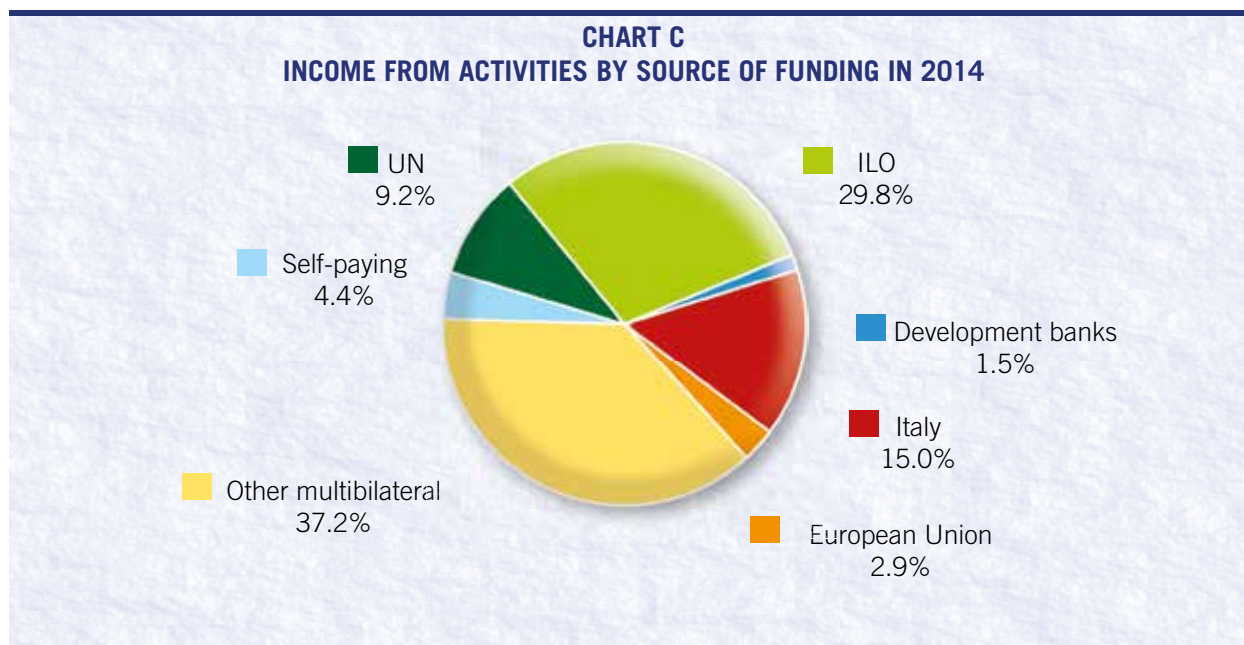
TABLE 2: SUMMARY OF APPROVALS IN 2014⁷

	Period	Amount
Competitive Bidding		
European Commission	2015-16	€356,184
European Institute for Gender Equality	2015	€56,000
Federation of Red Cross and Red Crescent	2015	€42,360
Direct Agreements		
United Nations and other International Organizations		
UN (UN Women, UNDP, OHCHR, FAO, UN/DESA, IFAD)	2014-15	€549,602
World Bank	2014	€36,219
International Federation of Red Cross and Red Crescent Societies (IFRC)	2014	€19,008
Governments		
Bangladesh - Rural Electrification Board, Water Development Board, Local Government Engineering Department and Roads and Highways Department	2014-16	€517,021
France - Agence française de développement	2014-15	€20,000
France - Agence pour la coopération technique internationale des ministères économiques et financiers et du développement durable	2014-15	€15,000
Italy - Lombardia Region, GAL Consortium	2014	€20,000
Italy - Istituto Diplomatico, Ministry of Foreign Affairs	2014	€32,853
Japan - Ministry of Health, Labour, and Welfare	2014-15	US\$304,845
Spain - Ministry of Employment and Social Security	2015	€370,000
Spain - Gobierno de Canarias, Consejería de Educación, Universidades y Sostenibilidad	2014	€35,806
Saudi Arabia - Ministry of Labour	2014	€234,928
Tanzania – Ministry of Labour and Employment	2014	€21,989
Organization of American States	2014-15	US\$28,084
Foundations		
Italy - Fondazione Nazionale Sicurezza Rubes Triva	2014	€8,954
Japan - International Labour Foundation (JILAF)	2014	US\$25,000
Switzerland - Jacobs Foundation	2014	€21,000
Training Institutions and Universities		
Rwanda - The University of Rwanda-College of Business and Economics	2014	US\$215,480
China - Academy for Sustainable Business	2014	€14,663
Saudi Arabia - King Aziz City for Science and Technology	2014	€26,178
Banks and Funds		
Saudi Arabia - Saudi Credit and Savings Bank	2014	€245,779
South Africa - The Development Bank of Southern Africa Ltd.	2014-15	€139,000
Viet Nam - Banking Academy of Viet Nam	2014	€11,400
International Islamic Trade Finance Corporation	2015	€11,781
Arab Gulf Development Programme (AGFUND)	2015	US\$65,000
Others		
International Association of Trade Union Organizations of OAO “LUKOIL Oil Company”		€47,090

69. Chart C below shows the breakdown of training income by source of funding. Almost 30 per cent of all income was generated through services delivered to the ILO (including to ILO facilitated technical cooperation projects) demonstrating the strength of the strategic partnership between the Centre and

⁷ This table lists the funds acquired through bidding and direct agreements formalized either through letters of intent or through the Clearance Committee (CFA). The final amounts used during implementation may not necessarily correspond to the original budget proposals indicated in the list.

the ILO. It also indicates the continued high importance of multi-bilateral donor agencies, including the Government of Italy and the European Union, as sponsors of participants from developing countries. Institutional clients including governmental agencies, private sector organizations, and NGOs who pay for access for their own stakeholders to the Centre's training services (Chart C below in the category "other multi-bilateral" agencies) are a growing source of income.



Indicator 3.2.1: Administrative and support staff costs as a percentage of total staff costs

Baseline (2011)	Target 2014	Result 2014	Target 2012-15
37 per cent	25 per cent	34 per cent	25 per cent

70. Benefits resulting from the streamlining of business processes continued to flow in 2014. They generated additional staff savings in the areas of financial management and administration. Efforts continue to streamline work processes, automate manual processes, and enhance IT tools. In the coming year, the Centre will review various processes with a view to automating more controls with the Oracle upgrade planned for 2016.

71. Additional financial reports were built in late 2014 including a report to monitor spending in comparison to the approved budget. Several new initiatives will continue in 2015 including training for staff on the report writing tool as well as adopting best practices in selected areas.

72. Preparations are underway to upgrade MAP (planning and reporting tool for activities and participants) which will result in improved information to oversee this area. There is also a significant IT project underway regarding the UNJSPF interface which is mandatory and will become operational in 2016.

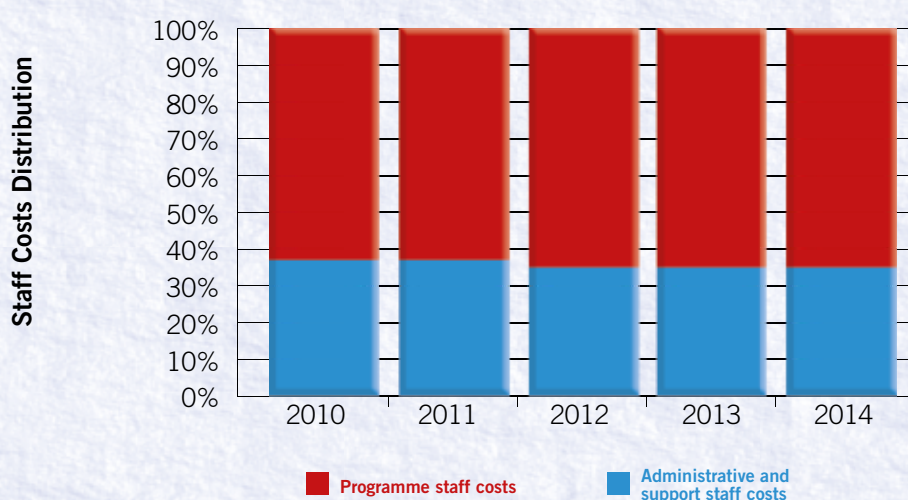
73. In 2015, the Centre will move to a biennial programming and budget cycle and this should also result in increased administrative efficiencies.

Indicator 3.2.2: Management and administrative support costs as a percentage of total expenditure

Baseline (2010)	Target 2014	Result 2014	Target 2012-15
26.8 per cent	25 per cent	25.6 per cent	25.5 per cent

74. This new indicator was introduced in 2014 in order to measure overall management and administrative supports costs, including staff costs, as compared to total expenditure. This indicates that the continuing efforts in streamlining administrative processes are starting to impact management and administrative supports costs. The Centre will continue to review workflows and controls with a view to achieving the target set for 2015.

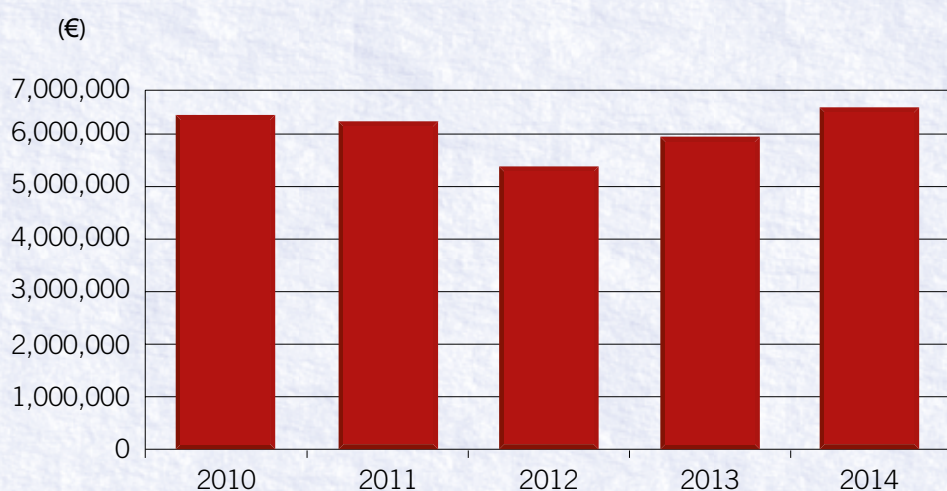
**CHART D
ADMINISTRATIVE AND SUPPORT STAFF AS A PERCENTAGE OF TOTAL STAFF COSTS (2010-14)**



75. Taking into account the statutory increases in staff salaries and entitlements coupled with the increased volume in training activities, staff costs, both in real terms and nominal terms, were contained and even declined slightly in 2014. Total staff costs in 2014 were €17.2 million as compared to €17.3 million in 2013.

76. Total non-staff costs increased by 9.4 per cent compared to 2013 which is attributed to investments in facilities which were deferred in 2013. General operating costs were reduced by 10.7 per cent.

**CHART E
NON-STAFF COSTS (2010-14)**



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

Baseline (2011)	Target 2014	Results 2014	Target 2012-15
Internal audit: 26 per cent External audit: 75 per cent	Internal audit: 90 per cent External audit: 90 per cent	Internal audit: 65 per cent External audit: 94 per cent	All high priority internal or external audit recommendations addressed by management within one year.

77. Implementation of internal audit recommendations is below the target. The two reports were received in June and December respectively leaving relatively little time for implementation in 2014. In relation to the first report, 10 out of 15 high priority recommendations have been implemented and work is continuing in 2015 on implementing the remaining five recommendations. The second report contained five high priority recommendations of which three were addressed in 2014 and the remaining two recommendations require additional input to be fully implemented. An additional four high priority recommendations from 2012 and 2013 audit reports were implemented in 2014.

78. Implementation of External Auditors recommendations was ahead of target. There is one recommendation to be implemented arising from the audit of the 2013 financial statements relating to the use of IPSAS financial information which could be used by management and the Board in their oversight responsibilities. One other recommendation made in 2012 is now the subject of additional work being undertaken by the External Auditors in 2015. All other 33 previous recommendations were implemented by the end of 2014.

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

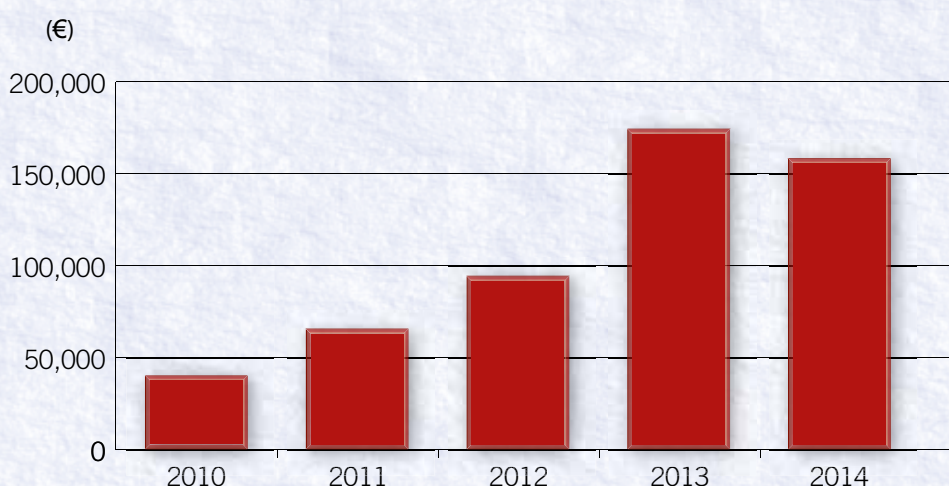
Baseline (2010)	Target 2014	Result 2014	Target 2012-15
0.3 per cent of payroll	1 per cent of payroll	1.1 per cent of payroll	1.5 per cent of payroll

79. A focused and strategic staff development programme was implemented in 2014 and marked a further increase in dedicated resources for staff development resulting in an allocation above the target of 1 per cent of the total payroll. This was based on an assessment of staff training needs completed in early 2013 and on the experience and varied training options offered in 2013. The Centre also introduced for the first time the payment of a stipend to interns in line with established ILO practice.

80. Twenty-four language training activities were offered in six different languages. Concerning collective training activities, new

courses were delivered on management and leadership skills, emotional intelligence, improving well-being and performance at work, IT security awareness, and fire prevention. A third round of the coaching programme was implemented further to the very positive evaluation results received in previous years. In collaboration with UNSSC, the Centre implemented five sessions of the UN Development Programme for general service staff. 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 2014.

CHART F
INVESTMENT IN STAFF DEVELOPMENT (2010-14)

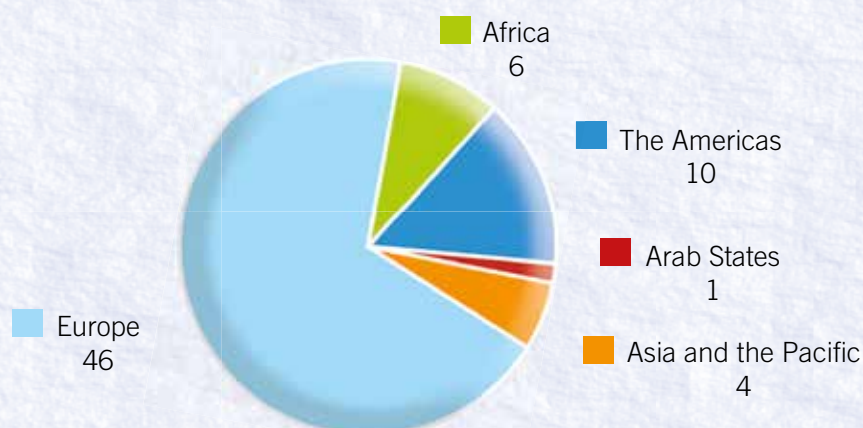


Indicator 3.5: Increased gender balance and geographical distribution of staff in professional positions.

Baseline (2010)	Target 2014	Results 2014	Target 2012-15
38 per cent women professional staff	42 per cent women professional staff	44 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

81. Progress was made in 2014 in improving the gender balance of staff in the Professional and higher level categories. The target for 2014 was exceeded. However, 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 qualified candidates from under-represented countries and regions will continue, 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**



82. Increased attention was paid to further improving work/life balance by making available work options such as teleworking and more flexible working-time arrangements ensuring that the Centre remains an attractive working environment. There was strong participation by women staff members in the training and development opportunities offered in 2014.

Indicator 3.6: Greater utilization of the Centre's facilities including its accommodation, classroom and conference facilities.

Baseline (2010)	Target 2014	Results 2014	Target 2012-15
Accommodation room occupancy: 63 per cent. Training facilities occupancy: 58 per cent.	Occupancy rate of 65 per cent of accommodation and 60 per cent of training facilities.	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.

83. The occupancy rate of accommodation for 2014 was slightly below the target due to a decreased number of participants while the training facilities occupancy was higher than the target as a result of a better distribution of training activities throughout the year and the launch of a new Masters Programme.

84. During the year, initiatives were taken to optimize the use of the residential and training facilities. Requests for hosting external activities and inter-agency meetings were also received from private organizations and UN entities such as the HLCM Networks of the Chief Executives Board.

Indicator 3.7: The quality of the residential accommodation.

Baseline (2012)	Target 2014	Result 2014	Target 2012-15
82 per cent of participants rated quality of accommodation as good or excellent.	85 per cent of participants rate quality of accommodation as good or excellent.	83 per cent of participants rated quality of accommodation as good or excellent.	Obtain three star rating for the Centre's residential accommodation.

85. The target in the Plan for indicator 3.7 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, the “star rating certification scheme,” as administered by the Piedmont Region in collaboration with the City of Turin, is not possible. Nevertheless, a voluntary procedure of certification is being explored with the relevant authorities using comparable criteria which will enable the Centre to benchmark the quality of its residential accommodation with external commercial entities.

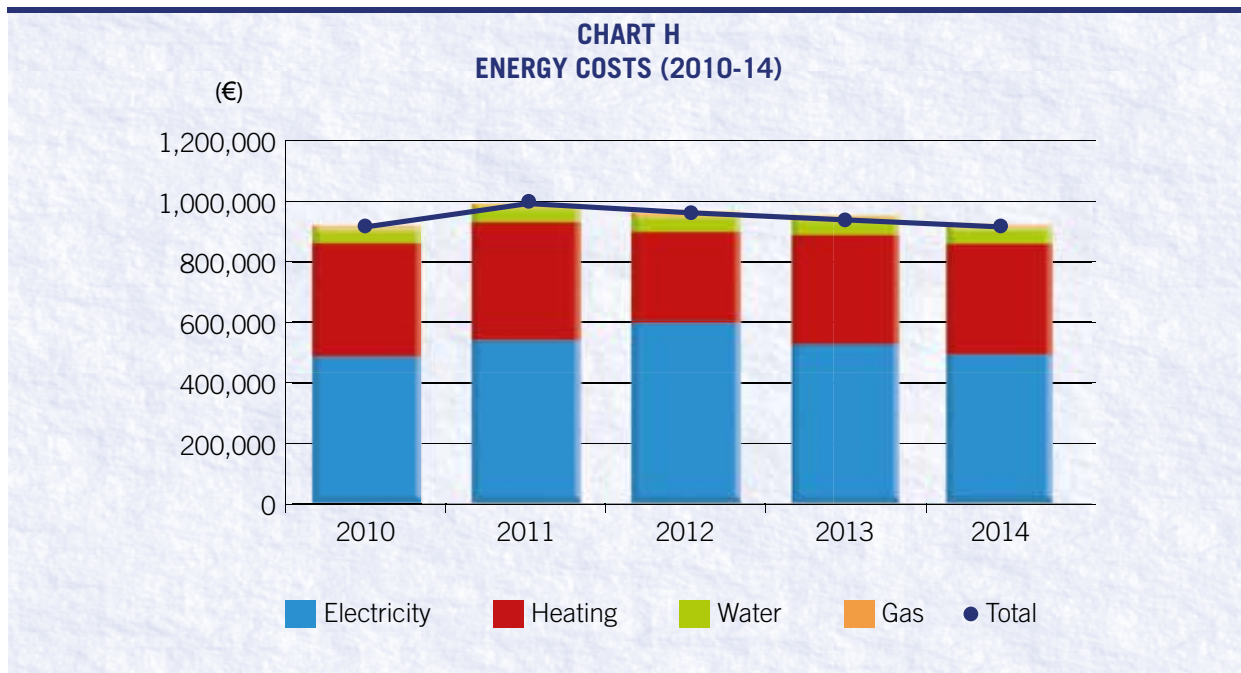
86. Another indicator was developed to evaluate the quality of residential accommodation on the basis of participants’ satisfaction. The baseline for this indicator was established in 2012: 82 per cent of the target group rated the quality of room accommodation as good or excellent (4 or 5 in the current evaluation system). The target for 2014 was to increase the level of client satisfaction to 85 per cent of participants. The target was not fully met in 2014.

Indicator 3.8: The environmental status of the campus.

Baseline (2012)	Target 2014	Result 2014	Target 2012-15
Two of the seven steps completed for the award of the Green Flag.	Completion of all the mandatory steps for the award of the Green Flag.	Achievement of the FEE Green Flag on February 2014.	Obtain Green Flag and international accreditation as a Green Campus.

87. The target for 2014 was fully met. The Centre was awarded the Green Campus certification by the Foundation for Environmental Education. This was also the result of the virtuous awareness cycle created through the establishment of a Green Campus Advisory Group which promotes a wider sustainability approach, communication initiatives and initiatives by staff members.

88. 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 campus facilities and infrastructure. Chart H below shows the trends in energy costs over the period 2010-14.



89. The Centre participated in the United Nations’ *Greening the Blue* initiative and submitted its Greenhouse Gas Inventory report to UNEP for 2014. The report records a reduction of 24 per cent in CO₂ emissions due to the fact that the entire electricity supply to the Centre is now certified from renewable sources.

III. RISK MANAGEMENT

90. The main risks that could impact on the Centre's capacity to achieve the agreed outcomes in 2014, 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 continuously updated by the members of the RMC. The current Risk Register is attached as an Appendix.

91. 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 the alignment of the training and learning activities of the Centre with the policy outcomes of the next ILO Transitional Strategic Plan for 2016-17;
- systematic review and clearance of funding and institutional partnership agreements;
- enforcement of a copyright policy;
- completed work to update institutional policies and standards for the certification of participants in training and learning activities of the Centre;
- strengthened and re-organized training teams, by way of merging selected technical programmes;
- increased investment in staff development;
- continued participation in international training and learning networks;
- 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 learning and facilitation skills of training staff.

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

- regular meetings of the Finance Committee to carry out budget reviews;
- financial position and performance of the Centre, including the technical programme's financial productivity;
- monitoring progress on the implementation of external and internal audit recommendations, including the collection of unpaid invoices;
- review and update the pricing policy;
- continuous monitoring of credit rating of the Centre's designated bank providers; and
- continuous strengthening of internal controls.

93. With respect to the **risk of litigation** resulting from security and OSH accidents, the following measures were implemented to mitigate the risk of critical failure or breakdown of major infrastructure:

- upgrade heating and cooling systems in buildings with information and technology systems;
- new security and access system in compliance with UN security standards;
- improved video surveillance system;
- improved access for persons with disabilities;
- partial implementation of a remote monitoring system for breakdowns in the heating system; and
- strengthened monitoring of the quality of air, water and food.

94. On the **IT Risk Management** to be aligned with the requirements needed for the ISO27001 certification, some internal and external assessments were carried out along with the adoption of the following measures:

- adoption of an Intrusion Prevention System (IPS), the virtualization of systems, the Password policy enforcement, the encryption of all laptops and on web platforms;
- adoption of some specialized procedures (such as the Risk Management, the Change Management, the Incident Management), the information classification, the conclusion of the IT Security Awareness training, the periodic review of the Access Rights and the application of the PRINCE2 methodology to all new projects;
- an IT vulnerability management procedure has been put into place, leading to scheduled vulnerability scans on all devices on the Centre's network.

95. On the **HR risk** of exposure to damage to reputation, legal and compensation costs, the following mitigation strategies are now in place:

- robust succession planning process for senior management positions;
- comprehensive insurance schemes to cover staff compensation risks;
- a prevention policy on occupational safety and health hazards;
- stress management activities and monitoring tools; and
- mandatory security clearance for official travel.

IV. TRAINING PROGRAMME IMPLEMENTATION

Box 4: Promoting learning excellence through the Innovation Fund

The Innovation Fund is an in-house financing mechanism established in 2012 with the objective of nurturing innovation and research across the training portfolio, with an emphasis on internet-support and IT-enhanced learning modalities. In the period 2012-14, the Fund supported the following initiatives for a budget of €500,000.

Innovation Fund projects (2012-14)
Upgrading on-line learning services in the field of rights at work and gender equality
E-learning on business and labour rights
Developing a comprehensive and integrated training package on youth employment
Micro-grants for learning
Enhancing the capabilities of the learning faculty with the COMPASS toolkit
Mobile learning
The Ph. D. Programme of the Turin School of Development
Development of an integrated training package on domestic workers using a modular approach
Union training tools on Decent Work promotion: "Decent Work Cubed"
On-line distance learning curriculum on building modern and effective labour inspection systems
Development of an e-learning package on Occupational Safety and Health (E-OSH)
On-line webinar coaching programme: increasing the impact of the value chain development face-to-face course - Increase blended on-line coaching opportunities
Strengthening workplace compliance through labour inspection: Guide on "How to do strategic planning in the labour inspection"
Updating and upgrading the e-learning platform and learning methodologies of the Academy on Social Security: Creating and extending social protection floors
Course curricula for tripartite review: a) development of a new curriculum on certification of mediation skills b) preparation of a training kit and a group of potential trainers to strengthen national tripartite dialogue
Course curricula for gender review
E-Campus

These initiatives have contributed to the delivery of more and better training and learning services. Selected examples are listed below.

- On-line learning in the field of rights at work and gender equality:** The objective of this project was to provide easily accessible, cost-effective learning opportunities on gender, equality promotion, international labour standards and child labour related topics. In partnership with the Food and Agriculture Organization (FAO) and the Training Centre of UN Women, a modular training package on Gender and Equality Organizational Self-Assessment (GEOSA) has been produced and uploaded on the Gender learning platform (http://gender-campus.itcilo.org/lms/login_geosa.php)

- **Micro-grants for learning:** The original objective of the project was to explore crowd-funding as a modality to raise funding for course fellowships. The research on crowd-funding commissioned as part of the project eventually led to the development of a new training product on crowdfunding for development using the format of a Massive Open On-line Course (MOOC). The MOOC has since been added to the 2015 offering.
- **COMPASS:** This project was part of a broader effort to convert from a traditional learning institution into a global platform for learning and knowledge-sharing, supporting training units to embed knowledge-sharing in training approaches. The main deliverable of this project has been the development and introduction of the COMPASS toolkit that orients the learning faculty to more than 60 participatory and action-oriented knowledge-sharing methodologies. Each methodology is illustrated by case studies (<http://compass.itcilo.org/>)
- **Decent Work Cubed:** The objective of this project was to provide workers' representatives with access to on-line training resources on decent work. These on-line resources include, among others, self-guided distance learning courses on "Starting Module on Decent Work," "Decent Work Standards" and "Gender and Decent Work." The platform also provides workers' representatives with access to an on-line community of practice to exchange experiences and coordinate trade union strategies for action (www.actrav-etd.com)
- **On-line distance learning curriculum on building modern and effective labour inspection systems:** The objective of this project was to launch an on-line course for labour inspectors. The English version of the course was developed in 2013 and introduced in 2014. It consists of seven modules including animation, texts, interactive exercises, tests and assignments (<http://ecampus.itcilo.org/enrol/index.php?id=45>)
- **E-OSH:** The objective of this project was to develop a new e-learning system for employers' organizations in the field of OSH. The system comprises a series of on-line training modules that are customizable, fully accessible on- and off-line, depending on customers' needs. Training is targeted at trainers of OSH supervisors at company level. Since its launch, the package has been made available in English, French, Bengali and Russian (<http://www.itcilo.org/en/the-centre/programmes/employers-activities/essentials-of-occupational-safety-and-health>)

96. In 2014, the training and learning activities of the Centre were delivered by eight Technical Programmes:

- International Labour Standards, Rights at Work and Gender Equality
- Employment Policy and Analysis
- Enterprise, Microfinance and Local Development
- Social Protection, Governance and Tripartism
- Workers' Activities
- Employers' Activities
- Sustainable Development
- Distance Education and Learning Technology Applications

97. The following paragraphs provide a summary of the main training and other learning activities undertaken by each programme in 2014. 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 Partnerships and Programme Development Services (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

Technical Programme	2014		
	Participants	Days of training	Participant/days
International Labour Standards, Rights at Work and Gender Equality	1,156	272	6,235
Employment Policy and Analysis ^{1/2/}	1,043	328	9,250
Enterprise, Microfinance and Local Development ^{1/}	1,818	691	20,822
Social Protection, Governance and Tripartism ^{1/3/}	1,674	512	14,422
Workers' Activities	1,545	339	7,672
Employers' Activities	1,303	179	3,966
Sustainable Development ^{1/4/}	1,494	996	22,848
Distance Education and Learning Technology Applications	697	91	2,838
Partnerships and Programme Development Services	137	25	685
Training Directorate	54	12	240
TOTAL	10,921	3,445	88,978

1/ Including participants in the Masters Programmes of the Turin School of Development.

2/ The Employment Policy and Analysis Programme was created on 1 October 2014 by merging the former Employment Research, Analysis and Statistics Programme with the Employment Policy and Skills Development Programme. The statistics reflect the combined outreach of both programmes in 2014.

3/ The Social Protection, Governance and Tripartism Programme was created on 1 October 2014 by merging the former Social Dialogue, Labour Law and Labour Administration Programme with the Social Protection Programme. The statistics reflect the combined outreach of both programmes in 2014.

4/ Formerly called Sustainable Development and Governance Programme; renamed Sustainable Development Programme from 1 October 2014.

International Labour Standards, Rights at Work and Gender Equality

98. The International Labour Standards, Rights at Work and Gender Equality Programme (ILSGEN) supports the development of knowledge and skills to promote international labour standards (ILS) and rights at work, to strengthen their application and to advance the achievement of equality and decent work for all women and men. In 2014, ILSGEN designed and implemented training and capacity development activities for ILO staff, constituents, partners and other national and international actors with an extended outreach capacity, targeting more than 135 countries.

99. The main themes of its 2014 training offer - on campus, in the field or by distance learning - were ILS (reporting and other constitutional procedures for judges, lawyers and legal educators, journalists and media professionals, and socially responsible

enterprises); child labour, forced labour and human trafficking; equality in employment and gender equality mainstreaming; freedom of association and collective bargaining. Specific topics, such as maritime labour standards were the object of a dedicated cluster of activities (**ILO Maritime Labour Academy**) which reached out to more than 80 specialists in some 40 countries.

100. Under the activity cluster of **ILS for constituents**, 2014 saw the organization and delivery of the distance-training on ILS reporting and of the training course on ILS before the International Labour Conference in collaboration with the ILO International Labour Standards Department (NORMES) and field structure. New activities, specifically developed to meet requests from employers, and involving an on-line preparatory phase were developed: two field workshops on the ILO supervisory mechanisms were run for employers' organizations from Central America and South America and an on-line introductory module on ILS was developed for the preparatory phase in collaboration with ACT/EMP, NORMES, IOE and ILO San José.

101. An interregional training course on **ILS for judges, lawyers and legal educators** was attended by participants from 18 countries. The annual regional activity for Latin America was held in Colombia. A national activity was implemented in Rwanda in collaboration with the Institute for Legal Practice and Development. Two new chapters were developed on child labour and forced labour for the publication “International Labour Law and Domestic Law.” A training manual for judges, lawyers and legal educators was published in English, French and Spanish. A community-of-practice on “International Labour Standards for Judges, Lawyers and Legal Educators” was developed in English and French on the e-campus. The on-line compendium of court decisions was updated with 50 new judgements summarized in English, French and Spanish.

102. Under the activity cluster related to the elimination of **child labour, forced labour and trafficking**, activities were continued in fields such as agriculture, education, identification and investigation of cases of forced labour, and expanded to reach out to new target groups as in the case of a high-level workshop for African Members of Parliament (MPs), a workshop on fair recruitment, and collaboration with the Social Protection Programme in increasing awareness of constituents of child domestic workers.

103. ILSGEN has also contributed to the ACI on the informal economy with a course on “Evolving forms of employment relationships and Decent Work,” which included contributions from the relevant ILO departments. A shortened version of this course has been included as a module in the Academy on Formalization of the Informal Economy.

104. There was an important focus on Africa in 2014 through three major projects:

- “Awareness-raising and capacity-building on human rights in Rwanda, which involved delivery of several training activities on ILS for the media and the judiciary; two sensitization workshops on ILS for MPs and the awarding of the first national journalist prize “Media for Labour Rights in Rwanda.”
- “Programme d’appui à la mise en œuvre de la Déclaration de 1998” (PAMODEC) an ILO DECLARATION project covering 17 French-speaking African countries, where specific inputs were provided on capacity-building on all the fundamental principles and rights at work.
- “Planification du développement et égalité de genre au Burundi:” this project was co-funded by UN Women and WBI (Belgium) aimed at

providing key stakeholders in the countries with tools for gender-sensitive policy development and planning.

105. In the activity cluster related to **gender equality mainstreaming**, the project “EU/UN Financing for Gender Equality” progressed in eight selected countries (Ethiopia, Haiti, Nicaragua, the Palestinian Territories, Rwanda, Tanzania, Ukraine and Zambia). The Gender in Technology Laboratory Project (Genis-Lab) offered the opportunity for applied research activities, including specific adaptations of participatory gender assessments in five European countries.

106. In addition to the many on-line tools available to participants, ILSGEN successfully contributed to the two first pilot-tests of replacing paper-based documentation with the use of tablets.

Employment Policy and Analysis

107. The Employment Policy and Analysis Programme (EPAP) consolidated and expanded services under its different training clusters, in close collaboration with the ILO’s Global Employment Team.

108. In the activity cluster on **employment policies and programmes**, the third edition of the “Employment Policy Course” was delivered. This event brought together participants from ILO-supported countries in the process of developing, or revising, a national framework for employment promotion, thus offering entry points for operational follow-up at the national level. A similar course on “Innovations in Public Investment and Employment Programmes” was held.

109. EPAP also facilitated (i) “Training on Employment in EU Development Cooperation” financed by Europe Aid, and (ii) a “Regional Workshop on Employment Impact of EIB Infrastructure Investments in the Mediterranean Partner Countries” held in Rabat in the framework of an ILO/EIB project coordinated by the ILO Development and Investment Branch (DEVINVEST). EPAP was also involved in the development and delivery of a new course on “Gender Issues in Employment and Labour Market Policies.”

110. Collaborating with the ILO Department of Statistics, two training activities were implemented - one in English and one in French

- on labour market indicators. These two week courses, targeting labour statisticians and economists, covered labour force survey design during the first week and the analysis of labour force survey data during the second week.

111. In the area of pro-employment macroeconomics, in collaboration with the ILO Research Department, EPAP implemented the second edition of the Summer School on Macroeconomics and Modelling for Labour Market Analysis. ILO staff was the main target of this course and the ILO Human Resources Development Department provided financial support under its staff development programme. A training course on “ Quantitative analysis of labour market effects of economic policy reforms: a Social Accounting Matrix approach “ was delivered for the third time.

112. Work in the activity cluster on **youth employment** was in line with the ILO’s call for action and the priorities set under the ACI on “Jobs and Skills for Youth.” A new integrated package on “Decent Work for Youth” was peer-reviewed by a group of ILO officials at a workshop held at the Centre. This will be used for global and regional events to be run in 2015. Project proposals for youth employment-related training were formulated and submitted to the Norwegian Government and the AfDB.

113. The second edition of the inter-agency “Academy on Youth Development” included different employment-related tracks. Promoting a multidisciplinary approach to tackling youth development challenges, this activity involved other programmes of the Centre and reinforced synergy with other organizations notably GIZ, UNEVOC, WHO, OHCHR and the Jacobs Foundation.

114. In the activity cluster on **skills development and TVET**, training modules on the subject of “Career guidance” were consolidated while a new course on “Skills anticipation and matching” was developed and successfully delivered in collaboration with the ILO Skills and Employability Branch, the European Training Foundation and CEDEFOP. Two training courses were undertaken on “Management of Vocational Training Centres in Mozambique and Timor Leste” alongside a regional TVET meeting (REDIFOP) at the Centre. Improvements were made to an existing ILO package on Employment Services, and related courses were organized jointly with ILO field units in Egypt and Thailand.

115. A collaboration project with the Ministry of Health, Labour and Welfare (MOHLW) of Japan was extended, providing further professional and financial support to the work of the Centre in this area.

116. The **Green Jobs** activity cluster produced both quantitative and qualitative results, and cooperation with the ILO’s Green Jobs Programme was reinforced around joint-implementation of several training activities at the Centre and in the regions. The programme worked with ACT/EMP and ACTRAV in delivering a project on enhancing the role of social partners in the promotion of environmentally sustainable economies. It also contributed to set up an ILO system for the certification of green jobs competence, with the support of the ILO Human Resource Department staff development funds. Furthermore, a new project was launched on a national training programme on green jobs for South Africa and a regional capacity-building project on skills for green jobs as part of the European Neighbourhood and Partnership Instrument (ENPI) Cross-Border (CBC) Mediterranean (MED) Programme.

117. Combined with the “High Level Policy Forum and Knowledge Fair,” the first Academy on the Green Economy was a successful and visible event organized in the framework of the Partnership for Action on Green Economy (PAGE) which is a multi-year initiative supported by a pool of donors involving the ILO, UNEP, UNDP, UNIDO and UNITAR.

118. As far as collaboration with other technical programmes is concerned, EPAP jointly implemented with the Sustainable Development Programme a course on impact evaluation of development projects and a tailor-made training course on monitoring and impact assessment techniques with application to rural livelihoods in the agriculture and forestry sectors for participants from the Ministry of Agriculture of Algeria. Under the Turin School of Development, the fifth edition of the Masters 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, was piloted with the participation of one student. The Ph.D. Programme contributes 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.

Enterprise, Microfinance and Local Development

119. The EMLD Programme works in support of Outcome 3 of the ILO's Programme and Budget which focuses on sustainable enterprises that create productive and decent jobs. It works closely with the ILO Global Enterprise Team on the design and delivery of training activities.

120. In the activity cluster related to **enterprise development**, EMLD organized a training activity with the Workers' Activities Programme to coincide with the Academy on the Social and Solidarity Economy in Brazil. Existing training materials on value chain upgrading were adapted, at the request of ILO Lusaka, for use by a joint UN programme on "Rural Youth Enterprise for Food Security" in Zambia, including training of trainers. Knowledge-sharing events were organized around the ACI on "Promoting decent work in the rural economy" culminating in two technical meetings with ILO technical co-operation project staff and with the FAO.

121. Also on enterprise development, training of trainers courses were delivered in Cape Verde, Costa Rica, Morocco and Spain on the ILO's entrepreneurship education package, *Know about business*, and on *Start and Improve Your Business*. A pilot project was completed to support refugees living in Italy to start-up their own businesses.

122. A European Commission tripartite knowledge-sharing project was implemented to share experiences between ILO constituents from Bulgaria, France, Germany and Romania on maintaining skills in their labour markets during periods of economic restructuring.

123. On the activity cluster of **microfinance**, the 20th edition of the Boulder Microfinance Training Programme was hosted with nearly 300 participants. Under the ILO's Making Microfinance Work Programme, an international network of accredited trainers exists and was further strengthened through the introduction of a new course on *Making Microfinance Work for Youth*. A four-year European Commission funded project, was completed with courses in Viet Nam, Zambia and Zimbabwe.

124. Related to the activity cluster in **local development**, a range of distance-education courses and face-to-face training activities were offered on managing local development, on disaster risk reduction, and a new course was launched on rural development.

125. Under the Turin School of Development, the first edition in Spanish of the Masters on World Heritage and Cultural Projects for Development was completed in Barcelona, Spain, and the second edition was launched. The well-established English language edition of the same Masters continues to take place annually at the Centre.

Social Protection, Governance and Tripartism

126. In the activity cluster related to **labour administration and labour inspection**, the programme worked closely with the ILO Labour Administration, Labour Inspection and Occupational Safety and Health Branch to assist the Department of Inspection of Factories and Establishments (DIFE) of Bangladesh in its institutional capacity development. In particular, a strategic planning and policy workshop was jointly-organized. This event allowed DIFE's senior management to focus on its priorities and formulate a detailed programme of activities for 2015 in order to achieve greater impact. A number of induction training courses took place in Bangladesh to train a high number of newly-recruited labour inspectors, and training of trainers workshops were conducted to help build local capacity for the training of future labour inspectors. A two-week global training event on Labour Administration and Labour Inspection was held at the Centre bringing together 37 participants from 17 countries. Tailor-made courses for labour inspectors from Saudi Arabia were delivered for the first time. Joint-planning of activities for 2015 was agreed with the ILO relating to the ACI on "Workplace compliance through labour inspection."

127. The **labour migration** activity cluster of the programme participated in the following new projects: EUROMED III, EU-MIA, Intra-ACP Migration Facility and Joint Migration and Development Initiative II. A two-week inter-regional Labour Migration Academy offered, for the fourth time, plenary and elective sessions on the protection of migrant workers and their families, good governance of labour migration and the links between development and migration.

128. The **occupational safety and health and working conditions** activity cluster also introduced new elements in its portfolio. A distance-learning course on OSH was launched aimed at developing the competencies required for dealing effectively with occupational safety and health issues.

129. In the activity cluster linked to **social security**, the ACI “Creating and extending social protection floors” was the driving force. The Social Security Academy continued to be the main event of this component of the programme, while a new e-learning course on social protection was launched aiming at strengthening the capacity of key actors and stakeholders involved in the implementation of social protection extension strategies.

130. Regarding **tripartism, labour law and industrial relations**, the programme has collaborated with the Employers’ Activities Programme in delivering a training programme for employers from Côte d’Ivoire and a course for managers and trade union representatives of a Moroccan state-owned enterprise. The last training event under a three-year EU project on social dialogue in European countries under structural adjustment took place. A major highlight of 2014 was the first Academy on National Tripartite Social Dialogue: a two-week event with the participation of over 80 tripartite constituents from all the regions of the world. Finally, a new training programme to certify the skills and competencies of those involved in conciliation/mediation of labour disputes has been launched.

Workers’ Activities

131. The Workers’ Activities Programme builds institutional capacity of trade unions worldwide thus contributing specifically to **ILO Outcome 10**: “Workers have strong, independent and representative organizations.” The programme operates across the ILO outcomes and areas of critical importance (ACIs), approaching them from the workers’ perspective. The training activities are embedded in the priorities of the Bureau for Workers’ Activities (ACTRAV) and the Workers’ Group and implemented in close collaboration with ACTRAV in Geneva and in the field, including its recently established thematic teams, with the International Trade Union Confederation (ITUC), regional and national trade union organizations.

132. The programme delivers training in the following strategic areas:

- the ILO Decent Work Agenda including employment, international labour standards, particularly freedom of association and collective bargaining, social protection and social dialogue, as well as the fight against inequality;

- employment relations with an emphasis on young workers and all the workers in precarious employment situation;
- rights-based approach to migrant workers and other most vulnerable groups of workers;
- informal economy;
- industrial relations and organizing in MNEs and their supply chain;
- occupational safety and health and social security for all;
- gender mainstreaming;
- improved representation of workers’ interests in DWCPs and UNDAF.

133. In 2014, the programme carried out 59 training activities and trained 1,545 participants from 134 countries. The following key achievements are highlighted:

- steady positive trend in terms of an increased number of activities, participants, days of training and participant/days compared to 2013;
- enhanced focus on organizing and collective bargaining (including wages and working conditions) and growing attention to the informal economy and employment relations and sustainable development;
- strengthening the Academies on Social and Solidarity Economy and on the Informal Economy with trade union vision and participation both in qualitative and quantitative terms;
- developing a community-of-practice for trade unions on learning methodology and technologies;
- collaboration with Italian trade unions at the highest levels with two regional Congresses and several training activities held at the Centre.

Employers’ Activities

134. The role of the Employers’ Activities Programme is to enhance, *via* capacity-building, the role of national, sectoral and regional employers’ organizations and employers in developing countries, linked to the ILO outcomes on employers’ organizations. The programme works in close synergy with the Bureau for Employers’ Activities (ACT/EMP) in ILO Geneva and regional offices, the International Organisation of Employers (IOE), and national employers’ organizations. The programme concentrates its training efforts on the following strategic areas:

- enhance the role of employers’ organizations as the voice of business;

- improve and expand the role of employers' organizations as provider of high quality business development services to members;
- strengthen the internal functioning, efficiency and representativeness of employers' organizations.

135. In 2014, the programme implemented more than 60 training activities for more than 1,300 participants in all continents. Much effort was invested in an IT project which provides for a Customer Related Management data base for Employers' Organizations (EOs), allowing them to professionalize membership management and increase representativeness. An additional 14 countries were involved bringing it to a total of 28 since the start of the project in 2013. For 2015, there is a strong demand from EOs to obtain this tool. Beyond introducing this tool, a new course was developed and delivered on membership strategies for recruitment/retention.

136. The capacity-building cycle (three seminars) for young high potentials of all European business federations was further refined and implemented. The project obtained also new support from the EU for 2015 and beyond.

137. In the field of occupational safety and health (OSH), new training material was successfully delivered in Africa and Asia. It strengthens EOs in their capacity to offer training services to companies in this field, and also their financial sustainability. The programme was also very active in the framework of the Bangladesh ILO project for the garment sector: 120 master users were trained in the delivery of OSH training. The very active involvement and buy-in of the sector level associations in Bangladesh was notable. In 2015, these newly capacitated trainers will train 7,500 supervisors, who in turn will reach out to thousands of workers at the shop floor level. In support of efforts to create a better gender approach in EOs, seminars and a closing interregional conference were organized under the theme "EOs reaching out to women entrepreneurs." This project stimulates EOs to reach out in their membership and lobbying strategies to the often forgotten segment of women entrepreneurs. It will be continued in 2015.

138. Alongside these larger scale projects, several activities were implemented in areas where the programme has already established its reputation as a unique training provider in EO development. These are sometimes stand-alone activities and/or are part of a joint-effort in the framework of ACT/EMP Geneva or field projects. They cover different fields according to the demands and needs of

constituents: association management, strategic planning for EOs, achieving policy influence *via* lobbying and social dialogue, development of services for members, labour standards etc.

139. The theme of Corporate Social Responsibility (CSR) for EOs has also now been taken up in a number of workshops. The year 2015 will see more on this since the programme obtained a new EU funded project on global industrial relations, transnational company agreements and CSR, to be implemented over two years. The programme continued to invest in new training materials such as "EOs and the informal economy" and "Productivity and SMEs."

Sustainable Development

140. The Sustainable Development Programme delivered a portfolio of training and advisory services in support of capacity-building in the areas of public procurement management, programme and project management, administrative reforms and good governance in public expenditure management. The training was 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 and on maximizing the efficiency and effectiveness of public sector interventions. The overall aim has been 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 integrated economic growth with social progress and respect for the environment. The following four activity clusters were 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 environmental 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.

141. Under each activity cluster, a range of training workshops were co-designed and delivered with the ILO, among them prominently in the areas of Project Cycle Management (PCM), Results-based Management (RBM) and Monitoring and Evaluation. In collaboration with the ILO Evaluation Office, the certification programme of evaluation managers continued for a third year. 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.

142. Under the Turin School of Development, Masters Programmes were delivered in the areas of Management of Development, Public Procurement Management for Sustainable Development, Intellectual Property Rights, and International Trade Law, as well as the first Masters in French in “Gouvernance et Management des Marchés Publics.” The latter is a collaboration with the University of Turin and SciencesPo Paris. 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.

143. The programme also expanded its offer of courses in languages other than English to include French, Portuguese, Russian and Arabic.

Distance Education and Learning Technology Applications

144. The DELTA Programme implemented a wide range of activities in synergy with the ILO and other international and national partners. In the context of DELTA’s internal mandate, it provided over 240 person/days to other Technical Programmes. DELTA contributed to higher-level strategies mainly around (a) capacity building of ILO constituents by diversifying learning modalities including distance-learning, (b) knowledge-sharing and dissemination of international labour standards, ILO policies and strategies by maintaining multiple partnerships active, and (c) ILO staff development by coordinating the Joint-Staff Development Programme with the ILO and implementing several of the activities.

145. In the context of the Strategy Framework for the Training Programmes Department, DELTA

contributed to achieving the deliverables of deeper collaboration among technical programmes in the delivery of training activities; a common electronic design platform; accelerating the pace of innovation, and becoming a more connected and digital department.

146. There was an increase in demand in the training-of-trainers portfolio in support of organizations, in both face-to-face and distance-learning modalities. The programme is exploring the development of a *Learning to learn* training product to equip individuals with enhanced learning capabilities.

147. The e-campus, initially set up as a pilot project in 2013, successfully moved forward in its second year. The institutionalization of the e-campus is foreseen in 2015. Under the heading of innovation, several projects were launched most of which will be continued in 2015. A *wiki* on transformational learning processes and complexity thinking has started. Visualization methods are embedded in the training activities and a visualization section of the COMPASS is under preparation; the Compass has also been produced in cards format.

148. A study on *Learnsapes* and proposals for a *learning lab* were produced. The feasibility of a common design platform has been analyzed and a prototype produced for testing in one activity. The first Massive Open On-line Course (MOOC) on crowdfunding was launched and the application of gamification in the learning and training context will continue to be explored. The programme contributed to the use of tablets project by publishing an impact analysis of their use in the learning context.

Evaluation

149. In addition to the ordinary tasks related to the evaluation of the Centre’s training activities at the input, output and impact level, the Evaluation Unit was involved in a number of activities. It contributed to the in-depth evaluation of the academies, producing 20 internal evaluation reports on the five selected academies implemented over a two year cycle. These reports were used as the reference documents for conducting the independent evaluation of the academies managed by the Evaluation Office of the ILO and conducted by an external evaluator. The findings and recommendations were presented to the Board meeting in October 2014.

150. The use of the on-line evaluation system was further consolidated as a one-year pilot phase ended in June 2014. Some improvements were identified but the results in terms of participants' engagement and validity of the data were very positive. In 2014, new features were introduced to the on-line system in order to make it more user-friendly. Furthermore, tablets became available for participants to respond to the on-line questionnaire in the training room and access the evaluation results in real-time. Throughout the year, the on-line system has been progressively extended to a larger number of activities, with the aim to fully adopt it for all the activities at the campus in 2015.

151. An Action Plan has been elaborated with the overall aim of contributing to the delivery of impact-oriented training services aligned with the ILO Strategic Policy Framework, the priorities of the Strategy Implementation Framework for the Training Programmes and accelerate the pace

of achievement of the outcomes under the Plan. The expected outputs are the establishment of refined high-level indicators of training outreach and impact and refined monitoring processes and tools to assure the quality of the training and learning services at the input, output, outcomes and impact level.

Turin School of Development

152. The academic year 2013–14 was successful for the Turin School of Development (TSD). The overall number of students stabilized and the linguistic range of Masters Programmes was extended to include Spanish and French. Concerning sustainability, the School continued to reduce reliance on grants from donor institutions and increase the number of self-paying participants.

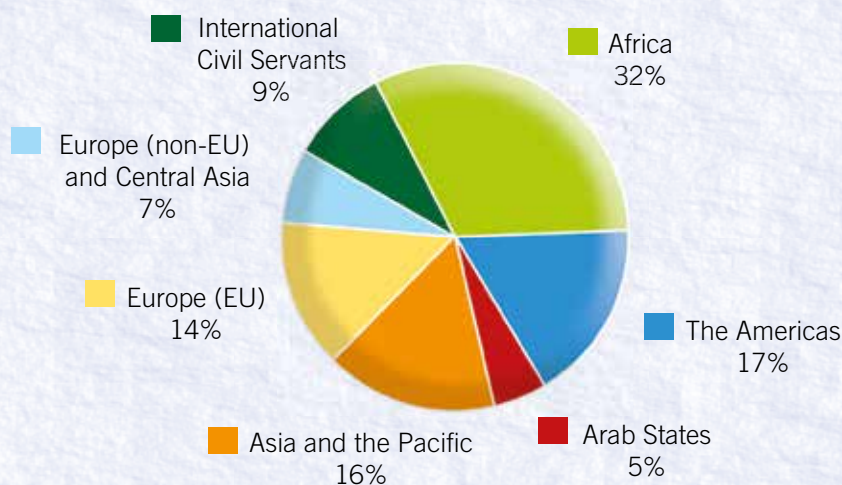
TABLE 4: MASTERS PROGRAMMES OF THE TURIN SCHOOL OF DEVELOPMENT

Master Programme	Number of participants (2013-14)*
Master of Laws (LL.M.) in International Trade Law - Contracts and Dispute Resolution	22
Master of Laws (LL.M.) in Intellectual Property	31
Master in Public Procurement Management for Sustainable Development	27
Master en Gouvernance et management des marchés publics en appui au développement durable	20
Master of Science (M.Sc.) in Applied Labour Economics for Development	25
Master in Management of Development	26
Master in Occupational Safety and Health	28
Master in World Heritage and Cultural Projects for Development	18
Máster en patrimonio mundial y proyectos culturales para el desarrollo	20
TOTAL NUMBER OF PARTICIPANTS	217

* Figures refer to participants enrolled in the 2013–14 edition of the Masters Programmes with the residential phase held in 2014.

153. 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). In 2014, the Ph.D. programme was successfully piloted with the participation of a Ph.D. student from the University of Turin who spent six months at the Centre attached to the Employment Research, Analysis and Statistics Programme.

CHART I
REGIONAL BREAKDOWN OF PARTICIPANTS



Multimedia publishing and linguistic services

154. The full cycle of publishing services (from creation to production) is available on campus to the technical programmes, the ILO and partner institutions. It includes **linguistic services** – editing, translation, and interpretation – available in 38 languages; **design** – graphics, artwork, layout, photography; **multimedia** – websites, e-books; and **production** – digital and offset printing and electronic supports production.

155. In 2014, there were 126 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), and the European Training Foundation (ETF).

156. The main publishing projects were on youth employment, designing innovative public employment programmes, child labour, occupational safety and health, green jobs, gender issues in employment and labour market policies, assessing skills in the informal economy, sustainable enterprises, sustaining competitive and responsible enterprises (SCORE), and trade union policies on EPZs.

157. Thirteen interactive modules on Start and Improve Your Green Construction Business were developed including a module specifically designed as an e-book for use on tablets. The modules have been validated in South Africa with very positive feedback.

158. At the request of the ILO Partnerships and Field Support Department (PARDEV), the team produced the report, exhibition and website on “The ILO at Work: Development Results 2012-2013” presented by the ILO Director-General at the International Labour Conference in June 2014.

159. The following innovations in the technologies used by the design and linguistic teams have been implemented: updating of the desktop publishing workstations used for design and layout of publications; introduction of new software for the production of e-books; updating of the software Trados, used for computer assisted translations (CAT).

160. In 2014, the production of printed documents continued to decrease and the development of electronic publications and distribution of course materials on-line or on electronic supports continued to increase.

APPENDIX: RISK REGISTER

Strategic Plan reference	Risk	Identified root cause(s)	Mitigation measure(s)	Target dates	Implementation progress	Level of residual risk	Risk owner(s)
1 All outcomes and strategic priorities 1, 2 and 3	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 ILO. 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 2014, 75 per cent of the training activities were directly linked to ILO outcomes and priorities and 53 per cent were designed and delivered in direct collaboration with the ILO. 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 Centre has classified its standard courses along the Areas of Critical Importance introduced by the ILO in 2014-15 and launched a series of tailor-made training activities to support the ILO-wide rollout of the ACI framework, including an academy on the formalization of the informal economy. The Centre has started to realign the work of its technical programmes with the next ILO transitional strategic plan for 2016-17. It is reviewing its areas of expertise and further expanding its delivery capacity under future ILO flagship initiatives, like labour administration and occupational safety and health.	31 Dec 2015	95% completed	High	Training Programmes
2 All Outcomes	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 in place to minimize impact on the delivery of services. IT Business continuity plan fully developed in 2013. Facilities and Internal Services continuity plan will be completed by Dec, 31 st 2015.	31 Dec 2015	60% completed	Low	Internal Administration Services

Strategic Plan reference	Risk	Identified root cause(s)	Mitigation measure(s)	Target dates	Implementation progress	Level of residual risk	Risk owner(s)
3 Outcome 3	A reduction in fixed and/or voluntary contributions and withdrawal of a major donor result in significant gap in income and fixed expenditures.	Economic factors, reduced political support and reduced national development budgets. 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.	Software application introduced to monitor key performance indicators. Periodic reviews of pricing policy and adjustments to budget (staff and non-staff). Monitoring of outstanding receivables strengthened. Mobilization of funds from ILO facilitated extra-budgetary resources for technical cooperation stepped-up and involvement in competitive-bidding increased.	31 Dec 2015	90% completed	High	Director/ Management Team
4 Outcome 3	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 banks' credit rating and regular reporting to the Finance Committee of any changes.		100% completed	Low	Treasurer/ Financial Services
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.	Accountability framework clarified; Financial Regulations and Rules reviewed and updated. Measures complemented by the continuous review of accounting policies, workflows and controls.		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, if required, monitoring of exchange rates, 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. Partnerships with unsuitable institutions impact negatively the reputation of the Centre.	Inadequate screening and due diligence review.	Internal mechanism and procedure established for clearance of all partnerships and funding agreements. In-house system and procedures for verification of participants up-graded.	31 Dec 2015	90% completed	Low	Training Programmes/ PRODEV/JUR

Strategic Plan reference	Risk	Identified root cause(s)	Mitigation measure(s)	Target dates	Implementation progress	Level of residual risk	Risk owner(s)
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 replicated in two Data Centres. Back-up infrastructure separated from live data by moving the tape library to another location in the Centre. Disaster recovery plan 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	Fraud, unethical practices or behaviour 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 and enforcing strict compliance with procurement rules. Due diligence in relation to participants' screening. Regular up-dating of webpage on Ethics (www.itcilo.org/en/the-centre/about-us/ethics).		100% 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; monitoring of air and water quality, asbestos and insurance coverage. Upgrade security management system. Related plans to be completed by June 2015.	30 June 2015	90% completed	Low	Internal Administration Services/JUR
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.	Compliance training on key and new procedures and on staff security. Comprehensive review of OSH management system. Regular review of staff-related insurance coverage. Review of the Accountability Framework and Ethics policies. Dissemination of the Standards of Conduct and the Ethics Principles applying to staff. Zero-tolerance policies and whistleblower protection in place. Policies on the protection of confidential personnel data. Application of HR best practices. Social dialogue promoted through collective bargaining machinery. Monitor the evolution of staff costs. Ensure systematic appraisal of performance of staff.	31 Dec 2015	85% completed	Medium	Human Resources Services



1st ILO Executive Leadership and Strategic Management Programme held at the International Training Centre of the ILO, Turin, 13-17 January 2014.



ILO Global Management Team Retreat held at the International Training Centre of the ILO, Turin, 15-17 January 2014.



Inauguration of renovated Pavilion Europe, 30 October 2014.



Eco-Schools

www.itcilo.org



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Design and printing by the International Training Centre of the ILO, Turin - Italy

Made of paper awarded the European Union Eco-label,



reg.nr FV11/1, supplied by UPM.