

Board of the Centre

78th Session, Turin, 29 - 30 October 2015

CC 78/1/2

FOR DISCUSSION AND GUIDANCE

FIRST ITEM ON THE AGENDA

Interim Implementation Report for 2015

Introduction

1. The year 2015 is the final year of implementation of the Strategic Plan for 2012-15 (the Plan) adopted by the 73rd Session (November 2011) of the Board of the Centre.¹ This interim report covers the first half of 2015 and provides information on the progress made towards the achievement of the targets set down in the Programme and Budget for 2015 as well as the perspectives and challenges in relation to the attainment of these annual targets by the end of the year.
2. The data for the first half of 2015 indicate that the Centre is on target to exceed, meet or almost meet, by the end of the year, its annual targets under key indicators relating to the number of participants from workers' and employers' organisations and ministries of labour; the overall number of participants' days; the volume of training income linked to the ILO's 19 outcomes; training activities designed and delivered in collaboration with ILO technical departments and offices, and delivery of specific ILO staff development and training programmes. Based on current data, the annual targets will not be met in relation to women's participation from the tripartite constituents or the percentage of training activities organized in partnership with either a national, regional or international training or academic institution. The reasons for not reaching these targets are explained under the relevant indicators.
3. Important positive developments in the first half of 2015 included the decision of the Government of Italy to renew its voluntary contribution to the Centre; renewal of the agreement with Portugal (Employment and Vocational Training Institute) for a further three year period (2015-17), and renewal of the agreement with Wallonie-Bruxelles for a further two year period (2015-16).
4. In February 2015, the first Framework Agreement was signed between the Ministry of Labour and Social Policy of Italy, the ILO Rome Office, and the Centre identifying priority technical areas for cooperation with the ministry. The Government of Japan renewed its agreement for 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. A new agreement was signed with the World Bank (IBRD) to implement a capacity-building distance-learning project in Somalia. A capacity-building activity was implemented under the Memorandum of Understanding signed in 2014 with the Islamic Republic of Iran.
5. Collaboration with the ILO has continued and the Centre remains closely involved in programming and work planning both at headquarters and at regional level. The technical training programmes of the Centre are represented on each of the ILO Global Technical Teams (GTTs). A number of new activities were added to the portfolio of ILO joint-staff development activities, including the first Convention for ILO Chief Technical Advisers held on the campus in January and the first Development Cooperation Academy for ILO staff which took place on the campus in April. The second retreat of the ILO Global Management Team was held at the Centre in January 2015 coinciding with the second edition of the ILO Executive Leadership and Strategic Management Programme jointly delivered by the Centre and the United Nations System Staff College (UNSSC).
6. The first independent evaluation of a thematic area of the training and learning activities of the Centre was undertaken. The selected thematic area was *Promotion of gender*

¹ CC 73/7.

equality and diversity and the findings and recommendations are before this session of the Board.² Under the Turin School of Development, work was completed on the development of a new Masters' Programme on Industrial and Employment Relations which will be launched for the academic year 2015-16.

7. Cooperation and collaboration with the local authorities and a wide range of local institutions continued. New agreements were signed with the Piedmont Regional Council and with IREN (Italian group of companies in the energy sector). Collaboration continued with the University of Turin and the *Politecnico* on the delivery of the seven Masters' Programmes of the Turin School of Development; the *Compagnia di SanPaolo* continued its financial support to the various Masters' Programmes. The second edition of the *Torino Model United Nations* was held on the campus in collaboration with the International School of Turin. Under the school visits programme, around 700 students from local schools visited the campus in the first-half of 2015 as part of the *Crescere in città* (Growing-up in Town) project, an initiative of the City of Turin. In cooperation with SIOI (The Society of International Organisations in Italy), a series of lunchtime lectures was held on the campus on development, ILO and UN related topics.
8. The following paragraphs of this report provide:
 - information on actions taken in the first half of 2015 in relation to the five strategic priorities set down in the Plan;
 - a status report on progress made towards meeting the 2015 targets under each indicator;
 - forecasts for the end of the year.
9. Appendix I consists of a series of tables and charts providing a summary overview of information on training activities to the end of June 2015. The statistics provided under indicators 1.1 and 2.2, and Table 1, will be updated to end September and circulated before the Board meeting.
10. Appendix II provides a summary of the Programme and Budget for the current financial year 2015.

² CC 78/3.

Progress report on implementation

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

11. In the final year of implementation of the results-based framework adopted in 2011, good progress has been made towards meeting the targets specifically set for 2015 as well as the overall targets set down in the Plan. The Annual Implementation Report for 2015 will report on the level of achievement of the overall targets set for the full year as well as for the four year period of the Plan.
12. It is clear from the progress reported for the three year period 2012-14, that some targets of the Plan will be met or exceeded, while others will not be achieved. It is important to recall that when the Plan was adopted in 2011, there were many gaps in data collection and baselines were not available for a number of the indicators which made it difficult to set some targets. In addition, the targets were deliberately set as *stretch* targets designed “to establish how far we can go.”³ The experience and lessons learned during this first period of applying a results-based framework have helped to better define the indicators and set the targets for the Strategic Plan for 2016-17. These are more soundly based as they are underpinned by reliable data as well as a clearer understanding gained over the last three years of how the business model of the Centre fits within a results-based framework.
13. The Strategic Plan and Programme and Budget for 2016-17 before this session of the Board is designed to closely align the Centre to the ten high-level policy outcomes of the ILO Strategic Policy Framework and Programme and Budget for 2016-17.⁴ In addition, the programme and budget cycle of the Centre will now move to a biennium cycle aligning it for the first time with the ILO biennium cycle in accordance with the decision taken by the 77th Session (October 2014) of the Board.⁵
14. The Centre’s contribution to the achievement of ILO outcomes for the biennium 2014-15 will be captured in the ILO Implementation Report which will be presented to the 326th Session (March 2016) of the Governing Body.

Priority 2: Reinforcing the governance role of the Board

15. The third Annual Implementation Report for 2014 is presented to this session of the Board.⁶ It provides data for the full year as well as an overall analysis of the results and progress made in 2014. This Interim Implementation Report covering the first half of 2015 provides an opportunity to the Board to give guidance and feedback to management in relation to progress and performance thus far in 2015.
16. The annual financial statements of the Centre were normally submitted to the meeting of the Board held in October/November each year. At the 75th Session (October 2013) of the Board, concern was expressed about the timing of the adoption by the Board of the financial statements and particularly, that this did not happen until ten months following the end of the relevant financial period. The Officers of the Board requested that a new procedure be adopted to enable the timely consideration and adoption of the annual

³ CC 73/3: Results-based Strategic Plan for 2012-15, para. 20.

⁴ ILO Programme and Budget for 2016-17.

⁵ CC 77/6/2.

⁶ CC 78/1.

financial statements. A report of the meeting of the Officers of the Board held on the 19th May 2015 which provisionally adopted the 2014 financial statements in accordance with a new procedure is submitted to the Board. A recommendation to adopt this new procedure is before this session of the Board.⁷

17. The annual report of the Office of Internal Audit and Oversight is presented to the Board summarizing its findings and recommendations arising from its activities in 2014.⁸ A paper on the status of implementation by the Centre of internal audit recommendations is also presented to the Board.⁹
18. The Plan for the Audit of the 2015 financial statements is presented to the Board by the External Auditors.¹⁰

Priority 3: Diversifying the resource base and increasing outreach

19. During the reporting period, the Centre further stepped up its efforts to mobilize resources by way of competitive bidding. The number of full proposals submitted under tenders increased by 50 per cent over the first semester of 2014. Bids were launched with a broader spectrum of funding agencies, including several Directorates-General of the European Union and bilateral developmental agencies such as GIZ and AFD.¹¹ The Centre has diversified its approach to tendering for large service contracts and is forging alliances with well-established private consulting companies.
20. The ILO continued to be the largest source of funding for the Centre's activities. The most significant collaborations consisted of the renewal of the institutional capacity-building programme in Bangladesh under the Ready-made Garment Sector Programme for an additional year, and implementation with the Human Resources Development Department of a substantial portfolio of ILO staff development and training.
21. The Italian Government confirmed a new voluntary contribution and additionally, approved a project for promoting decent work in the extractive industries of Mozambique. The agreement with Portugal was renewed for a three-year period, which included an un-earmarked annual contribution and a programmatic contribution for capacity-building on decent work and sustainable development for the Community of Portuguese Speaking Countries (CPLP). The two-year partnership with Wallonie-Bruxelles-International was reconfirmed for 2015-16.
22. To consolidate its partnership portfolio, the Centre continued its direct promotion *vis-à-vis* recipient institutions. Thirty-eight agreements were signed with different categories of stakeholders, including UN organizations, training institutions, public sector institutions, banks and others. Collaboration agreements included the Ministry of Labour of Saudi Arabia for training courses delivered on campus on labour inspection; the Saudi Credit and Savings Bank for courses on comprehensive banking skills held on the campus, and the Management Training Institution of Bangladesh for courses on public procurement management which were also organized on the campus.

⁷ CC 78/4/2.

⁸ CC 78/7/2.

⁹ CC 78/7/3.

¹⁰ CC 77/7/1.

¹¹ Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and Agence Française de développement.

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- 23.** The *Serviço Nacional de Aprendizagem Industrial* (SENAI) of Brazil funded a staff development activity on strategic change management in vocational education and contributed to the Academy on Skills Development. The Social Security Organisation of the Islamic Republic of Iran funded an activity on actuarial analysis capacity-building, organized in Tehran. The Institute for Vocational Training, Labour Market and Social Policy (INBAS) of Honduras financed a distance-learning course on competency-based training of trainers. The *Instituto Salvadoreño de Formación Profesional* (INSAFORP) renewed its collaboration with a new capacity-building staff development programme. Collaboration continued with the *Serviço Social da Indústria de Rio Grande do Sul* (SESI) of Brazil, which funded a tailor-made activity on occupational safety and health in Brazil and contributed to a regional course in Turin. Finally, the Changzhou Institute of Technology of China commissioned a course on management education for sustainable design.
 - 24.** Under new trust fund acquisitions, an agreement was signed with the Ministry of Finance of the Federal Republic of Somalia (through the World Bank) for a capacity-building programme on procurement.
 - 25.** Collaboration was intensified with the development agencies of Belgium, France, Germany, Luxembourg and Switzerland. Technical and financial contributions were received for the Academy on Skills Development from the Belgian BTC and LUXDEV. The French *Agence Française de développement* contributed to the Master *Parcours emploi* and ADETEF to the *Master en gouvernance et management des marchés publics en appui au développement durable*.
 - 26.** The Centre sustained its collaboration with local foundations. The *Compagnia di San Paolo* contributed to the various Masters' Programmes of the Turin School of Development.
 - 27.** The Programme for Workers' Activities received financial support from the European Trade Union Institute (ETUI), the *Confederazione Generale Italiana del Lavoro* (CGIL) of Italy and from *IndustriAll Global Union*, while the Dutch Employers' Cooperation Programme (DECP) continued its support to the Employers' Activities Programme.
 - 28.** Joint-work was maintained with a number of UN organizations and agencies including collaboration with UNDP on migration and UN Women on gender equality.
 - 29.** In order to promote further the expansion of its partnership portfolio, the Centre hosted 12 visits to the campus by different delegations in the first half of 2015. These included a tripartite delegation from Myanmar led by the Minister of Labour; the State Minister of Public Administration of Bangladesh; a delegation from the Ministry of Employment and Labour of the Republic of Korea, and the Ministry of Labour and Social Policies of Italy to sign the Memorandum of Understanding between the Ministry, the Centre and ILO/Rome.

Priority 4: Reforming internal operating and administrative procedures

The following internal reforms have been implemented:

- the organizational structure and mandate of the Learning and Communication Service and the Training and Participants' Support Services were reviewed and a more streamlined and efficient organizational structure put in place;
- a Task Team was established to drive the streamlining of key business and administrative processes. This team, led by the Treasurer and Chief of Financial Services, has prepared a work plan with priorities and is assisted by a business process expert for implementation;
- migration to the new Microsoft Exchange mail system was successfully implemented;
- the transformation of the library into a fully digital library was initiated;
- three IT projects have been started to address (i) the upgrade of the Enterprise Resource Planning (ERP) system, (ii) replace the Management of Activities and Participants (MAP) system, and (iii) integrate the Centre with the ILO/UNJSPF data exchange system. These three projects are scheduled for completion by mid-2016;
- the formal assessment for ISO 27001 (IT security) was completed confirming readiness to follow the certification path. IT Security Awareness training sessions were delivered covering all staff and an online training module was deployed to cover future training needs;
- the prototype Customer Relationship Management (CRM) system developed in 2014 supports the promotion of training activities to prospective participants and donors; this has been extended to cover most of the training programmes;
- the web unification project was completed consolidating all of the individual training programmes' web sites into the Centre's public web site to enhance visibility and coherence of information about the Centre's mandate and activities.

Priority 5: Upgrading the campus facilities

30. A rolling Master Plan for upgrading the campus facilities has been put in place and is being implemented on a phased basis. In the first half of 2015, improvements to the campus facilities focused on upgrading technological equipment, enhancing safety and security, improving accessibility, the quality of the training and residential facilities, and greening the campus. Improvements implemented so far include:

- a new 'Campus Life' system to provide "live" information to participants about training and social activities on the campus, as well as logistical information. The information is provided through large screens in strategic public locations and directly on participants' mobile devices;
- improved Wi-Fi infrastructure to support the increased number of users;
- a secure network between the Centre and the ILO (INFOTEC) to provide a common directory service, secure email exchange, and access to ILO/ICT applications; access to the SHIF system hosted at ILO headquarters is already being provided through this secure channel;
- energy efficiency measures linked to improvements in the technical infrastructure;
- a campus-wide training programme, including face-to-face and distance-learning sessions, to increase the readiness of staff to react safely in the event of any safety emergency or security incidents;

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- the new *Torino Lounge* which provides a flexible multi-purpose space with sound, audio-visual and ICT equipment; this new facility is intended for use by staff, participants, guests and visiting delegations, and for campus community events;
 - installation of back-up generators to ensure continuity of power supply to all the residential and common facilities on the campus.

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

This outcome seeks to measure the extent to which the training activities delivered by the Centre 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.

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

Baseline (2010)	Target 2015	Situation at 30 June, 2015	Forecast for 31 December, 2015
1,346 employer participants	1,500 employer participants	709 employer participants	1,500 employer participants
1,937 worker participants	2,200 worker participants	1,049 worker participants	2,100 worker participants
1,293 labour ministry participants	1,500 labour ministry participants	501 labour ministry participants	1,200 labour ministry participants
3,500 other governmental and public institutions participants	3,500 other governmental and public institutions participants	1,304 other governmental and public institutions participants	3,000 other governmental and public institutions participants
40.2 per cent women	45 per cent women	39 per cent women	40 per cent women

As of mid-2015, the Centre was on track to reach its annual outreach targets for employers’ and workers’ representatives, driven mainly by the Employers’ and Workers’ Activities Programmes. The work of these two programmes was reinforced by an allocation of additional resources for courses specific to workers and employers, and through voluntary contributions made by the Governments of Portugal and Spain to finance the participation of employers’ and workers’ representatives in other courses of the Centre. Furthermore, the practice piloted in 2014 to run special learning tracks for employers’ and workers’ representatives in academies, was continued. The solid performance of the Employers’ and Workers’ Activities Programmes is acknowledged also in light of the fact that both Programmes are undergoing a management transition in 2015. The Centre and the ILO are closely collaborating to successfully facilitate the transition process.

At mid-year, the Centre was lagging behind its annual outreach target for labour ministry officials. This can be explained by the fact that large events like the Academy on Labour Statistics and Labour Market Information Systems and the Academy on Labour Administration and Labour Inspection which target, *inter alia*, ministry of labour officials, will not take place until the second semester of 2015. Also, a series of capacity-building interventions for the Ministry of Labour in Bangladesh was rescheduled to the second semester of 2015 further to the request of the local counterparts. On the basis of the activities programmed for the second half of 2015, it is anticipated that the Centre will come close to the outreach target.

The Centre will not achieve its outreach target for women, with the share of women participants nominated by ILO constituents standing by mid-year at 39 per cent - the same ratio as in previous years. Performance under this indicator is monitored closely. To try to boost its outreach among women, additional resources have been allocated under the Innovation Fund to support the development of more gender-sensitive training products and the implementation of affirmative action measures.

Indicator 1.2: The use made by participants of the knowledge and competencies acquired			
Baseline (2011)	Target 2015	Situation at 30 June, 2015	Forecast for 31 December, 2015
99.4 per cent of former participants from tripartite constituent 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 tripartite constituent organizations responding to ex-post surveys indicate at least some improvement in their job performance as a result of their participation in the training and learning activities.	98 per cent of former participants from tripartite constituent organizations responding to ex-post surveys indicated that their job performance improved as a result of the training.	98 per cent of former participants from tripartite constituent organizations responding to ex-post surveys indicate that their job performance improved as a result of the training.

In the first half of 2015, 1,094 former participants from employers' and workers' organizations, labour ministries or other governmental and public institutions, were surveyed to assess their knowledge application rate after training. The survey covered participants in 54 standard activities which took place in the second semester of 2014. The sample represented 28 per cent of the 3,952 participants from ILO constituents who had participated in training activities during the same period. The response rate of the follow-up questionnaire was 34 per cent, meaning that 357 former participants out of a total of 3,952 women and men (about 9 per cent) returned a completed questionnaire. As noted by the Board in previous discussions on this indicator, the low response rate to the follow-up assessment might mean that the findings cannot be extrapolated to the entire population of participants from tripartite constituents' organizations.

The survey results for this semester reveal that the use made by participants from constituents' organizations of the knowledge and competencies acquired, or fostered by the training, remained at high levels. Out of the 357 respondents from ILO constituents, 98 per cent of them reported that their job performance had at least slightly improved as a result of their participation in the training. Fifty-four per cent of all respondents indicated that their job performance improvement was large or very large. Disaggregating the result by type of constituent organization, the most positive results were observed among participants from workers' organizations: 66 per cent of them reported a large or very large improvement. For participants from employers' organizations and government ministries, the equivalent result was about 50 per cent.

Regarding the nature of improvement in their performance, 62 per cent of the participants indicated that, as a result of their participation in the training, they were better equipped to engage in activities related to training and knowledge dissemination; 43 per cent reported to have engaged in new strategic partnerships and networking as a result of training. A smaller number (16 per cent) stated that they initiated legislation activities.

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

Baseline (2011)	Target 2015	Situation at 30 June, 2015	Forecast for 31 December, 2015
16 per cent of institutions of former participants surveyed to evaluate the impact of the Centre's training and learning activities on their institutions.	30 per cent of institutions of former participants surveyed to evaluate the impact of the Centre's training and learning activities on their institutions.	28 per cent of institutions of former participants were surveyed to evaluate the impact of the Centre's training and learning activities on their institutions.	30 per cent of institutions of former participants were surveyed to evaluate the impact of the Centre's training and learning activities on their institutions.

The feedback gathered from the 357 participants from ILO constituents through the survey described under indicator 1.2 was positive also in terms of the organizational results. Thirty-one per cent of the

respondents reported that, as a result of the new knowledge acquired by them, the performance of the organization employing them registered a large, or very large, performance improvement; 35 per cent reported a moderate improvement. Disaggregating the result by type of constituent organization, the most positive results were among participants from workers' organizations: 48 per cent of them reported a large or very large improvement in the organizational performance. As in previous years, participants from ILO constituents thus count among the most satisfied participants of the Centre.

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

Baseline (2010)	Target 2015	Situation at 30 June, 2015	Forecast for 31 December, 2015
76 per cent	80 per cent of annual training income.	89 per cent of income for activities completed or started.	80 per cent of annual training income.

As of mid-2015, the volume of training income linked to the ILO 19 policy outcomes stood at 89 per cent, implying a higher level of convergence of the activities of the Centre with the ILO Strategic Framework than in previous years. The better alignment of the Centre portfolio with the Strategic Framework of the ILO has been the result of a number of factors, among them an increase in training income from extra-budgetary resources linked to ILO facilitated technical cooperation projects; a stronger focus of the work of the Sustainable Development Programme on Outcome 3 of the ILO Programme and Budget 2014-15 (promotion of sustainable business practices), and internal realignment of the Centre's training programmes to reflect more closely the ILO headquarters organisational reforms and facilitate closer collaboration with the ILO technical departments.

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

Baseline (2011)	Target 2015	Situation at 30 June, 2015	Forecast for 31 December, 2015
65.8 per cent	55 per cent	60.6 per cent	62 per cent

The level of collaboration of the Centre with ILO technical departments and field offices along the training delivery cycle further increased during the reporting period. As of mid-year, the forecast was that the 2015 target will be exceeded. As already referenced under indicator 1.4, the increased level of collaboration is partly explained by the higher level of activities carried out by the Centre under ILO facilitated technical cooperation projects, and partly by the higher level of integration of the training programmes of the Centre at the planning stage of the work of technical departments and field offices.

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

Baseline (2010)	Target 2015	Situation at 30 June, 2015	Forecast for 31 December, 2015
517 ILO staff	600 ILO staff	430 ILO staff	700 ILO staff

It is expected to exceed the annual target under this indicator. The continuing strong growth of ILO specific staff development and training programmes is explained by the strategic partnership forged between the Centre and the Human Resources Development Department of the ILO. The joint-staff development programme for 2015 covers a wide spectrum of activities ranging from short courses through to academies and multi-step certification programmes. A number of these activities were offered for the first time in 2015, among them the first edition of the Development Cooperation Academy; the first edition of the Global Convention of ILO Chief Technical Advisers, and the first edition of the ILO Field Office Directors training programme. In addition, there continues to be a general positive trend in the participation of ILO staff in standard courses.

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

This outcome seeks to assess the extent to which the Centre's support to training, learning and human resource development programmes of a broader community of external partner institutions contributes to the dual objective of contributing to sustainable development and governance and of disseminating knowledge of ILO values, policies and tools, including international labour standards and tripartism to a wider audience.

Indicator 2.1: Percentage of Centre's training activities organized in partnership with either a national, regional or international training or academic institution			
Baseline (2011)	Target 2015	Situation at 30 June, 2015	Forecast for 31 December, 2015
17.3 per cent 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.	16 per cent of the Centre's activities implemented in partnership with other training, research and academic institutions.	20 per cent of the Centre's activities implemented in partnership with other training, research and academic institutions.
<p>In the first half of 2015, one out of six training activities was delivered in partnership with other training or academic institutions. The Centre actively reached out to training institutions in the regions, particularly for the delivery of tailor-made activities but also to run academies. The Centre continued its faculty exchange programme with the Institute of Rural Management in Pakistan and entered into consortia with local training service providers to bid for technical cooperation projects. The European Training Foundation (EU vocational training institution based in Turin) delivered inputs to a number of training courses on the campus, including the Academy on Skills Development.</p> <p>In the second semester of 2015, the percentage of training activities organized in partnership with a national, regional or international training or academic institution is set to further increase, due to the organisation of a number of academies, including the first edition of the Rural Development Academy facilitated jointly with the Food and Agricultural Organization (FAO), and the Social and Solidarity Economy Academy run jointly with ILO/Pretoria and local and regional organizations in South Africa. However, the target for 2015 is not likely to be reached. This is partly due to the fact that the increase in the number of tailored activities delivered by the Centre at the request of third parties reduces its leverage over the decision to involve local and regional partners.</p>			

Indicator 2.2: Annual number of participants, disaggregated by gender, and participant days			
Baseline (2010)	Target 2015	Situation at 30 June, 2015	Forecast for 31 December, 2015
13,730 participants	13,000 participants	5,216 participants	12,200 participants
102,365 participant days	100,000 participant days	(excluding 1,152 users of non-traditional distance learning modalities of the Centre)	(15,000 participants including users of non-traditional distance learning modalities of the Centre)
43.2 per cent women	45 per cent women	46,039 participant days	107,000 participant days
		43.06 per cent women	45 per cent women
<p>According to the outreach projections as of end June, the Centre will fall short of the outreach target for participants registered in its Management of Activities and Participants (MAP) platform – the source of the data underlying indicator 2.2. This does not capture non-traditional distance-learning activities such as online communities-of-practice, webinars, or mass open online courses (MOOCs) that have recorded significant growth since 2013. In the first half of 2015, 1,152 users of the e-campus were not recorded in the official outreach statistics since they were not enrolled in MAP. If participants in non-traditional distance-learning activities are added to the forecast, the total number of participants in</p>			

training and learning activities will exceed 15,000 by end 2015. A new indicator is proposed for 2016-17 to capture these non-traditional participants in the outreach data.

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 2015	Situation at 30 June, 2015	Forecast for 31 December, 2015
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 4.42.	Average score on the overall quality of training activities through end-of-course questionnaires: 4.5.

This indicator is monitored through an end-of-activity questionnaire. In the first semester of 2015, 2,578 questionnaires were collected covering 132 training activities. The average score of the question on overall quality of the activity was 4.42 on a scale from 1 (low quality) to 5 (high quality) implying overall high satisfaction with the training and learning services of the Centre.

Disaggregating results by region, satisfaction was highest in training activities targeting the region of the Americas (average score: 4.67) and lowest in training targeting the Arab States (average score: 4.23). In terms of type of organization, participants from employers' and workers' organizations and labour ministries assigned the highest scores, ranging from 4.51 to 4.55. Participants from UN agencies, other than the ILO, assigned the lowest scores: 4.00.

Looking at the different components of the training and learning activities, the most appreciated aspects were the resource persons and the secretariat support (4.38 and 4.47 respectively).

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

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

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

Baseline (2008-11)	Target 2015	Situation at 30 June, 2015	Forecast for 31 December, 2015
€157 million	Mobilize an overall volume of €39.3 million in funding and earned income in 2015.	Income from training amounted to €11.3 million; income from publications amounted to €474,000. Fixed contributions of €11.8 million received or confirmed.	Total income of €39.5 million expected by 31 December, 2015 for the funding of training activities, publications, miscellaneous income, fixed contributions and surplus from prior years.
Baseline (2010) 2 new donors	Identify at least 2 new donors	1 new donor	2 new donors

As of 30 June, income from training and advisory services amounted to €11.3 million, equivalent to 47 per cent of the budget target of €24.2 million. In the same time period, income from publications amounted to €474,000 equivalent to 32 percent of the budget target of €1.5 million.

Based on the pipeline of activities for the second semester, and also taking into account miscellaneous income, fixed contributions and surplus from previous years, it is projected that the Centre will exceed its overall 2015 resource target of €39.3 million.

In relation to new donors, as of 30 June, one new funding agreement with the Government of Norway was under negotiation. Discussions were on-going with the Gulf Cooperation Council.

Indicator 3.2.1: Management and administrative staff costs as a percentage of total staff costs

Baseline (2010)	Target 2015	Situation at 30 June, 2015	Forecast for 31 December, 2015
37 per cent	34 per cent	34 per cent	34 per cent

With the continuing streamlining of processes and re-organization of some administrative units, the target set has been achieved and is expected to be maintained for the end of the year. The situation as at 30 June reflects only total costs recorded as at that date and does not reflect staff costs forecasted for the six month period of the second half of 2015.

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

Baseline (2010)	Target 2015	Situation at 30 June, 2015	Forecast for 31 December, 2015
26.8 per cent	25.5 per cent	28 per cent	25.5 per cent

The target has been achieved as at 30 June, 2015. However this reflects only the total cost recorded as at that date and does not include the total expenditure forecasted which could affect the final outcome. The expenditure burn rate is typically lower in the first half of the year as it is directly correlated to the revenue flows that peak during the second half of the year. In addition, these figures include commitments for operating expenditure which may require adjustments at the end of the year.

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

Baseline (2011)	Target 2015	Situation at 30 June, 2015	Forecast for 31 December, 2015
Internal audit: 26 per cent External audit: 75 per cent	Internal audit: 90 per cent External audit: 90 per cent	Internal audit: 84 per cent External audit: 87 per cent	Internal audit: 90 per cent External audit: 90 per cent

All high priority external and internal audit recommendations except one, which can only be implemented once the Oracle upgrade is completed, will be implemented by the end of 2015. A table on the status of the implementation of internal audit recommendations is presented to the Board.¹²

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

Baseline (2010)	Target 2015	Situation at 30 June, 2015	Forecast for 31 December, 2015
0.3 per cent of payroll	1.5 per cent of payroll	1.6 per cent of payroll	1.5 per cent of payroll

¹² CC 77/7/3.

The staff development programme focused on further enhancing technical, facilitation and managerial skills, as well as the wellbeing of staff. New training initiatives introducing assessment and development centres for managers, team-training and well-being counselling were launched. New training and development activities were delivered on competency-based interviewing skills, cross-cultural competencies, facilitation and presentation skills, IT security awareness, fire prevention and anti-smoking. A fifth round of the coaching programme and a second round of supporting career and personal development were also launched. The Centre runs the UN Development Programme for general service staff. Several team retreats for staff were supported. All individual training requests have been satisfied so far, when based on identified learning needs and with the support of the programme managers concerned. Language courses in five different languages were offered.

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

Baseline (2010)	Target 2015	Situation at 30 June, 2015	Forecast for 31 December, 2015
38 per cent women professional staff 31 per cent professional staff from outside Europe	45 per cent women professional staff 35 per cent professional staff from outside Europe	44 per cent women professional staff 32 per cent professional staff from outside Europe	45 per cent women professional staff 33 per cent professional staff from outside Europe

Reaching these two targets is challenging considering the limited turnover of professional staff at the Centre. Attention continued to be paid to redressing imbalances in gender and geographical distribution through more effective outreach to under-represented categories to further improve the representation of both gender and geographical distribution.

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

Baseline (2010)	Target 2015	Situation at 30 June, 2015	Forecast for 31 December, 2015
Accommodation room occupancy: 63 per cent	Accommodation room occupancy: 65 per cent	Accommodation room occupancy: 61 per cent	Accommodation room occupancy: 70 per cent
Training facilities occupancy: 58 per cent	Training facilities occupancy: 65 per cent	Training facilities occupancy: 57 per cent	Training facilities occupancy: 65 per cent

Both targets under this indicator should be achieved. The data available for the first half of 2015 show slightly lower occupancy rates for the accommodation facilities compared to the same period last year. The first half of the year usually has lower occupancy rates since more activities take place on the campus in the second semester. With regard to the training facilities, the lower occupancy rate compared to the first half of 2014 is due to the increased capacity that became available following the refurbishment of the Europe Pavilion and some reorganisation of other spaces for training.

Indicator 3.7: The quality of the residential accommodation			
Baseline (2012)	Target 2015	Situation at 30 June, 2015	Forecast for 31 December, 2015
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.	81 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.
The Centre has decided to move towards a standardized evaluation process to monitor the quality of the accommodation services through independent audits. The first independent audit took place in April, 2015. The benchmark is established against a range of parameters used to rate three-star hotels in the Turin area.			

Indicator 3.8: The environmental status of the campus			
Baseline (2012)	Target 2015	Situation at 30 June, 2015	Forecast for 31 December, 2015
Two of the seven steps completed for the award of the Green Flag.	Implementation of action plan for continuous improvement related to the award of the Green flag. Retention of the Green Flag in 2015.	Action plan in progress for the renewal of the Green Flag.	Renewal of the Green Flag
The Centre was awarded its second Green Flag in November 2014. Measures are in place to ensure the annual renewal of this certification.			

Risk management

The main risks identified that could impact on the Centre's capacity to achieve the agreed targets in 2015 were kept under review by the Risk Management Committee. Mitigation actions have been continuously updated and monitored. The implementation status of the risk mitigation actions is discussed and reported on by the members of the Risk Management Committee during its regular quarterly meetings.

The register is routinely updated to reflect any additional risks identified that might impact the Centre's business operations and hinder the achievement of its objectives.

The audit on Internal Governance at the Centre undertaken by the ILO Office of Internal Audit and Oversight (June 2014) contained a number of recommendations to improve risk management and business continuity planning at the Centre. These recommendations have been reviewed by the Risk Management Committee and incorporated into the risk management system of the Centre, as appropriate.

APPENDIX I

TABLE 1

DISTRIBUTION OF ACTIVITIES BY TYPE OF TRAINING

(Comparison between the first half of 2014 and the first half of 2015)

	2014				2015			
	Activities	Participants	Days of training	Participant days	Activities	Participants	Days of training	Participant days
At the Centre	98	2 129	586	11 332	87	2 049	471	10 668
In the field	89	2 485	355	9 858	78	1 959	267	6 561
Distance	14	385	137	3 520	19	764	241	9 537
Blended	15	399	806	19 823	14	444	783	19 273
TOTAL	216	5 398	1 884	44 533	198	5 216	1 762	46 039

CHART A: INCOME FROM ACTIVITIES BY STRATEGIC OBJECTIVE (AS OF 30 JUNE 2015)

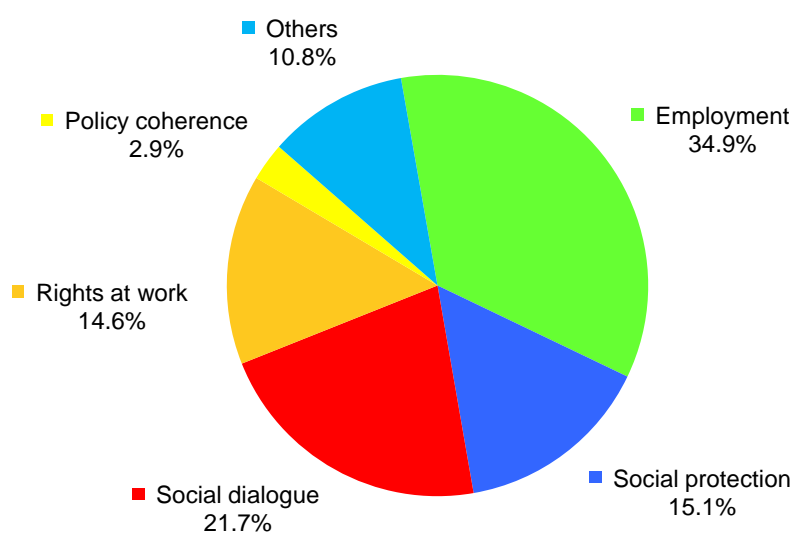


CHART B: PARTICIPANTS BY REGION (AS OF 30 JUNE 2015)

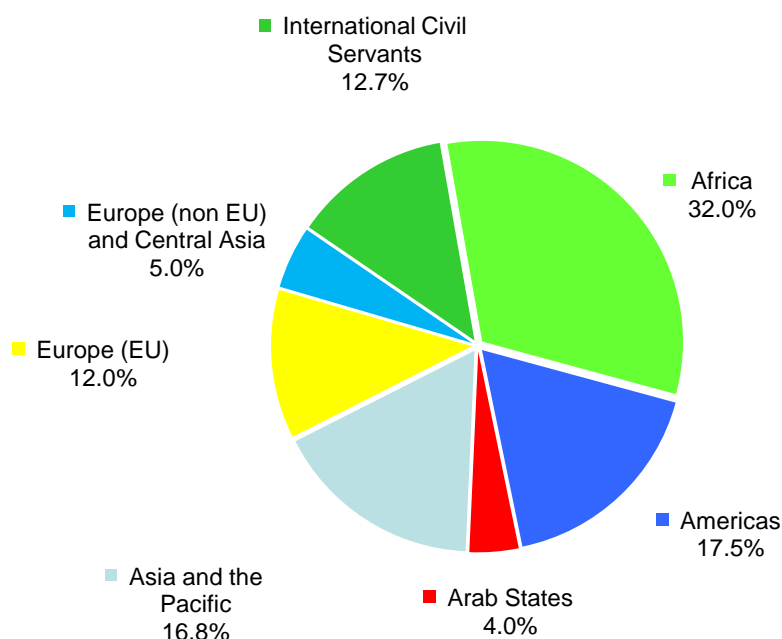
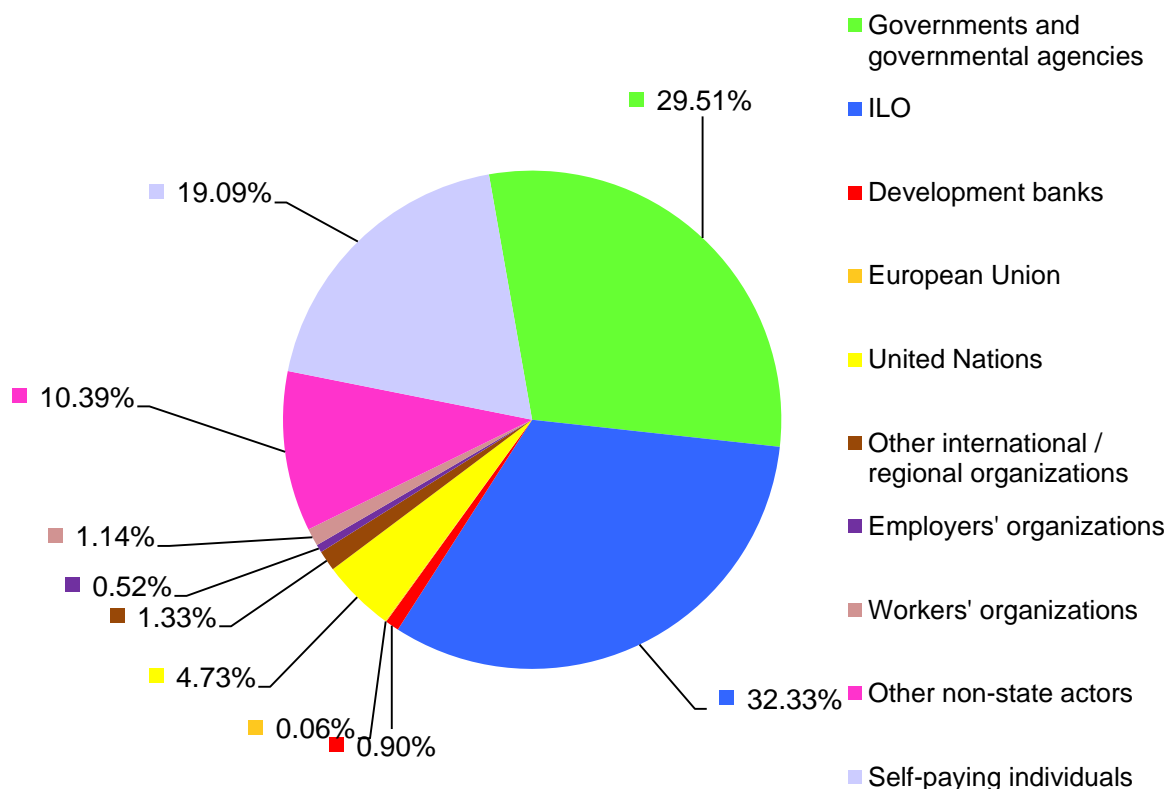


CHART C: INCOME FROM ACTIVITIES BY SOURCE OF FUNDING (AS OF 30 JUNE 2015)



APPENDIX II

PROGRAMME AND BUDGET FOR THE CURRENT FINANCIAL YEAR 2015

1. In accordance with Article 8 of the Financial Regulations, a report on the implementation of the Programme and Budget for the 2015 financial year is set out below. This report is presented in summary form and reflects the operating results expected for the current financial year, for which the Programme and Budget was approved by the Board at its 77th Session (October 2014).¹³ Account is taken of all the training activities implemented, or in progress, and all financial factors known at the end of June 2015, together with estimated financial factors for the remainder of the year.
2. Figures and indicators relevant to the 2015 programme were established in June 2015. They must be considered provisional at this time because requests for additional activities may still be included later in the year while some other activities may be postponed or dropped due to unforeseen circumstances.

INCOME (PART A)

Voluntary contributions (Chapter I)

3. The International Labour Organization contributed €3,634,000 (US\$4,120,000) to the running costs of the Centre in 2015. The Italian contribution (*ex-lege*) of €7,850,000 was included in the budget. At the time of writing this report, half of this contribution had been received and the other half remained outstanding. The €250,000 contribution from the Government of Portugal was received and included in the budget.
4. The total income from voluntary contributions included in the estimate amounts to €11,812,000.

Earned income (Chapter II)

5. Items 20 and 21, earned income from the 2015 programme of activities, should total €25,200,000. This covers earned income from training activities, advisory services and publications.
6. Miscellaneous income within the provisions of item 22 of the budget is expected to amount to €1.4 million.
7. The earned income forecast for 2015 is thus expected to total €26,600,000.
8. Item 23, utilization of previous years' surpluses allocated to training activities and to the business process review, included a transfer from accumulated surpluses to income totalling €1,095,000.

¹³ CC 77/6/1.

EXPENDITURE (PART B)

Fixed expenditure (Chapter III)

Staff

9. Staff (regular budget) expenditure has been revised to €15,440,000.
10. This estimate is 1.0 per cent higher expenditure than the original budget.

Non-staff

11. Non-staff expenditure have been revised to €6,559,000 and can be broken down as follows:

	Euro
Consultants	460 000
Facilities	2 217 000
Security	414 000
General operating expenses	753 000
Missions and representation	265 000
Governance	397 000
Information technology	1 427 000
Depreciation of fixed assets	626 000
	Total 6 559 000

12. This estimate is 3.1 per cent higher than the original budget.

Variable expenditure (Chapter IV)

13. Variable expenditure is estimated at €16,823,000 on the basis of the latest review of the programme of activities envisaged in 2015. It covers project-based staff, expenditure incurred in the implementation of specific activities, such as lecturers' fees, training material, participants' travel expenses and subsistence allowance, and external tuition fees. It fluctuates in relation to the volume and content of such activities, and the ways in which they are carried out. The budget estimates are based on the assumption that variable costs will be fully covered by the activities to which they refer.

OPERATING RESULT

14. The revised estimates for 2015 envisage a budget income of €39,507,000 against expenditure totalling €38,822,000 giving a budget surplus of €685,000.

CAMPUS IMPROVEMENT FUND

15. The Campus Improvement Fund had a balance of €237,000 at the beginning of the year. Added to this balance in the 2015 updated budget estimates are €950,000 from the 2013 surplus: €600,000 for the renovation of Pavilion Italy and the upgrade of Pavilion Asia; €100,000 for campus improvements and greening initiatives and €250,000 for the Oracle upgrade and other IT investments. Total estimated expenditure in 2015 is €950,000 out of the available resources of €1,187,000.

INNOVATION FUND

16. The Innovation Fund had a balance of €150,000 at the beginning of the year. Added to this balance in the 2015 updated budget estimates are €550,000. Total estimated expenditure in 2015 is €400,000 to support further innovations in learning and training out of the available resources of €700,000.

SYNOPSIS OF BUDGET FORECAST FOR 2015

(in thousands of euro)

Chapter	Item	Title	2014 Actual	2015 Approved Budget	2015 Budget Forecast
Part A – INCOME					
I	<u>Voluntary contributions</u>				
	10	International Labour Organization	2 990	3 034	3 712
	11	Government of Italy	7 850	7 850	7 850
	13	Piedmont Region	50	-	-
	14	Government of Portugal	250	250	250
	-	City of Turin	349	-	-
Total voluntary contributions			11 489	11 134	11 812
II	<u>Earned income</u>				
	20	Training activities and advisory services	21 986	24 200	24 200
	21	Publications	771	1 500	1 000
	22	Miscellaneous	937	1 200	1 400
Total earned income			23 694	26 900	26 600
	<u>Other</u>				
	23	Past surpluses allocated to training activities	655	1 250	950
	23	Past surpluses allocated to business process review	-	81	145
Total income			35 838	39 365	39 507
Part B – EXPENDITURE					
III	<u>Fixed expenditure</u>				
	30	Staff (regular budget)	14 593	15 291	15 440
	40	Consultants	487	458	460
	41	Facilities	2 380	1 920	2 217
	42	Security	360	400	414
	43	General operating expenses	708	920	753
	44	Missions and representation	175	250	265
	45	Governance	374	393	397
	46	Information technology	1 618	1 479	1 427
	47	Depreciation of fixed assets	376	540	626
	-	Other items	(217)	-	-
Total fixed expenditure			20 854	21 651	21 999
IV	<u>Variable expenditure</u>				
	31	Staff (project-based)	2 639	2 550	2 582
	50	External collaborators	4 385	4 650	4 590
	51	Missions	691	650	635
	52	Participants costs	4 982	6 600	6 480
	53	Books, training aids and materials	493	550	540
	54	Training facilities and services outside Turin	675	1 100	1 080
	55	Other variable costs	123	150	176
	56	Costs related to income from publications	510	950	640
	57	Other costs related to other income	100	200	100
Total variable expenditure			14 598	17 400	16 823
Total expenditure			35 452	39 051	38 822
Budget surplus			386	314	685