

Annual report on the activities of the Centre in 2011

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EXECUTIVE SUMMARY

1. During 2011, the International Training Centre of the ILO (the Centre) delivered training and learning activities to almost 12,000 participants from 190 countries and territories across all the main areas of the Decent Work Agenda of the ILO. As well as the programme of standard courses offered by the Centre at the campus, over 300 tailor-made training courses were delivered at global, regional or country level.

2. In 2011, the Centre worked in an increasingly challenging financial environment due to the combined impact of a decline in the voluntary contribution of its largest donor and reduced extra-budgetary funding to the ILO, which in turn has an impact on the Centre's activities. The Centre deployed efforts to diversify its funding base through increased networking and partnerships. In particular, the involvement in the Train4Dev network and the launch of a larger portfolio of academies were opportunities to attract new interest in the Centre's work by potential donors and partners. An additional € 3.3 million was generated in 2011 through competitive bidding.

3. Despite the constraints, the overall financial results of the Centre in 2011 were positive and produced a modest financial surplus of € 765,000 that can be used to support institutional priorities and fund investments in future years. The Centre received an unqualified audit opinion for 2011 from the External Auditors.

Collaboration with the ILO

4. The medium-term Strategic Plan (2012-15) adopted by the Board in 2011 aligns the Centre's work with the ILO's results-based management processes and cycles. The Centre strengthened its participation in the outcome-based work planning and review exercise managed by the Office. Operational collaboration with the ILO technical sectors and regions was maintained and intensified, ranging from ad-hoc joint-work on individual activities to strategic partnerships for joint-planning and delivery of capacity development programmes. The implementation of a substantial number of academies in 2011 was instrumental in enhancing the involvement and ownership of ILO counterpart technical departments who saw this as an opportunity to share their technical expertise as well as to enhance their visibility and outreach.

5. The Centre launched a more structured programme of collaboration with HRD on ILO staff development.

6. A business process review was undertaken with the support of ILO headquarters to identify areas for greater cost-effectiveness, particularly in relation to the management and monitoring of the Centre's financial transactions.

Academies

7. The portfolio of academies was expanded from three in 2010 to 10 in 2011. Each event involved working closely with the ILO technical programmes as well as partnerships with other UN agencies and development agencies. While a formal evaluation of a number of selected academies is taking place in 2012, participants' and partners' feedback on the 2011 experience was very positive. One important challenge for the academy approach – as well as for the overall portfolio of standard courses of the Centre – is how to ensure adequate tripartite participation, given the very limited amount of un-earmarked resources that can be used to offer full fellowships to employer and worker representatives.

The Turin School of Development

8. In 2011, seven programmes were offered by the Turin School of Development. Further steps were taken to harmonize the planning, design and budgeting of the different programmes which now all propose the same blended approach. In parallel, initial contacts were made with potential academic and financial partners with a view to diversifying the linguistic portfolio.

Collaboration with the UN and other international organizations

9. The Centre's collaboration with other UN System and other multilateral organizations continued in 2011. Specific areas of priority were child labour with UNICEF, sustainable public procurement with the World Bank and UNEP, project management with UNITAR, value-chain upgrading and microfinance with UNDP, enterprise development with UNIDO,

local development with UNESCWA, impact assessment with FAO, training of trainers with UNITAR and UNOPS, knowledge management with UNOHCHR and UNSSC and gender equality with a variety of different UN partners and country teams as well as the newly established UN Women. The Centre is an active member of the UN Learning Managers Forum, the UN Learning Community and UNeLearn, the network of e-learning specialists of the UN system. A Memorandum of Understanding was signed with the Geneva-based UNITAR and the Turin-based UN System Staff College (UNSSC) to enhance knowledge-sharing and cooperation among the three institutions. The Centre continued to work with individual UN System organizations and agencies for the provision of training and learning programmes linked to the mandate of these UN organizations, the delivery of joint-products and the funding of participants in the Centre's standard courses.

Expanding partnerships with training institutions

10. The collaboration with a variety of training and academic institutions was maintained in 2011, including joint activities with the Training Institute of the Labour Ministry of Bulgaria, the Institute of Rural Management in Pakistan, the Nanjing University in China, MANCOSA in South Africa among others. Collaboration was also re-vamped with ARLAC, the ILO-supported Regional Labour Administration Centre based in Harare.

Learning networks and fora

11. The Centre played a leading role in a high-profile network originally promoted by the World Bank Institute and InWent to promote exchange of information and collaboration among international providers of training for development. The Centre makes an important contribution to this network by organizing and hosting every second year the "Learning Link" - a knowledge-sharing event bringing together trainers and training managers from all over the world. The second edition of the Learning Link was held in Turin in April, 2011.

The Campus

12. In 2011, the Centre pursued further improvements in the infrastructure and residential facilities. Major works on the heating and water distribution network were carried out and important technical upgrades were implemented which will improve the overall efficiency of the network. This extraordinary maintenance work was paid for by the City of Turin. Initiatives were also undertaken to make the Centre's activities more sustainable and to monitor energy consumption levels and cost. The Centre developed a plan to improve the access control security system in line with the United Nations Minimum Operating Security Standards in consultation with the two other UN institutions based on the campus.

13. A preliminary study was undertaken to evaluate the feasibility of refurbishing the Europe Pavilion which is in very poor condition. The study focused on upgrading the training facilities and offices, improving accessibility for people with disabilities and the safety and energy efficiency of the building.

Relations with the Piedmont Region and the City of Turin

14. In 2011, the spending review implemented by the Italian government impacted sharply on the capacity of Italian regional governments to finance a wide variety of activities, including development aid and technical cooperation. Despite this situation, the Piedmont Region maintained its commitment to the Centre and approved two separate contributions: the first, for an amount of € 220,000 to cover part of the Centre's fixed costs, and the second, for an amount of € 60,000 to cover fellowships of participants in the Masters Programmes of the Turin School of Development.

15. Owing to serious financial and budget constraints, the City of Turin informed the Centre that the € 500,000 contribution foreseen in 2010 for extraordinary maintenance of the campus facilities - in accordance with the Complementary Agreement signed with the City in 2006 - would be reduced to € 300,000 to be paid in 2012. Negotiations with the City were also undertaken to obtain the payment of the 2011 contribution and to renew the Complementary Agreement for an additional three-year period (2012-15).

I. STATISTICS AND TRENDS IN 2011¹

16. The overall volume of training in 2011 was slightly lower than in 2010 in terms of number of activities, participants and participant days. Factors that contributed to this decrease include the reduction of un-earmarked donor contributions as well as the completion of two large European Union projects which required the implementation of national seminars in all EU member States.

17. Face-to-face and blended activities held in the Centre, taking advantage of the campus learning facilities and environment, accounted for around 38 per cent of the total. Face-to-face and blended activities held off campus represented 54 per cent, while 8 per cent of activities were entirely distance-learning programmes. Blended activities represented 4.5 per cent in 2011 against 6 per cent in 2010.

18. Standard courses open to participation by individual candidates made up less than 30 per cent of the Centre's portfolio. The remaining activities were project-based or tailored to respond to specific requests from institutions and sponsors.

Collaboration with the ILO

19. The Centre's efforts to align its training with the ILO strategies and operations continued in 2011. Its role was well reflected in the outcome-based work plans and global products in the context of the Programme and Budget for 2010-11 as well as in the ILO Programme Implementation Report for 2010-11. The Centre participated in the periodic reviews of outcome-based work plans between ILO technical sectors and field offices, allowing them to identify specific training needs and priorities. These were taken into account in the planning of tailor-made activities as well as in the award of fellowships for participation in relevant standard courses. Beyond its immediate impact on the training programme in the current biennium, the Centre's participation in the ILO results-based planning and management exercises generated greater awareness and ownership between ILO outcome coordinators and the Centre's technical managers as regards the potential for collaboration. The Centre was also enabled to input comments on its contribution to the attainment of country outcomes into the Strategic Management Module (SMM) of IRIS.

TABLE 1
DISTRIBUTION OF ACTIVITIES BY TYPE OF TRAINING IN 2010 AND 2011

	2010				2011			
	Activities	Participants	Days of training	Participant days	Activities	Participants	Days of training	Participant days
On campus	183	4,559	1,271	33,259	149	3,998	1,026	30,043
Blended on campus (distance plus face-to-face at the Turin Centre)	20	426	595	14,331	19	454	803	20,712
In the field	225	6,921	892	22,832	240	6,573	1,049	27,535
Blended in the field (distance plus face-to-face in the field)	8	606	153	11,166	1	24	6	144
Distance	47	1,218	881	20,777	36	909	676	15,973
TOTAL	483	13,730	3,792	102,365	445	11,958	3,560	94,407

1. 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.
2. Unless otherwise specified, the number of days of training for distance learning activities is calculated on the basis of one day of training per week.
3. Participants in 2011 came from 190 countries/territories. Detailed statistics on the distribution of participants by country of origin are available on the Centre's website.

¹ More detailed statistics are posted for reference on the Centre's website at <http://www.itcilo.org/en>

CHART A
INCOME FROM ACTIVITIES BY STRATEGIC OBJECTIVE IN 2011

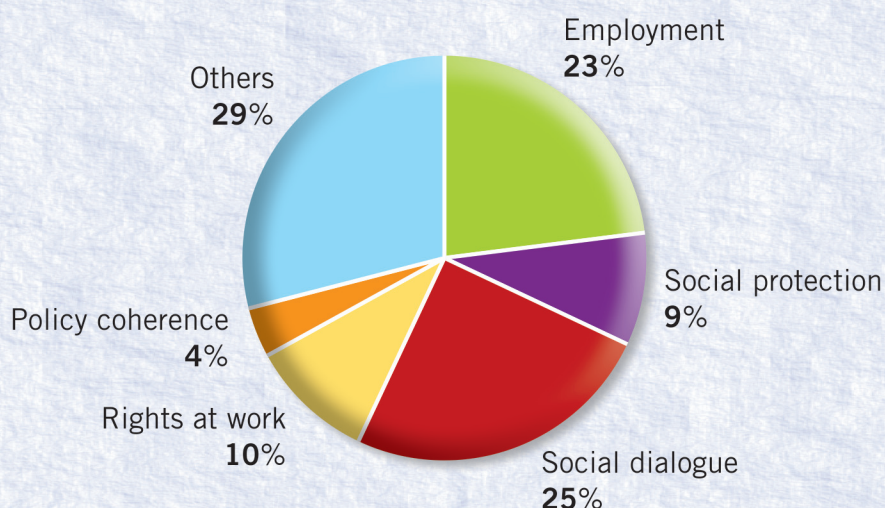
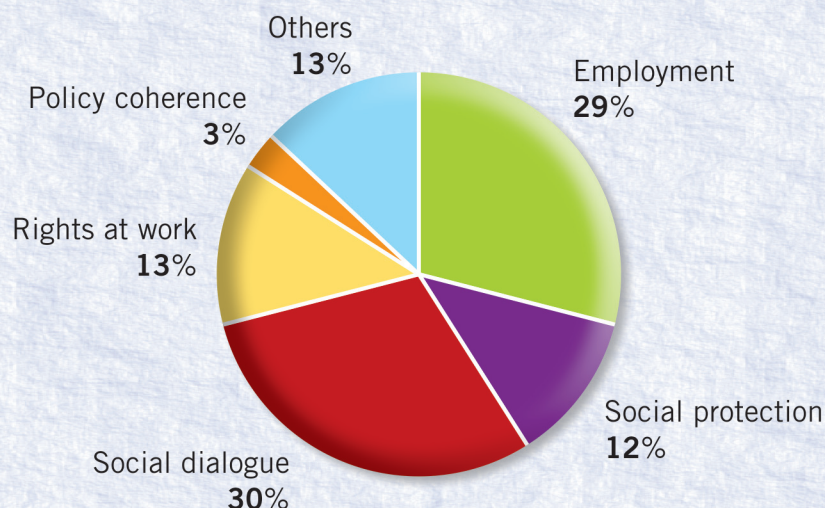


CHART B
PARTICIPANTS BY STRATEGIC OBJECTIVE IN 2011



20. The relative weight of different components of the Decent Work Agenda in the Centre's programme did not vary substantially from 2010, with employment and social dialogue remaining the most sizeable areas of work. Overall, income related to the ILO outcomes represented 71 per cent of the total (against 76 per cent in 2010), while the number of participants linked to ILO outcomes represented 87 per cent of the total (against 79 per cent in 2010).

21. The Centre's role in ILO staff development was strengthened in 2011. It included the organization of two orientation cycle courses for new officials and training on project cycle management in Turin and in New

Delhi, the development of distance learning modules on ethics and the development of three new self-learning modules for ILO staff on international labour standards, on tripartism and social dialogue and on gender equality. The Centre also facilitated staff meetings and knowledge-sharing workshops for different ILO units. Globally, almost 500 ILO officials attended the training programmes of the Centre, out of which over a hundred officials participated in the standard courses and Masters Programmes offered by the Turin School of Development. The Centre was also involved in the consultative process launched by the ILO in relation to the new knowledge management strategy of the Organization.

The regional dimension

22. The Turin Centre is a global platform for learning and knowledge-sharing on issues of Decent Work and sustainable development. The participation of the largest range of national institutions in the core courses of the Centre enriches the scope for peer-learning and cross-fertilization of relevant country experiences. At the same time, the regional dimension of the Centre's activities is an important comparative advantage of the Centre and complements the portfolio of standard inter-regional training and learning courses and events. Through customization of its courses, the Centre responds to regional, sub-regional and country specific priority needs and contributes to the achievement of ILO Decent Work Country Programmes' objectives and Country Priority Outcomes.

23. Chart C gives a breakdown of participants by the five main regions.

24. The regional breakdown of participants is often determined by specific projects being initiated or completed. Compared to 2010, a large increase of participants was recorded for Africa and smaller increases for the Americas, the Arab States and non-EU Europe and Central Asia, while the number of Asian and Pacific participants slightly declined. The number of European Union participants fell because of the termination of two large EU projects and the re-programming of EU/ILO cooperation in the 27 member States.

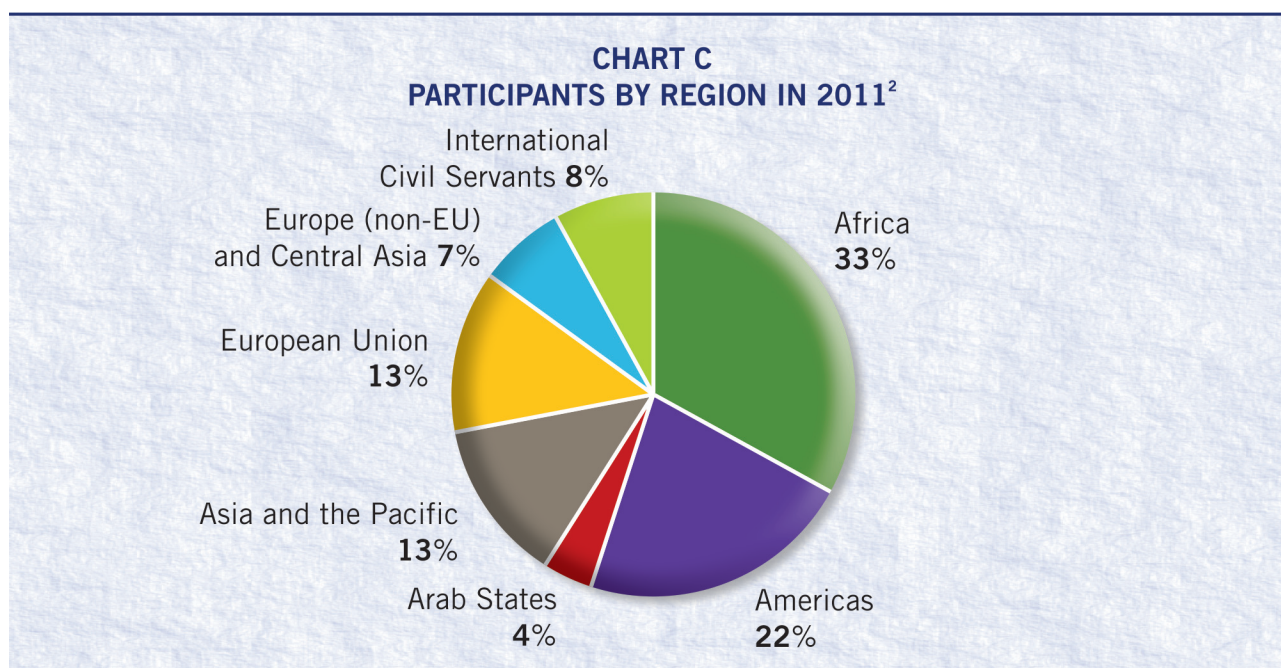
25. The Centre continued to systematically map regional and Decent Work Country Programme priorities as the basis for planning its activities and the allocation of its resources. In particular, following the political unrest in Northern Africa and the Middle East, the Centre liaised closely with the ILO responsible offices with a view to jointly-planning the training and learning components in the context of the ILO response strategy in the sub-region.

Africa

26. The development of the capacity of ILO constituents in Africa is the pillar of the ILO strategy to ensure that the regional Decent Work Agenda for 2007–15 is effectively delivered and that targets are achieved. This was further emphasized by ILO constituents in the 12th African Regional Meeting organized in October, 2011 in South Africa.

27. In 2011, the Centre strengthened its support to tripartite national constituents for achieving the results articulated in the DWA and the DWCPs through training and learning activities. This resulted in an increase in the training programmes organized in the field and in the number of African participants in global learning and knowledge-sharing activities on campus.

28. The design and implementation of the ILO staff training in 2010 was followed in 2011 by an effort to assist Decent Work teams in developing the capacity



² In line with ILO classification criteria, participants from Algeria, Egypt, Libya, Mauritania, Morocco, Sudan and Tunisia are clustered with Africa.

of ILO constituents to design and implement Decent Work Country Programmes. This increased collaboration resulted in the design and implementation of training courses, the development of training tools and the sponsoring of African participants to the Centre's academies, fully aligned with ILO regional and national priorities and outcomes.

29. A concrete example was the organization of a sub-regional training workshop for ILO tripartite delegations from several countries in Dakar. The objective was to develop the capacity of ILO constituents to effectively implement their DWCPs and mobilize local resources for it. The Centre also assisted in the design of a training package on access to finance for workers' organizations.

30. The value-added of the Centre's learning methodologies, tools and platforms is increasingly recognized and used. This was acknowledged in the Director-General's mid-term report to the 12th African Regional Meeting: "Empowering Africa's peoples with decent work."

31. As regards collaboration with training institutions, the Centre implemented its first joint-training with MANCOSA in South Africa on labour market information.

The Americas

32. Participation by the Americas slightly increased in 2011 due to two projects funded by Spain on strengthening employers' and workers' organizations on social protection. These two projects combined represented some 40 per cent of the total participants from the Americas.

33. In 2011, the Centre pursued its collaboration with ILO offices and Decent Work teams for joint-design and implementation of training courses, for sponsoring participants in selected courses relevant to specific regional priorities and country outcomes and for the preparation of project proposals for external donors.

34. Concrete examples include a pilot distance-learning programme on child labour for local governments in Argentina; a tripartite activity on Decent Work Country Programmes and outcome-based work plans with the ILO Office for Central America; a course on communicating rights at work for media professionals in the Caribbean; and a seminar on local economic development and employment with the ILO Mexico Office.

35. The Centre also collaborated with SIALC and the Statistics Department of the ILO in the framework

of an EU-funded project on "Indicators for Measurement of Decent Work" as well as with CINTERFOR, which provided local support for the delivery of training activities in Montevideo.

36. Cooperation with the Regional Office included the design and implementation of training and learning programmes for ILO staff in the region. A regional staff training course on Green Jobs was offered in Lima in collaboration with the Job Creation and Enterprise Development Department of the ILO.

37. New contacts were established with regional multilateral institutions (the Organization of American States and the Economic Commission for Latin America), which could lead to new projects and agreements in 2012. Collaboration continued with different national institutions including labour ministries, training institutions and universities, more particularly with the Ministry of Education of Costa Rica, INADEH (Panamá), INSAFORP (El Salvador) and Universidad de São Paulo (Brazil). Requests for tailor-made training activities in the countries continue to be an increasing trend.

Arab States

38. The Italian-funded programme in support of the Palestinian Authority continued with three capacity-building and staff development courses for the Ministry of Local Government and joint services councils and two courses for the Palestinian Presidency and line ministries on communication skills.

39. In 2011, the partnership with the Technical and Vocational Training Corporation of Saudi Arabia was renewed. The agreement included six training courses to upgrade their staff competencies in relation to strategic planning, quality improvement and impact evaluation. The courses were run on campus and were attended by 115 participants. It is worth mentioning that one course was attended by women only, all deans of technical colleges.

40. A knowledge-sharing forum on Decent Work and Poverty Reduction was implemented in Doha in collaboration with the International Institute for Family Studies and Development of the Qatar Foundation. The forum was organized in collaboration with the ILO Regional Office and the ILO Policy Integration Department.

41. Lastly, the Centre contributed to the ILO's efforts to develop capacity of tripartite constituents in the planning and implementation of Decent Work Country Programmes. A sub-regional tripartite workshop was organized to this end in collaboration with the Regional Office.

Asia and the Pacific

42. Participation by the Asia and the Pacific region remained similar to that of 2010. The Centre maintained constant consultation with the ILO field offices to ensure effective integration of its programmes to regional and country specific priorities. Thirty-eight per cent of the total number of participants from Asia and the Pacific were representatives of workers' and employers' organizations who attended specific ACTRAV and ACT/EMP programmes.

43. Efforts to strengthen collaboration with China continued with visits by senior Chinese delegations to the Centre and collaboration with the Nanjing University of Finance and Economics. Through this partnership, the Centre's programme on Making Micro-Finance Work was translated into Chinese and a large forum was organized for 180 participants.

44. The Centre's programme on Making Micro-Finance Work was also executed in Viet Nam with ILO support and the three certification phases were completed in 2011. In collaboration with ILO New Delhi, the Centre also organized a workshop on design and planning of technical cooperation within the framework of the Decent Work Agenda.

45. An exposure visit in Europe was organized in 2011 in the framework of the agreement signed with the Institute of Rural Management of Pakistan.

Europe

46. The Centre continued to develop its activities through EU funding. New projects were acquired for EU and accession countries on gender equality, social dialogue, social protection and public procurement. In 2011, a direct agreement was reached between the ILO and the European Commission for the funding of institutional capacity building for social partners in the 27 EU member countries. The Centre will implement the training components of these programmes in collaboration with the ILO.

47. With the financial support of the European Commission, in February 2011 the Centre organized a European Labour Forum on the Role of Labour Administration in Overcoming Economic Crises with tripartite delegations from EU members and candidate countries.

48. A new project on improving EU citizens' knowledge of their rights and obligations through improved social security coordination was awarded to the Centre by the European Commission. Local economic development and youth employment

generation were the focus of cooperation with the Macedonian tripartite constituents resulting in regular skills upgrading and capacity-building for this accession country.

49. The government of Bulgaria continued its assistance to human resources development in South East Europe using the technical capacity of the Centre. This project is the extension of a previous project that the government financed to strengthen its own competencies and skills through the Centre's technical assistance.

50. The collaboration with the Drug Control Department of the Prime Minister's Office in Italy continued in 2011 as a new project was approved for the prevention of drug abuse in the workplace. The Centre also implemented a programme funded by the Italian government for the training of Italian labour lawyers in relation to international labour standards.

Gender equality

51. Table 2 shows the proportion of women participants in the Centre's activities. The decrease in the number and share of women participants over 2010 is essentially linked to the reduction of attendance from the European Union member States, whose proportion of women participants is traditionally higher.

TABLE 2
PARTICIPATION BY WOMEN IN TRAINING

Year	2010	2011
Total participants	13,730	11,958
Number of women	5,933	4,841
<i>Percentage</i>	43.21%	40.48%

52. 2011 was a key year for gender mainstreaming at the Centre. The ten-year old policy on gender equality and mainstreaming was updated to reflect the current challenges the Centre is faced with in the area of staffing, substance and structure. The new policy led to the development and operationalization of the 2012-15 Gender Results-based Action Plan, involving every Programme and the Gender Focal Point Network for Centre-wide concerted actions.

53. During the first quarter of 2011, a Centre-wide self-evaluation and learning exercise - the "Gender Common Self-Assessment" - was carried out. The ultimate aim of the Gender Common Self-Assessment was to ensure that all the Centre's activities contribute to the realization of the ILO goal of decent work for all

women and men, and that gender equality and non-discrimination are efficiently and consistently included in training, learning and capacity development activities.

54. The methods and tools for the self-assessment were only partially borrowed and adapted from existing methodologies. They were common to all the workshops and used in a harmonized manner across all the Programmes, so to produce comparable results and to contribute to an overall appraisal of the Centre's performance in integrating a gender perspective into all its activities.

55. Another initiative, launched in 2010, was the Gender Marker, which lived through its first full year of implementation in 2011. The Gender Marker helps activity managers to identify the level of gender mainstreaming in their activities, record them accordingly, and guide them on ways to increase gender equality in participation and content.

Tripartism

56. Over the years, the Centre has set up different mechanisms to enhance the tripartite dimension and visibility of its training programmes. While the majority of the Centre's participants continue to come from governmental agencies, the number of employer and worker participants combined has increased substantially over the past decade.

57. The participation of representatives from employers' organizations and workers' organizations in the Centre's activities remained significant in 2011 as they jointly represented over 30 per cent of the total number of participants.

TABLE 3
PARTICIPATION BY EMPLOYERS' AND
WORKERS' REPRESENTATIVES

	2010		2011	
	Employers	Workers	Employers	Workers
Employer-specific activities	1,025	2	914	0
Worker-specific activities	16	1,151	0	1,977
Other Centre's activities	305	784	238	567
TOTAL	1,346	1,937	1,152	2,544
Percentage of Centre total	9.80%	14.11%	9.63%	21.26%

58. The figures cover activities specifically designed for worker or employer representatives by the respective programmes as well as participation in

other activities of the Centre, including standard courses and tailor-made or project-linked activities. Again, the largest number of participants attended employers' and workers' specific programmes, while the involvement of social partners in other types of activities remained constrained by the limited availability of funds. The Centre used a significant portion of the 2009 surplus allocated to activities in 2011 to foster the cross-fertilization between employer and worker participants and participants in other courses of high priority to the ILO's tripartite constituents, such as wages policies.

59. In 2011, the employer-specific programme recorded a slight decrease in the number of participants, while the worker-specific programme experienced a substantial increase in the number of participants. In 2011, the overall number of social partner representatives attending other activities of the Centre decreased over 2010.

60. Since 2009, the Centre has also been monitoring the participation of officials from labour ministries. The number of representatives from national labour ministries or from agencies under labour ministry responsibility was estimated at 1,149 participants in 2011 i.e. almost 10 per cent of the Centre's total participants. Geographic representation was fairly evenly distributed across regions.

61. In 2011, collaboration with the ILO Labour Administration and Labour Inspection Programme (LAB/ADMIN) remained significant. The new initiative launched since 2010 on labour administration and labour inspection has filled a gap in the overall strategy of the Centre to contribute to the development of institutional capacity of ILO constituents.

International Labour Standards

62. In addition to the delivery of a sizeable training programme in the field of international labour standards and rights at work, the Centre is committed to mainstreaming the standard dimension in course design and delivery as relevant and applicable. The ILO's role in standard-setting and application is briefly presented at the opening of courses regardless of the subject of the activity and the profile of participants. The Standards and Fundamental Principles and Rights at Work team provides inputs upon request to courses organized by other Programmes on different aspects of relevant ILO legal instruments. Sixteen interventions of this kind were delivered in 2011 i.e. 12 per cent of the total courses run on campus last year. The development in 2011 of a self-learning tool on International Labour Standards for ILO staff may provide further opportunities for better mainstreaming this dimension across the activities of the Centre.

The Turin School of Development

63. In 2011, the Turin School of Development offered seven Masters and Postgraduate Programmes. Table 4 shows the breakdown of participants per course.

TABLE 4
PARTICIPATION IN MASTERS AND POSTGRADUATE PROGRAMMES

TITLE	No. of participants (Courses started in 2010 and finished in 2011)	No. of participants (Courses started in 2011 and continuing in 2012)	TOTAL No. of participants
Master in Management of Development	22	20	42
Master of Laws (LL.M) in International Trade Law	21	29	50
Master of Science (MSc) in Public Procurement Management for Sustainable Development	28	37	65
Master of Laws (LL.M) in Intellectual Property	34	39	73
Master in World Heritage at Work	12	17	29
Master of Science (MSc) in Applied Labour Economics for Development	17	22	39
Postgraduate Course on Occupational Safety and Health in the Workplace	16	27	43
TOTAL	150	191	341

II. FUNDING OF TRAINING ACTIVITIES

64. The financial information presented here refers specifically to income for training programmes and projects, and does not take into account annual assessed contributions from Italy (€ 7.85 million), the ILO (US\$ 2,895,000), Portugal (€ 250,000), France (€ 25,050), and the Piedmont Region (€ 220,000). Following an agreement signed in December, 2010 between the Centre and the Government of Portugal (*Instituto do Emprego e Formação Profissional*), Portugal made

its first fixed contribution to the Centre's budget in 2011.

65. In 2011, income from training activities amounted to around 26.9 million euros - including income from publications and excluding an amount of € 303,000 from prior years' surplus which was used for the co-funding of training activities in 2011. Chart D and Table 5 show the sources of funds for the Centre's activities at different levels of aggregation.

CHART D
INCOME FROM ACTIVITIES BY SOURCE OF FUNDING IN 2011

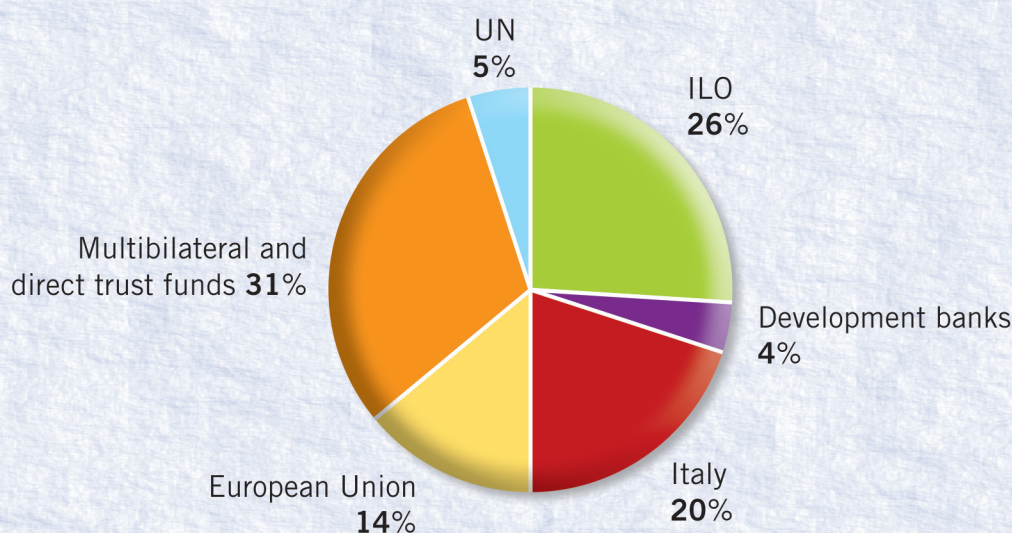


TABLE 5
INCOME FROM TRAINING ACTIVITIES IN 2011

Funding source	€
Government of Italy (annual voluntary contribution)	1,235,125
Government of Italy (other sources)	1,907,824
Government of Italy (total)	3,142,949
Compagnia San Paolo	631,931
Fondazione CRT	165,500
Piedmont Region	160,033
Fondazione Giacomo Brodolini	100,883
Istituto Italo-Latinoamericano	80,450
Provincia Autonoma di Bolzano	40,381
Other Italian institutions and self-paying participants	1,037,875
Italy others (total)	2,217,053

Funding source	€
European Commission	3,716,798
European Training Foundation	101,823
EU others	22,766
European Union (total)	3,841,387
Spain	961,225
Saudi Arabia	458,816
Portugal	260,864
Dutch Employers' Cooperation Programme	244,923
Brazil	239,728
Bulgaria	210,471
China	85,080
Angola	73,000
Luxembourg	62,000
Vietnam	53,310
Ghana	50,430
Switzerland	50,136
France	40,920
Inter-American Foundation	46,277
International Transport Workers' Federation	39,972
Wallonie – Bruxelles International	37,480
Others	5,467,660
Donors, direct trust funds and self-paying (total)	8,382,292
ILO regular budget	4,434,539
ILO RBSA	380,162
ILO/Italy	374,159
ILO/EC	157,624
ILO/France	17,765
Other ILO extra-budgetary sources	1,666,785
ILO (total)	7,031,034
UNDP	177,729
UNOHCHR	176,324
WIPO	149,952
UNHCR	125,277
UNITAR	59,390
Other UN organizations and agencies	651,005
UN agencies and organizations (total)	1,339,677
World Bank	898,338
Islamic Development Bank	31,728
Development Banks (total)	930,066
TOTAL INCOME FROM TRAINING ACTIVITIES	26,884,458

66. ILO's share of the Centre's training income in 2011 was approximately the same as in 2010, for an amount of some € 7 million – all sources combined.

67. The European Union was the largest multi-bilateral donor to the training programme of the Centre in 2011 with over € 3.8 million. This amount includes projects acquired in 2011 and in the previous years. The portfolio of EU-funded activities is very diverse in terms of funding modalities – through competitive bidding, calls for proposals or direct agreements – and involves different Directorate-Generals, delegations, programmes and agencies of the European Commission.

68. Italy's annual voluntary contribution paid to the Centre in 2011 amounted to € 1.6 million. In addition, part of the funds from previous years' contributions were re-programmed into 2012. Other grants were received for different projects for a total combined amount of over € 3.1 million from the Italian government. Therefore, the Italian government was the second largest multi-bilateral donor to the training programme of the Centre. An additional € 2.2 million was obtained from different Italian sources, including the regional government of Piedmont and from Italian foundations and other non-state institutions.

69. The other main multi-bilateral public government donors to the training programmes of the Centre were the governments of Spain, Portugal, Brazil, France and Bulgaria. In 2011, the partnership with Wallonie-Bruxelles International was renewed for a two-year training programme. New small donor grants were received from Luxembourg and Switzerland. In addition, Saudi Arabia made an important contribution both for the funding of individual participants in standard courses and for a new training programme for managers and deans of colleges of the national Technical and Vocational Training Corporation.

70. Non-state donors included Italian foundations such as *Compagnia di San Paolo* and *Fondazione Cassa di Risparmio di Torino*, as well as the Dutch Employers' Cooperation Programme. Funding was also received from the International Transport Workers' Federation, the International Metalworkers' Federation, the Confederation of Norwegian Enterprises, the Friedrich Ebert Foundation and the Inter-American Foundation. The Italian company *Costa Crociere* financed the training of its staff on the Maritime Labour Convention, 2006. The Centre and the town of Suresnes (France) maintained a partnership for the participation of the town government officials and workers' representatives in various courses of the Centre.

71. A number of UN organizations and agencies contributed through different arrangements to the Centre's programmes in particular UNDP, UNOHCHR, WIPO and UNHCR. In 2011, an inter-agency agreement was signed with UN Women for a four-year capacity development programme through EU funding.

72. The Centre continued to generate income from other sources, either through direct negotiation or through competitive bidding. An important dimension of this effort is the establishment of partnerships with different institutions based on pooling of resources and expertise. Eight proposals, out of twenty-two submissions, were approved in 2011, mainly from the European Commission and the World Bank. Although this shows a decrease in the total amount awarded with respect to 2010, the number of successful applications and the financial volume are in line with results in previous years. These proposals were mostly submitted by the Centre as the lead partner in a consortium or as a stand-alone applicant.

73. As usual, a large number of standard and customized programmes were implemented with direct financial participation by the recipient institutions.

III. PROGRAMME IMPLEMENTATION

74. Since 2009, the technical work of the Centre has been organized into eleven Technical Programmes as follows:

- Standards and Fundamental Principles and Rights at Work
- Employment and Skills Development
- Enterprise, Microfinance and Local Development
- Social Protection
- Social Dialogue, Labour Law and Labour Administration
- Workers' Activities
- Employers' Activities
- Gender and Non-Discrimination
- Sustainable Development and Governance
- The Social Dimension of Trade and Investment
- Distance Education and Learning Technology Applications

75. In 2011, the programmes on Standards and Fundamental Principles and Rights at Work and on Gender and Non-Discrimination were placed under the same manager with a view to improving synergies between these programmes as well as achieving greater economies of scale in the use of human and financial resources.

76. Table 6 shows the distribution of participants, days of training and participant days by Technical Programme in 2010 and 2011. In some cases, training activities and projects of a particular complexity or cutting across the mandate of specific technical programmes, are run or back-stopped by the Programme Development and Regional Cooperation Service (PRODEV). Also, the Multimedia Design and Production Unit, in addition to its internal support function, continued its production of training packages and publications for the ILO and external partners.

TABLE 6
PARTICIPANTS, DAYS OF TRAINING AND PARTICIPANT DAYS BY TECHNICAL PROGRAMME

Programme	2010			2011		
	No. of participants	Days of training	Participant days	No. of participants	Days of training	Participant days
Standards and Fundamental Principles and Rights at Work	1,059	210	5,400	1,094	215	4,979
Employment and Skills Development ¹	596	147	3,202	620	225	5,151
Enterprise, Microfinance and Local Development ¹	2,272	980	25,339	2,461	919	28,396
Social Protection ¹	1,033	341	7,653	1,236	262	8,049
Social Dialogue, Labour Law and Labour Administration	686	210	4,582	688	145	3,755
Workers' Activities	1,218	441	9,723	1,982	390	8,477
Employers' Activities	1,033	172	3,300	915	157	3,621
Sustainable Development and Governance ¹	2,644	706	19,217	1,219	734	18,764
Social Dimension of Trade and Investment	490	96	2,246	416	93	2,225
Distance Education and Learning Technology Applications	1,133	231	14,788	508	111	2,846
Gender and Non-Discrimination	971	211	5,378	531	224	6,582
Programme Development and Regional Cooperation	595	47	1,537	288	85	1,562
TOTAL	13,730	3,792	102,365	11,958	3,560	94,407

¹ Including participants in the Masters and Post-graduate courses of the Turin School of Development

Standards and Fundamental Principles and Rights at Work

77. In relation to **ILS for constituents**, the ILO provided financial and technical support for distance training on reporting and the annual ILS course. The interregional course on **ILS for judges, lawyers and legal educators** was complemented by a course on International and European Labour Law in collaboration with the European Lawyers' Union. A regional course was held in Uruguay in collaboration with CINTERFOR.

78. In the Philippines, two workshops on International Labour Standards for Labour Commissioners and Arbitrators in Dispute Settlement were delivered to implement the recommendations of the 2009 ILO High-Level Mission; three workshops on International Labour Standards and Judicial Independence and Ethics for Labour Court Judges, Conciliators, Arbitrators and Lawyers were held to implement the recommendations of the Commission of Inquiry.

79. In relation to **child labour**, the Centre, in collaboration with IPEC, delivered training in Turin and in the field on a wide range of issues related to the elimination of the worst forms of child labour. Two interregional courses on the labour dimensions of trafficking in children and on education for all and child labour elimination attracted a large audience. Inter-agency courses were implemented with FAO on child labour in agriculture in Turin and Malawi and with UNDP and UNICEF on economic reintegration of former child soldiers.

80. The Centre hosted a meeting to systematize good practices and lessons learned on **forced labour** with the ILO Special Action Programme on Forced Labour. At the request of this programme, the Centre started developing an e-learning tool on law enforcement to help improve prosecution of forced labour and trafficking cases.

81. A new curriculum on **freedom of association** was developed on the right to organize and to bargain collectively. Sub-regional activities were implemented for Eastern and Southern Africa and for Central America. The electronic library on freedom of association and collective bargaining was updated.

82. A course on ILO Convention No. 169 and the UN Declaration on the **rights of indigenous peoples** brought together ombudspersons and national human rights institutions from 15 Latin American countries.

83. With a view to achieving greater visibility of ILO standards, two blended activities were organized for **media professionals** in Africa and the Caribbean.

Revamping of the Media Prize originated from this training.

84. The Centre and the ILO launched the **Maritime Labour Academy** to provide comprehensive training on the Maritime Labour Convention, 2006. The Academy covers a two-week training of trainers for maritime labour inspectors and specialized workshops for government legal counsellors, ITF inspectors and the cruise liner industry. An on-line survey conducted in 2011 demonstrated the multiplier effect of the training of trainers, as the certified trainers trained 7,740 more people.

85. There was collaboration with the Social Dimension of Trade and Investment team in organizing an interregional course on **ILS and Corporate Social Responsibility**.

Employment and Skills Development

86. In the field of **employment policies**, building on the ILO Global Employment Agenda as a framework for policy development, the 2011 edition of the ILO Summer School on Labour Economics for Development provided a global platform for debate and experience-sharing. The Summer School was offered in French and English and attended by ILO constituents and experts from the ILO, the IMF and the World Bank working on employment and development related issues. A new complementary training programme on labour market and employment policy was also developed and delivered with a view to support at country level national employment policies.

87. Two series of the **wages policy course** were organized with the Conditions of Work and Employment Branch of the ILO and the regions. A Russian edition was offered for the first time in close collaboration with the ILO Moscow Office for CIS countries. An English edition, tailored to the needs of East African countries, was also delivered in South Africa.

88. Recognizing the importance of supporting initiatives for young people, a series of courses on **youth employment** and **youth policies** were run. These training courses were developed in close collaboration with the ILO Youth Employment Programme, the ILO/World Bank/UN Youth Employment Network and other agencies working in the field of youth, including UNICEF, UNFPA, WHO, the Council of Europe, and the German international cooperation agency (GIZ).

89. In the field of **labour market information**, and building on the partnership developed with the ILO Department of Statistics, a series of training courses on labour statistics was organized both in Turin and

the field. The topics covered labour market information systems, data collection and data analysis. A series of regional knowledge-sharing workshops was implemented and learning materials were produced on decent work statistics as part of the implementation of the project on Strengthening the capacity to devise and analyze decent work indicators (RECAP), co-funded by the European Commission.

90. In the area of **skills development and technical and vocational training**, a new Academy on Skills Development was offered in English, French, and Portuguese. The Skills Academy was designed and delivered in partnership with the ILO Skills Department as well as with the development cooperation agencies of France (AFD), Germany (GIZ), and Luxembourg (LuxDev). A high level G20 meeting of experts on global training strategy was also organized.

91. Under the Turin School of Development, a second edition of the **Master of Science in Applied Labour Economics for Development** was launched in collaboration with several universities and research centres. Building on the success of the first edition, the Master was able to attract an increasing number of applicants from all regions of the world. In the 2011 edition, a large number of participants were young professionals from developing and emerging countries working on labour issues.

Enterprise, Microfinance and Local Development

92. In the area of **enterprise development**, a series of in-country training courses were delivered on inclusive markets and value chain development for ILO and UNDP projects in Africa, Asia and Latin America. In Turin, an Academy on Sustainable Enterprise Development and an Entrepreneurship Training-of-Trainers Academy were organized. On the topic of anticipating restructuring, a knowledge-sharing project was implemented with the participations of ministries of labour and the social partners in Estonia, Finland, Latvia and Lithuania. Training on an enabling business environment was implemented in Surinam. A global meeting of the ILO's enterprise development specialists and chief technical advisers was held on campus with the full participation of the Turin-based specialists.

93. In the area of **local development**, a new Brazilian-funded project commenced to support a blended-learning programme on disaster risk reduction and sustainable local development. This is aimed at developing countries which are prone to natural disasters, such as Haiti and Mozambique. The course is offered in English, French, Portuguese and

Spanish. In addition, a Learning Forum on Green Jobs (Local Strategies and Actions) was organized jointly with the Centre's technical programme on the Social Dimension of Trade and Investment. A range of distance education training courses was implemented through DelNet, the Centre's distance learning portal for local development, and a course was organized in Tunisia as one of the first activities for a new ILO project on local economic development.

94. Regarding capacity building on **microfinance**, the Centre manages a global trainer certification system for microfinance trainers through the ILO's *Making Microfinance Work* (MMW) programme. Training courses are offered in a wide range of languages to middle managers of microfinance institutions on product diversification and managing for improved performance. For the first time, an international experts' forum on microfinance was organized in Nanjing, China. This work is supported by the European Commission and other donors. In 2011, the internationally recognized Boulder Microfinance Training Programme, which is designed by the Boulder Institute of Microfinance, was hosted on campus for the seventh year running and attracted over 300 participants.

95. In the area of **cooperative development**, a new training manual, entitled My.COOP, was developed for agricultural cooperatives. The second edition of the Academy on the Social and Solidarity Economy was organized in Montreal, Canada to coincide with an international forum on the same subject organized by Canada. This Academy brought together ILO constituents and partners from Africa and Latin America to share experiences from an ILO perspective and with a focus on the Canadian model for developing the social and solidarity economy.

Social Protection

96. New developments in 2011 included the introduction of a blended approach combining online and face-to-face learning, which was offered in most courses through the new Social Protection trilingual web-platform.

97. In the area of **social security**, a training needs survey conducted in early 2011 and the new direction given by the Conclusions of the Discussion on Social Protection at the 100th Session of the International Labour Conference (June, 2011) were the driving forces behind new initiatives. A Social Security Summer School was delivered for the first time, with a modular approach of 16 short elective courses and daily plenary sessions. A course on actuarial modelling of public pension schemes was also offered for the first time using a practical approach. Under a project

funded by Portugal, courses on social protection in Portuguese-speaking African countries were delivered in Cape Verde, Guinea-Bissau and Mozambique. Also, training modules were developed and a Financial Governance of Social Security handbook was adapted for PALOP countries. A UN inter-agency meeting on the Social Protection Floor, as well as an ILC follow-up, were held in Turin. Collaboration with the ILO Social Security Department (SEC/SOC) was enhanced.

98. The **occupational safety and health** (OSH) component also introduced new elements in its programme. A training workshop on “SOLVE: Addressing psychosocial factors through health promotion in the workplace” was implemented using an updated version of the training materials produced by SafeWork. A new course was implemented in collaboration with SafeWork and SEC/SOC on “The employment injury schemes and the prevention of occupational accidents and diseases.” This course presents international guidelines and selected best practices on how to incorporate prevention strategies into the policy and action of employment injury schemes. Collaboration with ILO/SafeWork included the drafting of a training package for the “Development of a national OSH programme” and the implementation of two national tripartite workshops to promote the adoption of a national OSH programme and the ratification of Convention No. 187.

99. In the **labour migration** area, new aspects were introduced including the coordination of nine research papers within the CARIM project (Maghreb, Middle East and Western Africa), as well as a gender and migration workshop in Mali. A two-week inter-regional Labour Migration Academy was offered for the first time, covering plenary and elective sessions on the protection of migrant workers and their families, the good governance of labour migration and the links between development and migration. The Academy was developed jointly with the ILO International Migration Programme and other partners such as the Global Migration Group (GMG), the International European Forum of Migration Research (FIERI) and the European University Institute (EUI). A new core course on labour migration was delivered in Spanish and in French in order to facilitate South-South dialogue.

100. Finally, one course was implemented on the ILO Recommendation and Code of Practice on **HIV/AIDS and the world of work**, including a specific approach for the informal economy.

Social Dialogue, Labour Law and Labour Administration

101. In the field of **labour administration and labour inspection**, there was close collaboration with the ILO Labour Administration and Inspection Programme (LAB/ADMIN) in developing an institutional capacity development strategy. In the framework of a Norwegian-funded project, an end-of-project evaluation workshop was organized involving the main stakeholders through an innovative participatory approach. The first two-week international Academy on Labour Administration and Labour Inspection was held in Turin, with a focus on follow-up to the General Discussion at the 100th Session of the International Labour Conference (June, 2011). New products included a training module on labour inspection and gender equality and a self-assessment tool for labour inspection.

102. In the field of **public sector management**, there were courses on human resources management in the public service (in Portuguese) and on public service reform with a participatory approach (in English, French and Portuguese). These courses combined face-to-face training with study visits and meetings with high-level public administration officials in Brazil, France, Portugal and United Kingdom.

103. In the field of **social dialogue and labour relations**, work was undertaken in support of the newly created social dialogue bodies in the West African Economic and Monetary Union (UEMOA) and the Economic Community of West African States (ECOWAS). Two strategic planning workshops were facilitated in Dakar, a study tour in Europe was organized for the members of the UEMOA Social Dialogue secretariat and training sessions were facilitated for all the members of the UEMOA Social Dialogue Committee during their annual regional meeting.

104. In the field of **labour dispute prevention and resolution**, jointly with the ILO Industrial and Employment Relations Department (DIALOGUE), the training tools on labour disputes, conciliation and mediation and negotiation skills were updated and training was delivered for conciliators and mediators in Zimbabwe and Tanzania.

105. In the field of **labour legislation**, the regular blended course on participatory labour law making was delivered. The initial distance phase provided participants with readings and quizzes, complemented by on-line tutoring. The residential course in Turin was followed by on-line training and provided participants with cases, specialized lectures and experience-sharing.

106. In relation to **sectorial activities**, two validation workshops were organized jointly with the ILO Sectoral Activities Department (SECTOR) on the “Manual of Best Practices on Labour Dispute Prevention and Resolution in the Public Service” and on a toolkit on Tourism and Poverty Reduction.

Workers' Activities

107. The Workers' Activities Programme responds to the training needs of national, regional and global trade unions emerging from the economic, social and political challenges faced in representing workers' interests. It focuses on international labour standards, freedom of association and organizing, collective bargaining and working conditions, the ILO Decent Work Agenda and the Social Justice Declaration. The Programme constitutes the training arm of the ILO's Bureau for Workers' Activities (ACTRAV) and the largest international labour education programme. Training activities are developed under the guidance of the Trade Union Training Committee and through continuous reference to the Workers' Group of the ILO Governing Body.

108. Curricula are in line with the four ILO strategic objectives and tailor-made courses are organized to address specific needs emerging from trade union organizations. The Programme facilitates also training for ACTRAV staff. Follow-up activities are essential for the involvement of national and regional trade unions and for the assessment of the Programme's contribution to enhanced institutional capacity and strengthened trade union specialists' networks.

109. The Programme develops its offer by producing new training materials and updating existing ones. Special attention is paid to:

- the extension of workers' rights to the most vulnerable sectors of the world of work, such as the informal economy, migrants, EPZs;
- updating curricula in line with the agendas of the ILO, the Workers' Group and the international trade union organizations, while improving the capacity of trade unions to represent workers' interests in DWCPs and UNDAF.

110. Issues like the Social Justice Declaration; labour standards; gender equality; globalization; learning methodologies and International Labour Conference agenda are mainstreamed across courses.

111. In 2011, the Programme set an unprecedented record in terms of number of activities and positive evaluation from participants. The share of women participants grew to 41.6 per cent.

112. The Programme tested a new curriculum on “Capacity-building for promoting the workers' agenda in DWCPs and UNDAFs” through an approach based on the interdependence of the four pillars of the Decent Work Agenda. More attention was also given to challenges faced by trade unions in addressing the global crisis, through the opportunity offered by the Centre to favour exchange of experiences across regions.

113. In 2011, 54 activities were funded or co-funded by projects (70.7 per cent of the total) with 1,441 participants (72.7 per cent of the total). The growth in activities organized by the Programme was exclusively due to resources generated by new projects, but the reduction of captive resources affected the balance in course delivery across regions. The effective mainstreaming of capacity building for constituents, and particularly for workers, requires a specific strategy to attract new resources from sponsors and the ILO with a special focus on the interregional dimension and the core topics of the ILO mandate.

114. A positive development in 2011 relates to new activities delivered in partnership with GUFs and trade unions from OECD countries, which showed a potential new area for the Programme.

115. The Programme's mandate includes the strengthening of workers' input to and participation in other activities of the Centre. Workers attending courses organized by the Programme still represented 77.8% of the total workers in the Centre's activities, while workers represented only 4.7% of total participants in other activities of the Centre. Achieving full tripartite design of training activities and mainstreaming of tripartism requires additional efforts and investment.

Employers' Activities

116. The role of the Employers' Activities Programme is to enhance the capacity of national, sectoral and regional employers' organizations in developing countries, in line with the ILO outcomes on employers' organizations. The Programme works in synergy with the ILO Bureau for Employers' Activities (ACT/EMP) and the International Organisation of Employers (IOE).

117. The Programme focuses on the following strategic areas:

- Enhancing the role of employers' organizations (EOs) as voice of business, to influence policy making through advocacy and social dialogue, with the aim to create an enabling environment

for sustainable enterprise as an essential condition for growth, employment creation and poverty alleviation.

- Improving and expanding the role of employers' organizations as providers of high quality business development services to members, aiming at tangible improvements in business performance.
- Strengthening the internal functioning, efficiency and representativeness of employers' organizations in planning and management, governance and membership.
- Providing training to international companies on international aspects of international labour standards, agreements and human resources issues.

118. In 2011, the Programme ran 45 training activities for about 900 participants in all continents. Some activities were stand alone, addressing an urgent capacity gap on specific topics (e.g. how can EOs and their members contribute to effective HIV/AIDS policies), or at country or sub-regional level (e.g. training on better service delivery by EOs, better communication with membership, organizing membership strategies and campaigns to increase representativeness).

119. In several cases, the training activities were embedded in larger capacity building projects. In Eastern Africa, the European Union financed a two-year project for five countries, focusing on strengthening the lobbying/advocacy as well as service capacity of national EOs. As a result of the project, each EO published a national business agenda and concrete position papers and proposals to improve the business environment; each EO also developed new services, such as training, recruitment assistance, assistance in collective bargaining, also providing sustainable income to the organizations.

120. In Eastern Europe, two EU-funded projects were implemented to enhance the capacity of branch organizations (temporary work agency and retail sectors) in lobbying/advocacy and service delivery in new EU member States.

121. In Latin America, a Spanish-funded project on social security was implemented, with particular emphasis on service delivery by EOs in the field of occupational health and safety. It resulted in additional advocacy capacity and activities of EOs and in the creation of OSH training services for members (14 countries started with training activities and other services).

122. The programme directly contributes to achieving ILO outcomes and to the 2008 Declaration on Social Justice. Training seldom produces direct

outcomes; it creates capacity, but the translation in outcomes requires the coincidence of other internal and external factors as well. Nevertheless, training clearly contributed to remarkable progress in the role of employers' organizations as the active voice of business, as development partners, or as trustworthy service providers. The most substantial outcomes were reached through projects, but also stand alone activities led to concrete results: membership increase for the Pakistani EO; new communication policies in Latin American and African EOs; HIV/AIDS services improved in Swaziland; resource mobilization efforts crowned by the award of a large EU funded project for the Indonesian EO, amongst others.

123. In 2011, six new guides were published:

- Services by employers' organizations: a strategic approach to service development.
- Services by employers' organizations: an overview of services in the field of industrial relations and HR management.
- Services by employers' organizations: guide to labour law services.
- Building a strong efficient sectoral employers' organization.
- Self-guided training module on services development – English (e-learning).
- Women entrepreneurship – How to reach out as EO?

Gender and non-Discrimination

124. Diversifying its portfolio of activities aimed at ILO constituents, providing a larger offer of learning and capacity-building opportunities accessible to UN organizations and other stakeholders were the main objectives in 2011.

125. Ad-hoc capacity-building workshops were designed for UN system agencies (e.g. the Office of the High Commissioner on Human Rights) while regular or specific on-line courses were offered to UN officials (many from UN Women, but not only). A group of AUSAID development officials was also trained through some of the open courses.

126. A continuous concern is how to achieve a cost-effective outreach, ensuring that most geographical and linguistic areas are covered. Among these activities, a project financed by the French Ministry of Foreign Affairs allowed participants coming from six West African countries to meet in Turin after undertaking online training. In the Americas, a sub-regional workshop for Central American countries addressed, for the first time, the issue of gender stereotypes with employers' organizations in the region.

127. The on-line “Gender Campus” saw a real boost in 2011, with more than 300 participants from the widest possible range of countries. On-line courses offer the possibility to reach participants from very remote areas and from poor background/institutions – people who would not be able to attend courses in Turin.

128. The EU-funded GENIS–LAB project aimed at implementing structural changes in a group of selected scientific European organizations in order to overcome the factors that limit the participation of women in science and research.

129. A four-year multi-stakeholder Programme started at the end of 2011, renewing the successful partnership with UN Women and the European Commission on “Increasing Accountability in Financing for Gender Equality.” Under this programme, the Centre will deliver training activities in Ethiopia, Haiti, Jordan, Nicaragua, Occupied Palestinian Territories, Rwanda, Ukraine and Zambia.

130. 2011 concluded with the newly designed Gender Academy. This global international event on work, gender and employment was offered in English, French and Spanish and involved more than 120 participants from 50 different countries. It was addressed to development professionals with a view to offering a forum for discussion and a platform for new experiences. The format of the Academy provided an opportunity for updating and upgrading professional knowledge through exposure to high-level international expertise, as well as for acquiring tools and practical know-how. The programme of the Academy addressed cutting-edge topics, which were presented and discussed in a series of Master Classes with simultaneous interpretation in English, French and Spanish. In addition, a range of elective workshops offered additional insights into specific subjects, developed skills and provided room for knowledge-sharing.

Sustainable Development and Governance

131. In 2011, a wide spectrum of activities was delivered for enhancing managerial effectiveness and upgrading governance in the execution of development programmes and projects as well as related public expenditure management. The portfolio of activities targets middle to senior officials from ILO, UN, EU, IFI and nationally-funded programmes with the aim of contributing to the attainment of ILO’s Decent Work Agenda and the Millennium Development Goals. Through training activities or through institution-building projects, competencies for fulfilling professional standards of performance and

for mainstreaming integrity in the management of public funds are addressed. Both are pre-requisites for anchoring good governance and for realizing the objectives of sustainable development with desirable social and environmental safeguards.

132. In the field of **project and programme management**, training was delivered for ILO staff on Project Cycle Management and Results-based Management. Events organized in Turin and other field destinations aimed at building capacity for enhanced quality and faster delivery in the implementation of ILO Decent Work Country Programmes, outcome-based work plans and related technical cooperation projects. In July 2011, a tailor-made sub-regional workshop was delivered for tripartite constituents in the Arab States to promote their active participation in the design, implementation and monitoring of their respective DWCPs. At the request of the ILO Regional Office, a number of programming workshops were facilitated in Africa. A new training product on “Evaluation of development projects” was piloted and completed and a new ILO-specific product for management of the implementation phase of ILO technical cooperation projects was developed.

133. The training demand in the area of **public procurement management** significantly increased in 2011, both for standard courses and for tailor-made assignments. Through an EU-funded project on “Training in Public Procurement in the Western Balkans and Turkey” the Programme was entrusted with the set-up and initial operation of national public procurement training systems in seven Western Balkan Countries and Turkey. The task of putting in place two of the three pillars of a national training system, namely curricula and trained trainers, was almost completed. The third pillar for selection of adequate national training institutions is being pursued in the project’s work plan of 2012. A second project on “Consultancy Services for Twinning Arrangements to Develop Capacity at SFB to Meet Rwanda’s Training Needs in Procurement” pursued similar objectives in addition to the creation of a Master Programme in Public Procurement Management to be offered jointly by the School of Finance and Banking (SFB) in Kigali and the Centre. A third project on “Development of Standard Bidding Documents, National Procurement Implementation Manual and Training Curriculum” in Iraq aimed at capacity development of national procurement trainers and training institutions. It also includes the development of national specialized sectoral bidding documents for procurement of pharmaceuticals, textbooks, industrial plant and consultancy services.

134. In 2011, the Programme was directly responsible for the delivery of four Master

Programmes under the Turin School of Development namely: Management of Development, Public Procurement Management for Sustainable Development, Intellectual Property and International Trade Law. These are jointly designed and delivered through a unique partnership between the Centre, several universities in Italy, Europe and overseas and UN organizations including UNCITRAL, WTO, UNDP, WIPO in addition to the ILO.

Social Dimension of Trade and Investment

135. In 2011, work in the area of **trade impact on labour markets** included the implementation of an ILO/EU project on *Assessing and addressing the effects of trade on employment*. Six courses were delivered in Bangladesh, Benin, Guatemala and Indonesia to enhance national analytical capacities with a view to reinforcing coherence between economic and social policies. An inter-regional course was offered on *International Trade and Labour Markets*, focusing on the theoretical and empirical underpinning and key emerging trends on the trade-labour nexus. A new curriculum was developed on quantitative techniques (SAM and CGE models) for assessing the effects of trade on employment. There was close collaboration with the ILO Trade and Employment Unit, drawing extensively on recent ILO research. Partnerships with other international actors (ASEAN and UN-ESCAP) were initiated.

136. The area of **Investment and Decent Work** addresses the implications of international and domestic investment on the world of work. Activities in 2011 included the preparatory work for a new course on the effects of Foreign Direct Investment on job quantity and quality in recipients countries; the first bilingual (English and French) edition of the course on *Employment-intensive investment for sustainable development*, which attracted many participants, notably from Africa; and a course on *Innovations in Public Employment Programmes*. Activities in this area benefited from the collaboration maintained over the years with the Employment-Intensive Investment Programme (EIIP) and other units in the ILO Employment Sector.

137. Activities on **labour issues in corporate social responsibility** included a course on *Promoting labour standards through CSR* for ILO constituents; an e-learning platform and training of trainers in collaboration with ILO Ankara for an ILO/UNIDO/UNDP project on "Harnessing sustainable linkages for SMEs on Turkey's textile sector"; development of an e-learning platform and modules for the ILO/IFC Better Work Programme; development of a teaching guide on the labour

dimension of CSR for business schools, in collaboration with the Bocconi University. Activities were delivered in Bulgaria and Angola and a course on *Implementing labour principles in global supply chains* for the private sector. Activities were closely coordinated with the ILO Programme on Multinational Enterprises.

138. The work on **green jobs** was fully integrated in the global Green Jobs programme launched in 2010 by the ILO to promote decent work in the green economy. A course on *Green Jobs: Linking the Environment, Climate Change and the World of Work* allowed for the sharing of concepts, cases and practical tools for tackling the social and employment effects of environmental challenges. The package was also adapted and used for two regional tripartite workshops in Asia and Africa and an ILO staff workshop in Bangkok. A *Learning Forum on Green Jobs: Local strategies and actions* was held in Turin with the involvement of different UN agencies and other partner institutions.

Distance Education and Learning Technology Applications

139. In 2011, several training of trainers activities in face-to-face, blended or at a distance were organized using the competency-based human resources development modules. Standard courses were offered on campus in three languages on human resources management, using a competency-based approach. Workshops were organized for UNOPS, UNDP and UNITAR, and for an EU-funded project on public procurement for the Balkans and Turkey. A study visit was organized for the Executive Board of the Institute of Rural Management of Pakistan.

140. The Lifelong e-Learning blended course, offered in three languages, was awarded the OpenECBcheck, an international certification for capacity development in e-learning. The same award was provided to an e-learning course developed by the Programme for the ILO on management of cooperatives.

141. Self-guided e-learning modules were developed for ILO/Better Work, ILO/Declaration on *Forced Labour*, for FAO on *Food Security Impact Assessment*, for UNOHCHR on *Knowledge Sharing* and for UNECE on a *Trade Facilitation* learning guide. A training package, a distance learning course and a workshop were implemented for the ILO My.COOP project. In collaboration with ILO/CRISIS and ACTRAV, two workshops on conflict prevention and reconciliation were implemented in French-speaking Africa. A training-of-trainers for employers was delivered in Tanzania with ACT/EMP.

142. Support was provided to ILO staff training initiatives. Two orientation workshops for newly recruited ILO officials were organized jointly with HRD. DELTA facilitated the Global Jobs Pact learning event in Geneva, the Annual Global Enterprise Meeting in Turin and a DWCP planning workshop in Benin, jointly with ILO/Dakar and PRODEV. The ILO e-Campus was launched with three on-line self-learning modules on international labour standards, gender and social dialogue and tripartism.

143. The Centre participated in several specialized international networks, including Train4Dev of which the Centre is a Core Group member. A second edition of the Learning Link took place in 2011 with participation from 18 international, regional or national training institutions. The Centre contributed to JICA's second workshop on *Capacity Development for South-South Cooperation*. Keynote presentations were delivered at E-learning Africa and Online Educa.

144. Programmes at the Centre were supported in the application of cutting-edge training design, learning technology and knowledge-sharing approaches and in transforming knowledge resources into learning material. Internal staff development took place on learning design and technology (e.g. crash courses for new staff; information session on mobile learning), production of e-learning platforms and self-learning modules and development of resources for continuous staff development (e.g. Compass toolkit, the Learning and Technology blog).

Multimedia publishing

145. In 2011, the Centre recorded a fifty per cent increase in the income generated by multimedia multi-language projects. There were 163 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), and the European Training Foundation (ETF).

146. The main publishing projects for the ILO in 2011 were:

- The promotional material for the 2011 SAFEDAY.
- The new edition of the training package "SOLVE – Integrating health promotion into workplace OSH policies."
- The 2011 DVD "e-OSH – Electronic library on occupational safety and health."
- The material for the ACTRAV Symposium "From precarious to decent work."
- The ACTRAV "Toolkit for Trade Unions on HIV and AIDS."

- Three Guides on "Services for Employers' organizations."
- The IPEC "Tracer study impact assessment toolkit."
- The "Benefits of freedom of association and development toolkit."
- The e-platform "Business and disability."
- The e-platform "EASE Toolkit – Enabling Environment for Sustainable Enterprise."
- The "Maternity protection resource package", 16 modules, a CD-ROM and a website.
- A promotional folder on "Sustainable enterprises."
- An information folder and publications "Rural development through decent work."
- The training package "My.COOP – Managing your agricultural cooperative."
- The "toolkit on poverty reduction through tourism."
- The revised edition of the 30 modules of the "Portworker Development Programme."

147. The printing capacity of the Centre was updated by replacing the offset press with a modern full colour machine, of a larger size, quadrupling the production capacity while increasing the quality of the printed outputs.

148. For all its publications, the Centre only uses paper certified by the European Union Eco-label, which is currently the highest level of environmental certification.

149. In April, 2011, the Centre hosted, in collaboration with the ILO, the Annual Meeting on Computer-Assisted Translation and Terminology (JIAMCATT). This is a forum for debate, exchange of expertise and cooperation among the linguistic services of international organizations and national bodies in order to promote the pooling of the partners' terminology resources to make them accessible to all in electronic form. The meeting was attended by 170 participants from 72 organizations (UN agencies, international organizations, governmental organizations, universities, and international companies).

Evaluation

150. In 2011, 350 activities were evaluated using the Centre-wide process and system for end-of-activity evaluation. The average score was 4.28 on a scale of 1 to 5 i.e. the same score as in the previous year. Participants' assessment of the overall quality of the activity they attended scored 4.43 against 4.42 in 2010. Relevance to the needs of the organizations they represented was rated at 4.47 against 4.46 the year before.

151. Follow-up questionnaires on former participants' effective application of knowledge and competencies acquired through the Centre's training and its impact on institutional performance were sent to participants in the standard courses of the Centre. As a result, 63 activities were evaluated at the application of learning and organizational impact levels. Around 40 per cent of the target group responded to the survey. Out of them, more than 70 per cent declared to have significantly improved their job performance as a consequence of the training, and that their organizations had obtained relevant benefits through the application of learning. An evaluation exercise foreseen in the budget of the Investment Fund was concluded in 2011 covering the Centre's training activities in the field of social security between 2005 and 2010 and an organizational training needs assessment of social security institutions. In addition, the Evaluation Unit undertook the final evaluation of an EU-funded project on *Prevention and rehabilitation measures addressing children associated with armed forces and groups or involved in worst forms of child labour in conflict or post-conflict situations*. It also organized the mid-term evaluation of a Spanish-funded project on strengthening the capacity of Latin American trade unions in the field of social protection, and designed an in-depth evaluation strategy of the new learning modality of

the Centre's Academies on a three year cycle basis, to be implemented from 2012 up 2014.

152. A client satisfaction survey was undertaken for UNICEF. The design of learning and training curricula on evaluation was supported, including the design and implementation of two courses on *Evaluation of training focused on impact* for Saudi Arabia's Technical and Vocational Training Corporation. Knowledge-sharing on evaluation issues was promoted, including through participation in webinars and events conducted by specialized networks such as RELAC, AFREA and UNEVAL, and the systematic collection of documents and information.

Social Media

153. The Centre enhanced its presence on social media such as Facebook, Twitter, LinkedIn, Flickr, YouTube, Slideshare and Blogs. The Centre uses social media tools to share information about upcoming workshops and learning events, and to engage in a dialogue with stakeholders, partners, participants and friends. In 2011, the Centre's Facebook page had around four thousand people who "like" its page, the LinkedIn group counted over a thousand connections, and the Twitter page had some three hundred followers.

IV. MANAGEMENT AND ADMINISTRATION

154. The **Development Plan for 2007-11** outlined specific, time-bound, results-based projects using the Centre's General Fund reserves. The Investment Programme was utilized to complement the Centre's regular budget and other external funds. The following allocations were approved by the Board in November 2006:

TABLE 7
2007 – 2011 INVESTMENT FUND
ALLOCATIONS³

Project No.	Project	€ euro
1.1	Non-Discrimination	275,100
1.2	Migration	275,100
1.3	Mainstreaming Social Dialogue and Tripartism	196,500
1.4	Corporate Social Responsibility	235,800
2.1	Evaluation	157,200
2.2	Web Site Upgrade	86,460
3.1	Oracle Financials Upgrade to 11i	487,320
3.2	Oracle HR Analysis of Business Requirements (Phase 1)	102,180
TOTAL		1,815,660

155. At 31 December 2011, the implementation rate of the Investment Fund amounted to 97 per cent. In the case of the first four projects (non-discrimination, migration, mainstreaming social dialogue and tripartism, corporate social responsibility), funds were used in 2011 to support staff and development costs aimed at ensuring the longer-term sustainability of these training components.

156. In relation to the upgrade of the Centre's website, the revamped website was launched in June, 2011.

157. The project on Oracle Financials upgraded to 11i the software application that was introduced in 2000 in support of the Enterprise Resource Planning

project in order to improve the capability of the information management system, its security and user-friendliness. The upgraded system went live in January, 2008.

158. In 2010, the Centre completed the business requirement analysis and feasibility study on the implementation of the administration of leave. The development and implementation phases of this component of the project were completed in 2011 with the assistance of external IT service providers.

Human resources

159. The chart below presents the staff structure as of 31 December, 2011 by category. Staff members were nationals of 36 countries out of which 22 were non-European countries. Nationals of non-European countries accounted for 33 per cent of the staff in the Professional and above categories, with a 2 per cent increase compared with the previous reporting year.

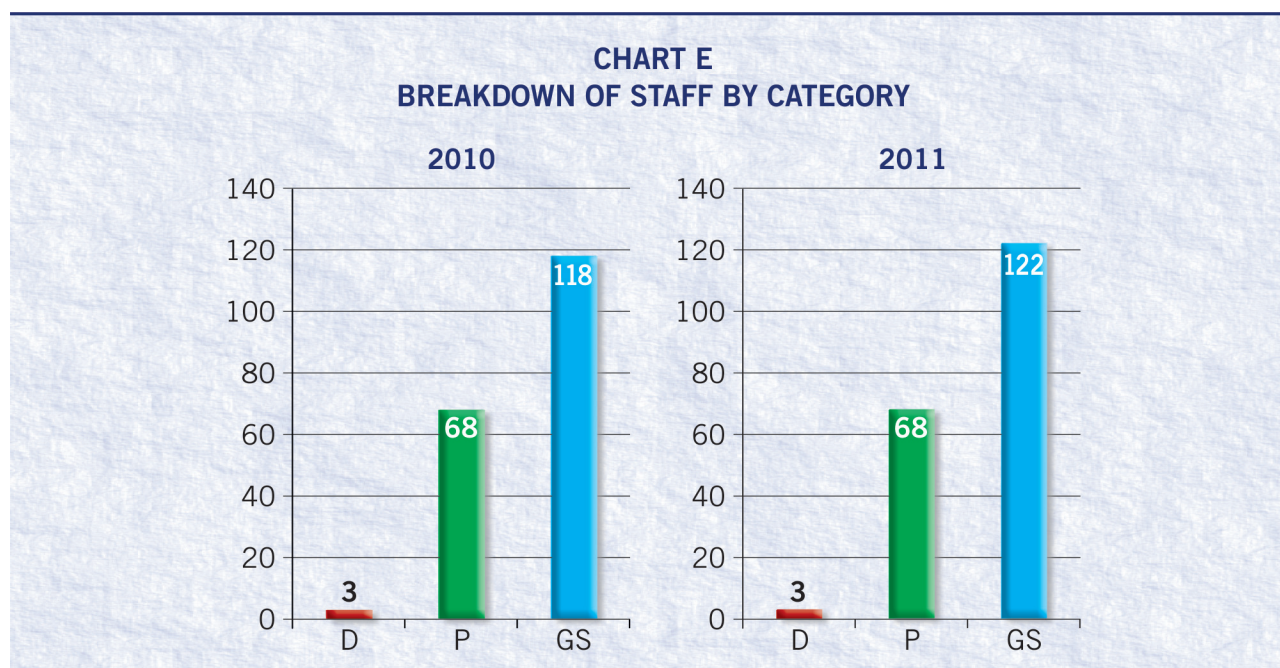
160. Women constituted 69 per cent of the total staff as of 31 December, 2011.⁴ The table below gives a breakdown by grade and gender of staff positions in the Professional and above categories. Women in the Professional and above categories accounted for 42 per cent of the staff in the same categories, a 4 per cent increase compared to the previous reporting year.

TABLE 8
BREAKDOWN OF STAFF
BY GRADE AND GENDER

Grade	Total/grade	Women	%	Men	%
P.2	6	4	67	2	33
P.3	31	13	42	18	58
P.4	18	7	39	11	61
P.5	13	6	46	7	54
D.1	2	0	0	2	100
D.2	1	0	0	1	100
Total	71	30	42	41	58

³ The original approvals were in US dollars. Allocations have been converted to euro over time.

⁴ 43 per cent in the Professional category and above, and 84 per cent in the General Service category.



161. The age breakdown of staff of 31 December, 2011 was as follows:

**TABLE 9
BREAKDOWN OF STAFF BY AGE**

	Under 35	36 – 45	46 – 55	Over 55
Professional category and above	11	22	23	15
General Service category	15	55	37	15
Total	26	77	60	30

162. During 2011, 4 posts were filled, two of them in the Professional category. In addition, 12 staff members were recruited for specific training projects. During the same period, there were 9 cessations of service of staff, and 3 contracts linked to training projects came to an end. The Centre also had 2 associate experts respectively from Germany and Spain, and 3 Young Experts from the French Ministry of Foreign and European Affairs (MAEE).

163. The total cost of the regular staff for 2011 increased by 1.6 per cent compared to 2010 and amounted to 14,720,485 euros including the salary adjustments arising from the application of the decisions of the International Civil Service Commission.

164. The Grade Point Average was 3.8 for Professional staff and 4.5 for General Service staff (compared to 3.7 for Professional staff and 4.3 for General Service staff the previous year).

165. In 2005, the Centre and the ILO agreed on a framework for cooperation on **staff mobility** and established a set of rules governing loans of personnel. In 2011, one official from the Centre went on loan to the ILO. As of 31 December, 2011, 4 officials of the ILO were on loan or on secondment to the Centre and 3 officials of the Centre were on loan or on secondment to the ILO.

166. In 2011, funds for **staff training and development** amounted to approximately 91,000 euros. Language training consisted of 30 courses in Arabic, English French, Italian, Portuguese, and Spanish, plus 8 individual language courses for newcomers. The training activities delivered in 2011 were: information sessions on security conducted by the ILO Geneva; two training sessions on Adobe InDesign for the MDP Unit; one course on Oracle for FINSERV staff; four half-day sessions on “Common Self-Assessment on Gender Mainstreaming” for administrative sectors, and one team retreat for ILS/FPR. HRS provided support to the Information and Communications Technology Services in organizing the computer migration. Twelve officials benefitted from individual programmes and attended specific training activities.

167. In 2011, the **Joint Negotiating Committee** (JNC) recommended the extension for 2011 of the measures previously taken to address the position of long-serving project-based staff members in the General Service category, following the agreement reached in 2010 to consider such staff members as internal candidates when filling a vacancy. These measures were effective until the end of 2011. The JNC was also consulted on several circulars which were issued throughout the year, as well as on a

number of issues of general interest to the Centre's staff and on the proposed amendment to the Staff Regulations concerning appointments of a specialized temporary nature.

168. The following circulars were issued by HRS in 2011: Arrest and Detention of Centre staff; Measures to address the position of long serving project-based staff; Security Level System and Travel Security Clearance; Security Accountability Framework; Internship Programme; Special Leave Without Pay; Administration of Sick Leave, and Employment of Retired Officials.

169. In May 2011, a project was started aimed at automating the management of HR data and leave. The automation of HR processes responds to a need to develop a modern human resources information management system to facilitate compliance with rules and regulations, and underpin new accountability mechanisms. The analysis phase was successfully carried out with the assistance of the Information and Communications Technology Services. The HR data management system became operational at the end of 2011, while the development of the leave management system has a target date for implementation of 31 December, 2012.

170. **Article 1.2(b) of the Staff Regulations was amended** following the approval of the Board at its 73rd Session to align the Centre's procedures with the ILO Staff Regulations. The amendment allows for the temporary filling of vacancies by the Director for a period of up to two years rather than one year.

171. *Art. 1.2(b) was amended as follows:*

(b) Transfer in the same grade, promotion or appointment by direct selection by the Director shall be the normal method of filling vacancies:

(...)

- of a specialized purely temporary nature, up to two years, any extension beyond two years being subject to Article 1.2(c).

(...)

172. **Amendments to the Staff Regulations** on the following matters were approved by the Director in 2011 in accordance with article 0.3 of the Staff Regulations.⁵

- *Salary scale for staff in the Professional category and above (article 5.1 and Annex A of the Staff Regulations).* An increase of 0.13 per cent in the base/floor salary scale of officials in the

Professional category and above, as decided by the UN General Assembly, was implemented with effect from 1 January, 2012.

- *Pensionable remuneration for staff in the Professional category and above (Article 5.1 and Annex A of the Staff Regulations).* An increase of 2.73 per cent in the pensionable remuneration salary scale of officials in the Professional category and above, as decided by the UN General Assembly, was implemented with effect from 1 August, 2011.
- *Changes in the post adjustment multiplier for staff in the Professional category and above in Italy from 1 January to 31 December, 2011.*
- *Changes in the mobility, hardship and non-removal allowances (Article 5.9 of the Staff Regulations).* An increase of 2.5 per cent in the mobility, hardship, and non-removal allowances for staff was approved by the UN General Assembly, with effect from 1 January, 2012.

Internal administration

173. The City of Turin carried out, and paid for, major works on the **heating and water distribution network**. The old heating and water pipes were replaced and important technical upgrades were made which improved the overall efficiency of the network.

174. Works were also undertaken in the **Europe and Italy Pavilions** to upgrade the air-conditioning system. The technological upgrade of obsolete air treatment units improved the conditions of work of participants and staff using these premises and increased the efficiency of the system in terms of energy consumption and monitoring.

175. In response to a request by the **United Nations System Staff College** (UNSSC) for additional office space, Pavilion Oceania 19 was allocated for the exclusive use of UNSSC in line with Article 1 of the Agreement which governs the relationship between the Centre and UNSSC. Additional training rooms were also made available to the UNSSC and cost-sharing arrangements were revised accordingly.

176. Activities undertaken in 2011 in the field of **security** included the implementation of a video surveillance system in the hotel common areas to provide a safe and secure environment for participants and guests. The Centre developed a plan to improve the access control security system in line with the United Nations Minimum Operating Security Standards. Regular consultations with the United Nations Systems Staff College (UNSSC) and the

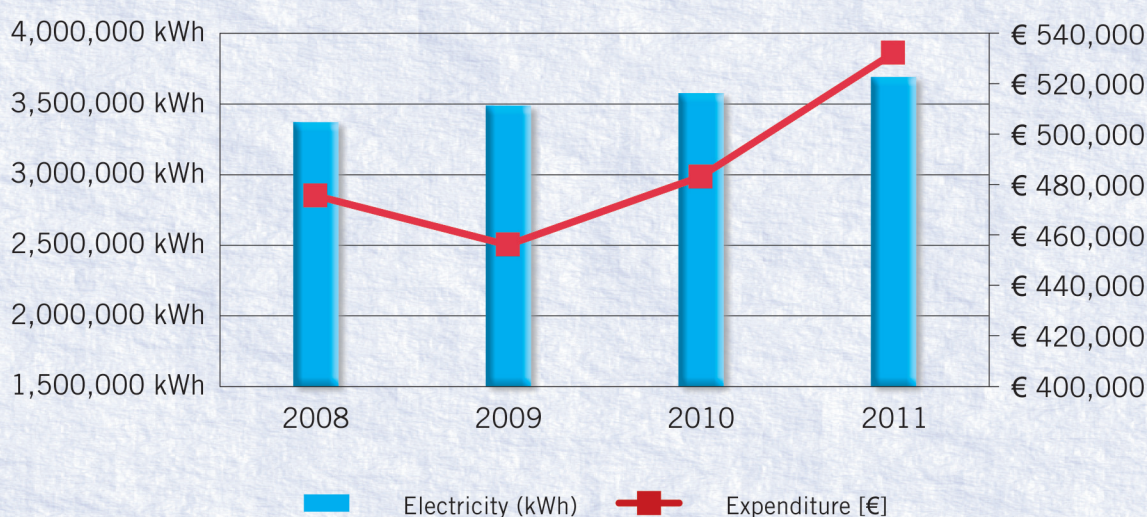
⁵ The corresponding amendments to the Staff Regulations as well as the new salary scales for staff in the Professional category and above and in the GS category, are available on the Centre's website at <http://www.itcilo.org/en/about-the-centre/board-documents>

United Nations Interregional Crime and Justice Research Institute (UNICRI) were carried out on the project development. A security risk assessment was organized in collaboration with the United Nations Department of Safety and Security (UNDSS).

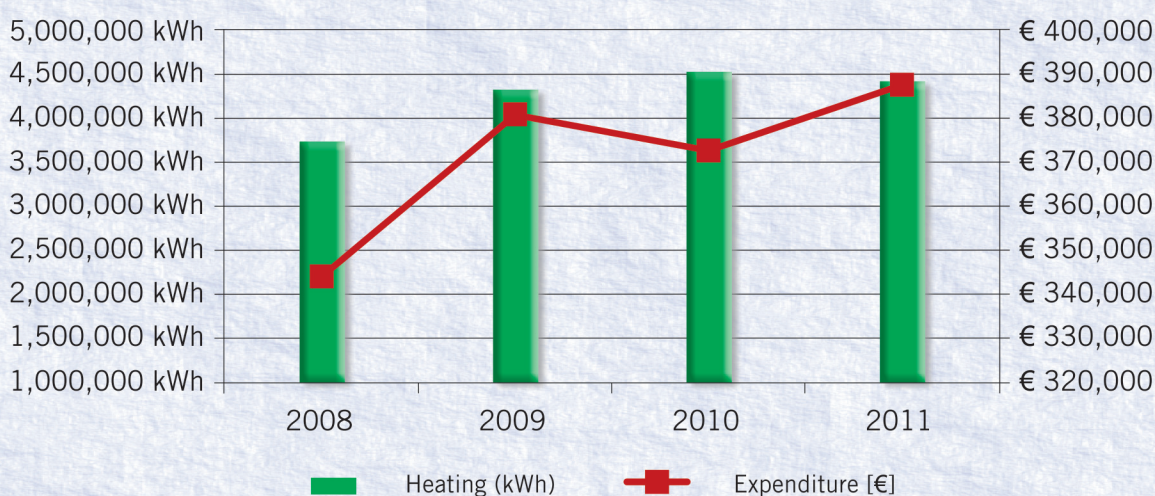
177. The Olympic works and the construction of the Piemonte Conference Centre increased by some 6,000 square meters the overall capacity of the Centre's residential and training facilities, with a

consequential growth in the number of participants/days hosted on campus. Renovation works permitted the achievement of higher standards in terms of the quality of the facilities, particularly through the installation of air-conditioning systems in most of the premises. However, this increased capacity led to increases in **energy consumption** levels and costs. Chart F and G show the trends in heating and electricity consumption patterns and costs over the period 2008-11.

**CHART F
ELECTRICITY CONSUMPTION AND RELATED EXPENDITURE**



**CHART G
ENERGY CONSUMPTION FOR HEATING AND RELATED EXPENDITURE**



178. A number of initiatives were taken to make the campus and its operations more responsive to **environmental** concerns. Solar heating and photovoltaic cells installed in the Piemonte Conference Centre were fully activated. All energy used at the Centre derives from renewable sources: the electricity supply is produced by hydroelectric power plants, while the district heating is generated in combined heat and power plants.

179. A **Green Campus Advisory Group** was established in August 2011. The Group formulated a general policy statement on the greening of the campus which was approved by the management in December, 2011. The Group initiated work on a carbon reduction plan, awareness raising and communication initiatives and a recycling and waste management plan.

180. Policies and measures on **occupational health and safety** were implemented in collaboration with the Occupational Safety and Health Committee. A safety audit and regular analyses were conducted in areas of potential risk. The latest series of air and water analyses have confirmed that the air and water quality complied with accepted standards. Regular monitoring procedures were strengthened. A review of emergency plans was also undertaken.

181. **Procurement** activities focused on the upgrading of the Centre's facilities and equipment. The Centre expanded its videoconferencing facilities and purchased new specialized equipment for training, such as audience response systems and audio-visual equipment. Regular monitoring of market conditions allowed cost efficiencies on existing contracts. Contracts with residential service providers were renegotiated or extended. Courier and mail

contracts, as well as landline mobile phone contracts were also reviewed. The renegotiation of the electricity supply contract allowed for the partial off-setting of significant market-driven cost increases.

Information technology

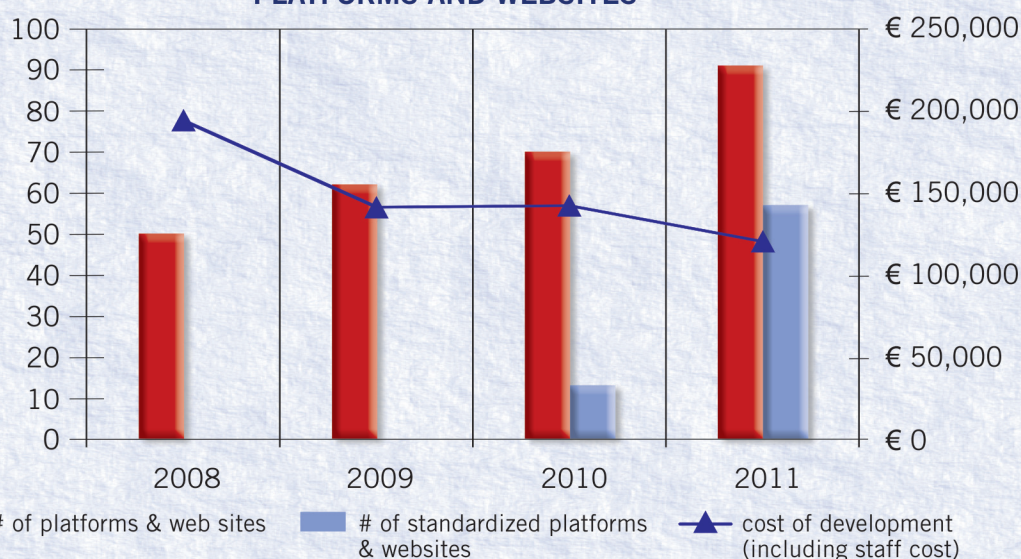
182. The **Business Process Review (BPR)** identified opportunities for improving data quality, reducing financial data entry duplication and streamlining the management of income from training activities. In 2011, the Centre started the implementation of the **Business Intelligence System** (to be completed in 2012), a new dashboard and reporting tool to provide strategic business information to management.

183. Following the centralization of all web development requests at the end of 2010, most of the **web platforms** have been gradually transformed to use a set of common components. This reduced the development cost, decreased the administrative burden by minimizing duplication and overlapping of administrative tasks and increased the internal capacity in developing and maintaining platforms, providing a central support area.

184. A new **web-based evaluation tool** for the evaluation of training activities became operational in 2011. This provides instant feedback from participants, a standard questionnaire for distance learning activities, and generated efficiencies in the evaluation team.

185. The Centre's **public web site** was completely redesigned based on the new web design and information architecture guidelines. This resulted in a richer and more dynamic web site.

**CHART H
PLATFORMS AND WEBSITES**



186. The entire **Data Centre** power cabling system was renovated meeting the latest standards for electrical systems, which improved safety. A new infrastructure monitoring room was created which will also serve as the data back-up site. The electric power generator was upgraded to meet the latest safety standards and to provide bigger capacity and better running time.

187. Following the **IT security** audit conducted at the end of 2011, a set of recommendations were formulated. A number of these recommendations were quickly acted upon. The new anti-virus system was deployed to all desktops enhancing the level of security protection.

188. Whenever an area is renovated on the campus, the opportunity is used to renew the **cabling and related network equipment** in that area as was the

case in the renovation and construction of additional office spaces in Pavilion Asia.

189. The printing system previously running on Novell was moved to Microsoft based servers. This **migration to Microsoft** is an essential step to standardizing on Microsoft technology the file and printing services and directory services (Active Directory). This migration opens up a new set of possibilities to be explored with a view to providing better services for the Centre as a whole.

190. **Office 2010 was deployed** to upgrade the ageing Office XP software suite. Training sessions were organized and tools were made available to all staff in order to have a smooth migration. This upgrade provides staff with the latest version of this application that includes both enhanced and new features for increased productivity.