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Institutional Section

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### ELEVENTH ITEM ON THE AGENDA

## Report of the Board of the International Training Centre of the ILO, Turin

### Report of the 81st Session of the Board of the Centre (Turin, 25–26 October 2018)

1. The 81st Session of the Board of the International Training Centre of the ILO (ITC–ILO) was held in Turin on 25 and 26 October 2018.
2. The report of the Board's meeting is submitted to the Institutional Section of the Governing Body in accordance with the Governing Body's decisions at its 310th (March 2011) and 311th (June 2011) Sessions.

### Opening of the session

#### A. Introductory statements

3. *The Chairperson, Mr Ryder*, Director-General of the ILO, opened the meeting and welcomed the Board members.
4. *The representative of the Government of Italy, Mr Nunziata*, reaffirmed the continued support of Italy and of the Ministry of Foreign Affairs and International Cooperation to the Centre and its training activities, including the excellent performance of the Turin School of Development (TSD), and noted that the Centre had stood out over the years as a fundamental partner. The financial support of Italy to the Centre exemplified itself in the form of an *ex-lege* annual contribution in the amount of €7.85 million as well as a voluntary contribution which amounted to €1.6 million. He called for more synergies between the ILO and the Turin Centre. He urged the Centre to continue its efforts for containment of costs, particularly staff costs. Finally, he emphasized the importance of a strengthened collaboration with donor institutions in order to find new sources of funding and invited the Centre to enhance its focus on capacity building for small and medium-sized enterprises

(SMEs) in the developing countries and on migration policies, including in the framework of the new programme on training of return migrants.

5. *The representative of the Piedmont region, Ms Scalisi*, reconfirmed the important role assumed by the Centre as part of the United Nations (UN) system for training present in the territory. She highlighted the opportunities for partnership between the Centre and the regional entities. She reiterated the willingness to work in the future with the Centre on joint projects that are in line with the international cooperation policy focus of the region.
6. *The representative of the Union Industriale Torino, Mr Rosi*, thanked the Centre's management for the good cooperation. He expressed the continuing interest of the *Unione Industriale* to work in close collaboration with the Centre, as both institutions pursued the same objectives of skills development, social progress and economic growth.
7. *The Chairperson* thanked the Italian national and local authorities for their continued commitment and support – both political and financial. He reiterated the importance of the strategic role of the Turin Centre in the overall activities of the ILO and positively noted the improved synergies between the overall ILO operations and the work of the Centre and stressed that more efforts should be done in the future to build on the progress already made, as the ILO moves to its Centenary. He emphasized the common goal to further support the Centre being an important training and learning resource for the ILO tripartite constituents and indicated that their level of participation was a significant indicator of that function being realized. The Chairperson underlined, as well, the Centre's extraordinary potential to become an ever more important resource for the UN system, particularly, in the context of the ongoing reform.
8. Turning to the agenda, the Chairperson commended the Centre on the very good results achieved across the large number of its key performance indicators, presented in the implementation report for 2016–17, supported by the latest statistics of the first nine months of 2018. He introduced a few indicators, in particular the high number of participants achieved through both face-to-face and distance learning activities (for example more than 20,100 participants with the face-to-face activities, and more than 8,600 participants with the distance learning activities). He positively acknowledged that more than 44 per cent of all participants in the combined activities were women and that more than 40 per cent represented the ILO tripartite constituents. He also welcomed the good results attained in further diversifying funding sources.
9. The Chairperson expressed his satisfaction regarding the improved collaboration between the ILO Human Resources Department and the Turin Centre in delivering trainings and developing programmes for ILO staff. As a tangible result, he mentioned the increased staff mobility between the ILO and the Centre.
10. The Chairperson expressed his belief that the Turin Centre had an extraordinary opportunity to further consolidate its potential and role in the UN system, by diversifying its training portfolio and developing new trainings, especially in the context of the “reinvigoration” of the Resident Coordinator system, one of the elements of the reform. He mentioned that the Centre had already a constructive engagement with the UN system in many areas, for instance in the field of the initiative on new technologies, by developing the action plan on innovation.
11. The Chairperson commended the Centre on the positive findings regarding the independent evaluation of training and learning activities on the thematic area of “Social Dialogue and Tripartism”.

12. Finally, the Chairperson emphasized that the financial stability of the Centre was of crucial importance. In this regard, he commended the sound management of the Centre for the last two years. He stressed that continued support of local authorities was needed in order to maintain the Centre's infrastructure by ensuring necessary safety and security and health measures were in place, without neglecting further "greening" the campus. He concluded by acknowledging the very good work done by the Centre.

## B. Adoption of the agenda

13. *The Board adopted the agenda.*<sup>1</sup>

## C. Election of the Government Vice-Chairperson of the Board for the period 2018–20

14. *The Chairperson* informed the Board that, as a consequence of the resignation of Ms Daniela Gutierrez, the Government group should nominate a new spokesperson.
15. *The representative of the Government of the Islamic Republic of Iran*, speaking on behalf of the group, nominated Ms Estefanía Porta, from Argentina, as the new spokesperson.
16. *The Chairperson* congratulated Ms Porta on her nomination.
17. *Ms Porta* thanked the Chairperson and the Director of the Centre, as well as the Deputy Director and all members of the Board. She expressed her contentment of being elected to the new role. She ensured that full collaboration and support would be provided during the Board meeting. She underlined that the Government group had analysed all documents of the Board and that views would be presented at the appropriate time.

## I. Implementation report for 2016–17

### Updated training statistics for 2018 (First item on the agenda)

18. *The Director of the Centre, Mr Liu*, presented the documents.<sup>2</sup> He stated that as the results showed, the Centre's performance during the 2016–17 biennium had been robust and the operations sustainable.
19. On the impact of the Centre's training and learning activities, the Director indicated that the Centre had maintained a high level of satisfaction in its training services, as expressed by participants, with an average score of 4.48 on a scale of 1 to 5, whereby 5 denotes service excellence. Knowledge assessments showed that 82 per cent of all participants acquired new knowledge in training. An external training evaluation commissioned by the Centre also demonstrated that more than 75 per cent of all participants had applied newly acquired knowledge after training.

<sup>1</sup> Document [CC 81](#).

<sup>2</sup> Documents [CC 81/1](#) and [CC 81/1\(Add.\)](#).

- 20.** On the alignment with the ILO Strategy Framework, the Director indicated that 60 per cent of the Centre’s activities had been designed and delivered in collaboration with ILO departments and field offices, and more than 90 per cent of all group training activities had been thematically linked to the ten policy outcomes and three enabling outcomes of the ILO’s 2016–17 programme and budget. Throughout the biennium, the Centre had provided inputs into the ILO’s strategy execution through a number of workshops and knowledge-sharing initiatives linked to the Future of Work Centenary Initiative and web-based supported initiatives for the global ILO Flagship Programme on “Jobs for Peace and Resilience” and the Centenary Initiatives on “Women at Work” and the “Future of Work”. The Centre had furthermore facilitated ILO staff development activities.
- 21.** In the 2016–17 biennium, the Centre had significantly increased the use of its e-Campus for blended training and distance learning activities, expanded its suite of institutional capacity-building support services, established an innovation function and launched a dedicated funding modality to support in-house experimental learning and new product development. The Centre had also added to the portfolio of the TSD a new Master in Industrial and Employment Relations, and a research cluster, developed in cooperation with the ILO and selected universities with a view to increasing the international reputation of the TSD.
- 22.** On the financial results, the Centre had met its revenue target and achieved a net budget surplus of €1.764 million, which was being reinvested in training activities and future innovations. The financial results had been made possible by the contributions of the ILO, the Italian Government and other member States, as well as by the growing partnerships.
- 23.** The Centre had received an unqualified audit opinion from the External Auditor on its fully IPSAS-compliant financial statements. The target for internal audit recommendations under indicator 4.5 had been fully met, showing that the Centre had achieved an implementation rate of 78 per cent for the high-level recommendations.
- 24.** With regard to the performance of internal services, the Centre had continued its significant efforts to streamline its business and administrative processes, and met its target by having completed and implemented six projects. The Centre’s IT governance framework had been fully confirmed through the continued certification of ISO 27001, and the Staff Training and Development portal was fully operational. An independent risk assessment on Centre’s occupational safety and health (OSH) had been carried out, resulting in an action plan, which would become part of the Centre’s OSH management system. The Centre had continued to improve the campus premises and kept the Green Flag award from the Foundation for Environmental Education.
- 25.** On service quality and impact, the Director stated that participant satisfaction rate over the Centre’s training activities had exceeded the target. More than eight of ten participants tested after training had demonstrated increased knowledge. Notably, more than 75 per cent of all participants in face-to-face training activities evaluated as part of the annual external evaluation had been able to provide concrete examples of how they had applied the newly acquired knowledge within one year after training.
- 26.** On financial performance, the Director indicated that the Centre had made good progress in meeting its targets for earned income from training and publications and in further diversifying its income mix through competitive bidding. As a result, revenue streams should become more stable and predictable in 2019.
- 27.** On the outcome related to lean cost architecture, the Director stated that the Centre was continuing its efforts in streamlining its business and administrative processes, addressing recommendations of external and internal audits, and monitoring closely its fixed expenditures and overhead costs in order to maintain these at the lowest level possible.

28. The Centre had continued to invest in staff development activities to enhance the skills and promote the professional growth of staff in all categories, with a focus on developing specific and structured learning paths to enhance leadership and management capabilities and to promote professional accreditation in learning facilitation. In September 2018, the Centre had awarded recognition awards to two teams, and two innovation awards for individual contributions.
29. The Director further supported the positive outlook by taking a closer look at the Centre's performance vis-à-vis the three cross-cutting policy drivers of its strategy framework. In 2018 the Centre had so far developed and implemented a Centre-wide action plan to promote gender equality and diversity, established a high level Gender Equality and Diversity Advisory Council and convened a "Diversity Day". Indicators on the percentage of women among professional staff and percentage of professional staff from non-European countries were above the target set for the biennium. A Centre-wide action plan to promote a culture of learning and innovation had been launched on the occasion of the first Innovation Day, positioning the Centre as global learning and innovation hub on the Future of Work. Work on a third Centre-wide action plan on the promotion of social dialogue, tripartism and international labour standards had also started.
30. Finally, the Director reiterated the management's commitment to ensure the highest standards of health and safety on campus. An action plan had been drafted as a result of the 2017 audit on OSH, in accordance with the basic requirements of the applicable Italian and European legislation on health and safety standards, for which selected extraordinary maintenance work had already taken place. The management was in contact with the administration of the City of Turin for securing the funds needed for the implementation of the action plan.
31. *The Worker Vice-Chairperson, Ms Cappuccio*, thanked the Director and the Staff of the Centre for the work and the significant performance achieved over the last two years. The Workers' group noted and welcomed the high number of face-to-face participants and further acknowledged distance learning as an important complement to face-to-face training. However, the group would like to see an increased focus on the promotion of blended learning rather than distance learning. The group further welcomed provision of the information on participation disaggregated by constituents.
32. The speaker stated that it was a key issue for the Workers' group to ensure the sustainability of the programme for workers' activities and a fair participation of workers in the global academies and other programmes organized by the Centre, which should not be based on the availability of surplus funds. She argued that having sufficient resources allocated from regular budget was crucial for meeting the targets set for participation of the constituents. She noted the increased use of e-Campus across training activities, but reiterated that distance learning should be a complement to residential training. The balance between the two should consider achieving better training outcomes and ensuring the long-term sustainability of the residential campus, as well as regional and national face-to-face activities. She regretted the low percentage of training activities delivered with other training institutions and wished to hear how to improve the performance in this area.
33. The Workers' group welcomed the South-South cooperation initiatives under the Centre's BRICS desk, as well as initiatives for the promotion of Decent Work in situations of fragility, and would like to receive more information on these initiatives and those related to the Future of Work. The speaker noted the important role of the Centre in staff development, and strongly encouraged further consultation and collaboration with the staff union of the Centre. She acknowledged the opportunity presented by the Innovation Fund to align the agenda of the ILO with the Centre, particularly in the context of the Future of Work, and looked forward to receiving a response from the Director of Training to the commissioned report

on the accreditation of skills and competencies as a result of participation in the Bureau for Workers' Activities (ACTRAV) training. She commended the success achieved by all technical programmes, and appreciated the work done in upgrading the facilities and overall experience of the participants on campus.

34. With regard to the gender and diversity action plan, she would like to have more information on the participation of women as resource person as well as the mainstreaming of gender issues throughout all curricula. The Workers' group took note of the results in relation to the pillar on finance, and noted that the surplus would be reinvested in future training activities, including workers' and employers' programmes, based on ongoing consultations between the social partners. She concluded by recommending that participation of workers and employers in all activities should be assured regardless of the financial performance of the Centre.
35. *The Employer Vice-Chairperson, Mr Kyriazis*, was pleased to note the management's proactive approach to have open communications with its constituents in efforts to help the Centre improve and grow. He highlighted the importance of instilling the culture of tripartism, not just at the ILO, but also at the Centre. He looked forward to work closely, at regular intervals, with Workers' colleagues and the management in that regard.
36. With regard to the Implementation Report 2016–17, he was pleased to note the high level of satisfaction of participants towards the Centre's training services, and that 75 per cent of the participants had applied newly acquired knowledge after the training. He praised the impressive achievement of the Centre, with its relatively small size, for having reached the large volume of participants both through face-to-face training and distance learning. The Employers' group suggested that an ITC–ILO alumni community to be established, including providing it with a space on the Centre's website to meet and exchange experiences. The Centre could encourage them to be “Ambassadors” to promote the Centre through word of mouth and social media. The Employers' group also noted the increasing number of women participants and expressed once again its support to gender equality and a diverse workplace.
37. The speaker congratulated the Director of Training and the technical programmes for an excellent performance and contribution during the period under review. The Employers' group agreed on the importance of establishing the innovation function to support in-house experiential learning and new product development, and would like to hear more about its functions and help with its development. The speaker took the opportunity to thank the Director for expediting the process of filling a much needed professional position in the team of the Bureau for Employers' Activities (ACT/EMP). He also expressed gratitude to the Government of Italy for its continued support to the Centre.
38. He recommended a cross-cutting quality assurance framework at the Centre, to monitor the impact of its work. The group recommended the Centre to adopt a targeted approach for marketing and to look into the increasing demand of blended courses and take advantage of it by allocating resources accordingly, timely, and as efficiently as possible. The speaker further suggested the Centre to investigate and identify the training needs of the Arab countries, to address the low participation from the region in the Centre's activities. With regard to the Future of Work, the Employers' group proposed for the ILO and consequently the Centre to take a global leading role to promote skills development and provide policy guidance to member States in this area.
39. The speaker thanked the management for consolidating and simplifying the updated statistics. He however took note of the low participation of employers' representatives in comparison with the other constituents, and would like to see more participation in the next

biennium. Finally, the Employers' group was happy to note the progress made in the new peer review procedure of training materials.

40. *The Government Vice-Chairperson, Ms Porta*, acknowledged that the Centre had met the established objectives and in many cases went beyond expectations. She welcomed the positive and encouraging results of the report, which was in line with ILO activities. She encouraged the Centre to explore new areas of cooperation with other institutions and suggested the Centre to increment regional and subregional initiatives and expand its scope in technical cooperation in Asia, Africa and Latin America.
41. The speaker also highlighted the need to promote inclusion of gender perspective in all training activities. She concluded by stressing the need for the Centre to adapt its activities to the new challenges in the world of work.
42. *The representative of the Government of the Islamic Republic of Iran* was pleased that the results pertaining to the indicators affirmed the fruitful achievements of the Centre in the biennium. It was very encouraging to see that the large majority of the participants acquired and applied new knowledge. He regarded it a considerable achievement that the Centre considerably exceeded its target for distance learning outreach. Noting the Centre's contribution to the ILO Centenary Initiative on the Future of Work, he called for wider engagement, as well as efforts to further capture regional requirements to fulfil the training objectives concerning the Centenary Initiatives. He further suggested more involvement of the Centre with the South–South and triangular cooperation to respond more effectively to the training need of the constituents. While commending the Centre's efforts in recent years in attending the demand in Asia and the Pacific, he called for the Centre to pay further attention to the training needs of the region. Finally, the speaker reiterated the support of his Government to the activities and approach of the Centre in advancing its objectives.
43. *The representative of the Government of China* acknowledged the satisfactory results achieved by the Centre in development, finance and management. The high quality of the Centre's training activities was reflected in participant satisfaction. He was pleased to see the Centre's contribution to the ILO's strategy execution and its constructive role to help member States reinforce their national training network. He welcomed the reinvestment of the budget surplus into future training activities and innovation, and acknowledged the steady progress in internal management. He further emphasized the sound cooperation between the Government of China and the Centre and highlighted the support of his Government to the Centre in the Future of Work in Asia project. He reiterated the commitment of China to support the Centre in capacity building of the constituents and encouraged the Centre to continuously act as a global laboratory for innovation and testing of capacity-development interventions, to increase training in the context of South–South and triangular cooperation, and to further diversify its funding resources to ensure financial sustainability.
44. *The Director* thanked the Board members and spokespersons for their positive comments on the achievements and progress made by the Centre, as well as for the proposals and suggestions for improvements. Albeit the challenges ahead, he was very pleased to see that the comments and suggestions from the Board were encouraging. He thanked the past close collaboration with the member States in organizing activities to support the important areas of Decent Work, and acknowledged the demands from the constituents for further training activities. He invited the Director of Training to provide inputs on technical issues.
45. *The Director of Training, Mr Klemmer*, confirmed that, as clearly stated in the Strategic Plan, face-to-face training was at the core of the Centre's services, while distance learning was reconfirmed as complementing face-to-face training. When looking at the outreach figures, indeed distance learning was increasing faster than the face-to-face training, as the

former was more scalable. However, he highlighted that in the 2016–17 biennium, the Centre had been able to maintain the outreach of face-to-face training, while based on the results achieved during the first nine months in 2018, the Centre was envisaged to increase face-to-face training outreach by 10 per cent in 2018, as a result of the work of the technical programmes including ACT/EMP and ACTRAV. The Director of Training noted the request of increasing training services outreach among ILO constituents and reconfirmed his commitment to support this common goal. He further stated that based on the results of the first nine months of 2018, the Centre was on track to achieve the set-out targets.

46. He took note that the Centre should strive to increase participation of ILO constituents in training activities organized by other technical programmes, and commented that the Centre sought to find solutions to this issue on a one-by-one basis. He further illustrated this point by referring to the example of leveraging resources to enable Workers' representatives' participation in the upcoming Academy on informal economy. On the issue of mobilizing funds in a resource scarce environment, which had been raised repeatedly, the speaker indicated that the Centre had stepped up its efforts in securing extra regular budget for technical cooperation with some success as reported. He was pleased to say that this success was also due to the efforts made at technical programme level, including ACT/EMP and ACTRAV, and made further reference to the Disney Project of ACT/EMP and the Skills 21 project of ACTRAV. The recently released Regular Budget Supplementary Account (RBSA) window would be another opportunity for the Centre to seek partnership with ILO field offices.
47. The speaker took note of the request of imbedding the Centre in the international training community, by increasing cooperation with other training institutes. Indeed, as stated in the report, this was an area for improvement; however, as many of the Centre's activities were organized on campus, it could be challenging. Nevertheless, the Centre was currently stepping up its efforts in this area and envisaged a series of training activities as a result of new partnerships with local institutions.
48. Regarding the request for receiving more information on the work of the Fragile States Desk and on South–South cooperation, the Director of Training expressed gratitude to the Government of China for its contribution that allowed the Centre to facilitate South–South partnership and to the Government of Japan for seconding experts to the Centre. He further stated that these examples illustrated that the Centre relied on the support of the Board to leverage its expertise in the field.
49. With regard to the Future of Work initiative, the Director of Training indicated that a dedicated web page had been created on the Centre's website including information on related training activities and knowledge-sharing interventions. The speaker further explained that the Centre planned to organize a Future of Work summer school next year, as a Centenary summer school, and highlighted the Future Foresight toolkit recently developed by the Centre.
50. Regarding the suggestion of setting up an ITC–ILO alumni community, the Director of Training would look into the ways to revitalize the existing network, especially through the usage of social and digital media.
51. Finally, with regard to the comment that the Centre should further continue its journey towards a robust quality assurance system, which would also result in universal quality standards applicable to all training activities, the Director of Training highlighted that indeed the Centre was in the process of further consolidating the quality management system. He concluded by giving an example of the recently established quality assurance group for curriculum review, to ensure that ILO core messages were mainstreamed in the Centre's



training activities and to minimize and reduce quality defects, preferably to detect quality defects before the roll-out of the training to the market.

52. *The Board took note of both documents.*

## **II. Independent evaluation of training and learning activities on the thematic area of “Social Dialogue and Tripartism”** (Second item on the agenda)

53. *The Director of Training* introduced the document.<sup>3</sup> The evaluated activities had been divided into two clusters, for a total of 16 activities. The first one included one sample of activities precisely linked to the thematic area with the scope to assess whether these activities had directly contributed to promoting social dialogue and tripartism in the world of work (group 1). The second one included two samples of activities linked to other thematic areas, among them one sample with activities delivered by the Workers’ and Employers’ Activities Programmes (group 2) and one sample with activities delivered by other programmes of the Centre (group 3). The purpose of the evaluation for the second cluster was to assess whether social dialogue and tripartism had been mainstreamed as a cross-cutting concern. The Director of Training highlighted that the activities in groups 1 and 2 had been selected by way of purposeful sampling in order to capture the social dialogue and tripartism flagship products of the Centre, whilst the activities in group 3 had been selected by way of random sampling in order to avoid bias. The evaluation methods used were desk research, participants’ survey, interviews and case studies.
54. According to the evaluator’s conclusions, social dialogue and tripartism were seen by the participants to be highly relevant, and the training experiences had led to an increased understanding and application of this principle. The training experience was generally considered objective and positive, and many examples showed that it had been made use of in practice. The activities had clearly contributed to the Centre’s Strategic Plan.
55. With regard to the validity of the activity design, the Director of Training mentioned that there had been an overwhelming request to have more exchanges and concrete examples of the kind that had taken place during the training. He informed that the efficiency of the use of resources appeared to have been assured. He mentioned that there had been no questioning of the number or quality of resource persons for the courses and that in many cases the training had relied on the experiences of the participants themselves. He nevertheless underlined that despite efficiency of management arrangements was found to be high for individual courses, it seemed to be affected by the lack of one specific “home base” in the International Labour Office for this strategic objective.
56. As to impact orientation, the Director of Training indicated that the concrete examples of how new knowledge had been used by the participants of the training courses in their work demonstrated that the learning experience was seen as pertinent and satisfying.
57. About sustainability, it was mentioned that the high recognition level of social dialogue and tripartism as a principle went a long way to guarantee the sustainability of the training activities. With regard to institutional social dialogue, its sustainability still was dependent

<sup>3</sup> Document [CC 81/2](#).

on resources available; therefore training should continue to be a key recipient of such resources.

- 58.** The Director of Training proceeded with the presentation of the evaluator's recommendations according to which in order to teach tripartism, it was important to practise it. In this regard, tripartism should be the primary concern when the design of a training activity is being considered, including the composition of the resource persons to be used. The evaluator had pointed out that government functions which are relevant to tripartism needed more attention and that the responsibilities for the strategic objective of Decent Work should be reviewed taking into account that it has no "home base" at the ILO headquarters. On the other hand, the evaluator had mentioned other recommendations as to the scope of social dialogue, in the context of which, further opportunities for the ITC–ILO to offer both open and tailor-made training should be considered. He had mentioned as well that more comprehensive trainings in the regions should be provided and that more attention should be brought to the success stories as a practical example of social dialogue. It was recommended to use resource persons familiar with cultural differences and to recognize the different stages of the freedom of association continuum.
- 59.** The Director of Training concluded with the response from the management to this evaluation, declaring the Centre's intention to undertake additional efforts to further mainstream the promotion of social dialogue and tripartism throughout its training activities, and to increase the outreach of these activities among participants with a mandate to facilitate or practice tripartite social dialogue. In this regard, the management had decided to release a Centre-wide action plan to give better effect to the promotion of social dialogue and tripartism through its training activities; to introduce a self-assessment tool to monitor the extent to which the promotion of social dialogue and tripartism is mainstreamed throughout its training portfolio; to establish an in-house peer review mechanism for the training materials used in its standard courses; and to commission case studies of good local practice in social dialogue and tripartism. Finally, the Director of Training mentioned that the Centre would furthermore promote the uptake of training linked to the area of expertise of promoting social dialogue and tripartism through the mobilization of extra-regular budget for technical cooperation linked to ILO-facilitated development cooperation projects; step up its institutional capacity development advisory services rendered to national and regional training institutes with a mandate to promote social dialogue and tripartism, including by way of joint delivery of training with local resource persons; and, in close consultation with the Social Dialogue and Tripartism Unit in the Governance and Tripartism Department of the ILO, explore the potential for developing a new training course on cross-border social dialogue in global supply chains.
- 60.** *The Worker Vice-Chairperson* welcomed the independent evaluation and particularly thanked the evaluator for his meticulous and comprehensive report regarding thematic area. The group underlined the relevance and effectiveness of the Centre's training and learning activities linked to the thematic area. Furthermore, the group expressed its agreement with the evaluator's recommendations and expressed some comments. In particular, point 14 of the conclusions was highlighted by the group: "the high recognition level of social dialogue and tripartism as a principle is at the heart of the sustainability of training activities, this requires further allocation of resources to continue and increase training in this matter." The group expressed its agreement on tripartism to be the primary concern when designing a training activity, including the composition of resource persons.
- 61.** Furthermore, the Worker Vice-Chairperson highlighted that the group agreed about the importance of involving national or local authorities, especially in countries where social dialogue was not institutionalized. About the recommendation on developing further the scope of social dialogue, she reiterated its importance in order to avoid misleading labelling of cooperation initiatives as social dialogue. With regard to the recommendation on success

stories, the speaker suggested that most of concrete cases should be based on the supervisory system in order to provide participants with practical information and on the use of the updated NORMLEX. She thought that gender equality and sexual diversity as well as different cultural background of resource persons were very important in training delivery. The speaker stressed that mainstreaming of international labour standards, with a focus on freedom of association, in all ITC programmes remained crucial.

62. The Workers' group welcomed the management's response in acknowledging that further efforts could be undertaken to mainstream social dialogue and tripartism throughout its training activities and highlighted that case studies of good local practice should be discussed with the trainers and ILO legal experts, in order to acknowledge the relevance for each group of participants. The speaker expressed her belief that dedicated tripartite courses on specific policy issues related to the ILO policy outcomes could be an important initiative.
63. Finally, the Worker Vice-Chairperson reiterated that this thematic area was at the heart of the mandate of the Centre as the ILO training arm; therefore, strong collaboration between all members was needed.
64. *The Employer Vice-Chairperson* noted the relevance of all recommendations, provided by the evaluator. He mentioned that it would be interesting to monitor their implementation into practice in the next biennium. He suggested to occasionally review previous recommendations. In reference to recommendation No. 6, the Employers' group suggested to create a platform to catalogue all the success stories and best practices in a systematic manner. It could be in the form of a databank or repository and those success stories could be categorized according to sources (by ITC–ILO departments, tripartite constituents, country lists and topics).
65. *The Government Vice-Chairperson* highlighted the excellent quality of the report, mainly the quality of the answers provided by the Centre. In particular, she expressed her belief that the recommendation about cross-border social dialogue would enrich the debate during the event organized by the ILO next February. As to the potential training activities on social dialogue and tripartism, the Government group stressed the important role that the Centre could play to promote the ILO's unique mandate and tripartite nature in the framework of the UN system reform, for instance by providing training to UN resident coordinators.
66. Regarding the methodology of the survey, the Government Vice-Chairperson highlighted the importance of having a significant sample and, at the same time, the need to take into account which tools are being used for evaluations as well as which are the samples that had been followed to carry out the survey. On the other hand, the Government group emphasized the importance of adapting ITC–ILO's training methods and systems to the new challenges, generated by the constant changes in the world of work.
67. Finally, the Government Vice-Chairperson encouraged the Centre to continue promoting training activities that facilitate the exchange of good practices, especially in developing countries and based on the needs of participating countries and stakeholders.
68. *The representative of the Government of Côte d'Ivoire* welcomed the growing and keen interest in social dialogue and tripartism shown by all States. He believed that the evaluation carried out of the activities on the thematic areas clearly demonstrated the willingness of all countries to take ownership of and put into practice social dialogue through their tripartite constituents.
69. *The Board took note of the document.*

**III. Reports of the meetings of the Officers of the Board (November 2017 and May 2018)**  
(Third item on the agenda)

**A. Report of the meeting of the Officers of the Board**  
(6 November 2017)

70. *The Board took note of the document.* <sup>4</sup>

**B. Report of the meeting of the Officers of the Board**  
(25 May 2018)

71. *The Treasurer, Ms Boulanger,* introduced the document. <sup>5</sup> A meeting of the Officers of the Board had taken place in May 2018, which had adopted the Financial Statements and External Auditor's Report for the year ended 31 December 2017. At that meeting, the Officers of the Board had also agreed that the actual allocation of the net budgetary surplus from the 2016–17 biennium would be further discussed between the Workers' and the Employers' groups to decide on the further split between them of their portion of funds.

72. *The Worker Vice-Chairperson* appreciated the contribution received from the City of Turin in 2016 and the use of these funds in improving the campus. In relation to this contribution, she invited the Director to inform the Board on the steps that had been taken by the management of the Centre in getting this financial contribution on a more regular basis and to outline the financial framework that would support the sustainability of the ACTRAV and ACT/EMP training programmes without the need to rely on funds from a variable and potentially volatile surplus.

73. *The Employer Vice-Chairperson* thanked the management of the Centre for the proactive decision to already advance part of the surplus to help ACT/EMP-Turin deliver its courses as agreed and planned. He seized the occasion to address the Chairperson, in his vest of Director-General of the ILO, on the guidance note from the Strategic Programming and Management Department of the ILO (PROGRAM) describing the terms of reference for the RBSA projects aiming to strengthen the capacity of social partners to engage in UNDAF-related national policy dialogue. This might be an excellent opportunity for the Employers and Workers Activities Programmes to get involved in ILO-facilitated capacity building activities linked to these projects. To ensure that ITC–ILO be referenced in the first round concept notes as a partner, it might be important to liaise with Employers' specialists in the field, both at Decent Work Technical Support Teams level and in the Regional Offices. The Employers' group hoped to see the involvement of ACT/EMP-Turin in the activities related to capacity building that were financed through RBSA funds.

74. *The Government group* had no comments to make.

75. *The Deputy Director, Mr Casale,* ensured the Board that consultations did actually occur on a regular basis with the City of Turin. The analysis made in the framework of the action plan on occupational safety and health had shown that the overall state of the campus was satisfactory, although there was a need to move forward in the implementation of the action

<sup>4</sup> Document [CC 81/3/1](#).

<sup>5</sup> Document [CC 81/3/2](#).

plan in the medium-term. He would give more information on this action plan to the Board at its next session.

76. *The Chairperson* thanked the Employer Vice-Chairperson for his suggestion and would definitely take it into consideration.
77. *The Board* took note of both documents.
78. *As per the established practice, the Chairperson invited the Chairperson of the Staff Union Committee of the Centre to make a statement to the Board (see the appendix).*

#### **IV. Financial statements and External Auditor's Report for the year ended 31 December 2017**

##### **Plan for the audit of the 2018 Financial Statements**

##### **Report of the Chief Internal Auditor for the year ended 31 December 2017**

##### **Follow-up to the recommendations of the Chief Internal Auditor for the year ended 31 December 2017** (Fourth item on the agenda)

#### **A. Financial statements and External Auditor's Report for the year ended 31 December 2017**

79. *The Chairperson* recalled that the document <sup>6</sup> had already been formally adopted by the Officers of the Board in May 2018 and was submitted for information.
80. *The Worker Vice-Chairperson* took note of the financial statements and of the External Auditor's report and thanked the auditors for their work. She noted that the Centre's financial statements had been prepared in accordance with IPSAS and that, according to the External Auditor the financial statements presented fairly the financial position of the Turin Centre as of 31 December 2017. She thanked the Piedmont region and the Government of Italy for the voluntary contributions provided in 2017. The speaker reiterated that the group welcomed the positive results achieved in 2017. With regard to the significant increase of 129 per cent in "blended-F" activities, further information would be appreciated in order to assess if the increase in activities delivered in the field without any campus involvement had a financial impact for the Centre as a whole. Concerns were shared with regard to the paragraph 18, informing about the reduction in staff cost due to the recruitment of more junior level staff in vacant positions. The same concerns were raised with regard to paragraph 51 referring to the several vacant positions, while paragraph 52 presented a 60 per cent increase in consultant expenditure. The Worker Vice-Chairperson reminded the Board that the Centre should continue to provide continuous financial support to both

<sup>6</sup> Document [CC 81/4/1](#).

Workers and Employers' programmes and reiterated the importance of building on the progress achieved with regard to a stronger organizational, financial and operational integration with the ILO.

81. *The Employer Vice-Chairperson* raised a question on how the Centre monitors the exchange rates in order to ensure that it minimizes any exchange losses and consequently provide some savings for the Centre.
82. *The Government group* had no comments to make.
83. *The Treasurer* addressed the comments expressed by the groups. She informed that decrease in the staff line item could be explained by the changes in TORs, reflecting the requirements of the vacant posts, and justified thus the recruitment of more junior level staff. With regard to the increase of "blended-F" activities, she highlighted that the revenue of the Centre varied depending on subgroups and types of training delivered by the Centre.
84. Turning to the concern raised in terms of the subcontract item, the Treasurer reiterated that every year specific work had to be carried out by external experts due to the lack of internal expertise. She mentioned for instance that in 2017, external expertise had been needed on OSH, as well as for the implementation of the e-Procurement system in order to put the new workflow in place, while staff training had been conducted internally.
85. As to the concern raised by the Employers' group regarding the exchange rates, the Treasurer informed that ongoing monitoring was in place. She mentioned that significant losses had occurred in 2017 due to the fluctuation between US dollar and Euro, and that efforts were constantly made in order to mitigate and minimize such losses.
86. *The Board* took note of the document.

## **B. Plan for the audit of the 2018 Financial Statements**

87. *The representative of the External Auditor, Mr Martin*, presented the plan.<sup>7</sup> This plan aimed to express an independent opinion and reasonable assurance as well as make observations with respect to the efficiency of financial procedures, the accounting system, the internal financial controls and in general, the administration and management of the Centre. The operational audit would focus on the recruitment process and staff performance evaluation, in order to assess the existence, efficiency and effectiveness of the recruitment and staff performance management frameworks and policies.
88. *The Worker Vice-Chairperson* suggested the inclusion of collective bargaining, as one of the variables in relation to staff performance assessment.
89. *The Employer Vice-Chairperson* suggested to consider the opportunities for streamlining the audit process, whereby a single independent audit per year would be agreed by all stakeholders to cover their different needs.
90. *The Government group* had no comments to make.

<sup>7</sup> Document [CC 81/4/2](#).

91. *The representative of the External Auditor would consider the request for collective bargaining to see whether it would fit in the operational audit.*

92. *The Board took note of the document.*

**C. Report of the Chief Internal Auditor for the year ended 31 December 2017**

93. *The representative of the Office of Internal Audit and Oversight (IAO), Mr Watson, presented the audit report <sup>8</sup> for the year ended 31 December 2017. The audit had used a risk approach to identify those processes and functions subject to an internal audit review. In 2017, the IAO had issued two assurance audit reports: a pre-implementation review of the Centre's revised procurement process; and a review of the Management of Activities and Participants (MAP) database. The audits had not identified any major weakness in the underlying internal control processes in those two areas. The recommendations that the IAO had classified as highly significant were aimed at enhancing the effectiveness of operations; addressing the need to study proposed projects in advance to indicate funding source to cover the project's activities, document their cost effectiveness, and follow industry best practices; researching a centralized marketing strategy to advertise the Centre's services more widely; and better protecting database security.*

94. *The Worker Vice-Chairperson thanked the auditor and had no particular comments to make.*

95. *The Employer Vice-Chairperson agreed on a centralized approach to the marketing of training services.*

96. *The Government Vice-Chairperson had no comments to make.*

97. *The Board took note of the document.*

**D. Follow-up to the recommendations of the Chief Internal Auditor for the year ended 31 December 2017**

98. *The Treasurer introduced the document. <sup>9</sup> She presented the measures taken by the Centre in the follow-up to these recommendations. In 2016, the Chief Internal Auditor had issued one audit assurance report on the external collaborator services at the Centre, in which no major control weaknesses had been identified. Two recommendations had been issued and as at December 2017, they had been fully implemented.*

99. *The Worker Vice-Chairperson, the Employer Vice-Chairperson and the Government Vice-Chairperson had no comments to make.*

100. *The Board took note of the document.*

<sup>8</sup> Document [CC 81/4/3](#).

<sup>9</sup> Document [CC 81/4/4](#).

## V. Human resources questions (Fifth item on the agenda)

- 101.** *The Chairperson, Deputy-Director General for Field Operations and Partnerships; Mr Oumarou*, opened the meeting on Friday, 26 October and gave the floor to the Chief of Human Resources Services (HRS), Mr Zefola, to present the document.
- 102.** *The Head of Human Resources Services, Mr Zefola*, introduced the document,<sup>10</sup> which reported on the recommendations of the International Civil Service Commission applicable to the organizations belonging to the UN common system, as well as on other staff issues. He requested authorization for the Director to implement them and to take note of possible amendments to the Staff Regulations that would be required as a result.
- 103.** The document also outlined amendments to the Staff Regulations giving effect to the Recognition and Procedural Agreement between the Centre and its Staff Union (2000). At its 80th session, the Board had already authorized the Director to implement those amendments, but legal and practical problems had emerged. Further to consultation and agreement within the Joint Negotiating Committee (JNC), and in the interests of clarity and legal security, it was proposed to amend and correct the Staff Regulations.
- 104.** Lastly, the document briefed the Board on progress in relation to the implementation of the Collective Agreement Concerning Staff with Fixed-Term, Project-Based Contracts Linked to Specific Training Activities Forming a Coherent Programme signed between the Centre and the Staff Union in October 2016. Certain aspects of the implementation of the provisions relating to promotion linked to the record of service of officials belonging to the new category are still under discussion within the JNC.
- 105.** *The Worker Vice-Chairperson* insisted that full recognition of past service for the purpose of personal promotion was a key issue in the implementation of the agreement. She would like to have some clarification on this point and reminded that, at the Board meeting of October 2017, the Workers' group had asked that future HRS documents submitted to the Board contain information relating to staff development opportunities.
- 106.** *The Employer Vice-Chairperson* agreed with the document and had no comments to make.
- 107.** *The Government Vice-Chairperson* was of the view that the decision on this matter should be aligned with the UN General Assembly's approach and that it should be coherent with the decision of the Governing Body of the ILO on the same topic.
- 108.** *The representative of the Government of the United States* agreed with the Government Vice-Chairperson, adding that it is a matter of consistency to be aligned with the UN General Assembly decisions.
- 109.** *The Head of Human Resources Services* said that the 2016 agreement had been fully implemented and that the current discussions with the Staff Union related only to procedural matters provided for by the Staff Regulations and not to eligibility to receive a personal promotion linked to performance reports, which was the subject of a contractual guarantee for all the categories concerned. A resolution to these procedural matters, achieved by the JNC, had been submitted to the Staff Union, which was still subject to an internal consultation process. Responding to the Workers' group, the speaker said that a staff-training

<sup>10</sup> Document [CC 81/5](#).



needs assessment had begun, the findings of which would be reflected in the Centre's future human resources strategy.

110. *The Board approved the point for decision contained in paragraph 22.*

## **VI. Administrative questions (Sixth item on the agenda)**

111. *The Chief Operations Officer, Mr Buson, introduced the document and, among other issues, he underlined that the OSH plan of action on campus will be a priority for the management in the coming months. All efforts will be done to convene a meeting with the City of Turin to seek funds for the implementation of the plan.*<sup>11</sup>

112. *The Worker Vice-Chairperson, the Employer Vice-Chairperson and the Government Vice-Chairperson had no comments to make.*

113. *The Board took note of the document.*

## **VII. Reports of the Trade Union Training Committee and the Employers' Training Committee (Seventh item on the agenda)**

114. *The Worker Vice-Chairperson noted, in relation to the report of the Employers' Training Committee, that her group shared the concern of improving the participation of social partners in the Academies. She therefore welcomed the answer by the management to "increase efforts to find resources for fellowships in order to achieve a balanced participation for workers and employers".*

115. *The Employer Vice-Chairperson congratulated the ACT/EMP-Turin staff for their hard work and dedication. On the report of the Trade Union Training Committee, he agreed on the conclusion of mobilizing ITC-ILO resources (as outlined on page 5 of that document) but highlighted that the needs of both social partners should be equally considered in all cases.*

116. *The Government Vice-Chairperson had no comments to make.*

117. *The Board took note of the documents.*<sup>12</sup>

## **VIII. Date and place of the next session (Eighth item on the agenda)**

118. *The Chairperson proposed that the 82nd Session of the Board of the Centre be held just before the 337th Session of the Governing Body of the ILO, which would be held in Geneva from 24 October to 7 November 2019. Therefore, the 82nd Session of the Board would take place on 24 and 25 October 2019.*

<sup>11</sup> Document [CC 81/6](#).

<sup>12</sup> Documents [CC 81/7/a](#) and [CC 81/7/b](#).

119. *The Board approved the Chairperson's proposal.*

## **IX. Other questions**

### **A. Delegation of authority to finalize the report of the Board**

120. *The Chairperson* informed the members of the Board that the report of the 81st Session of the Board would be considered in the Institutional Section of the 334th Session of the Governing Body. He proposed that, in order to facilitate the preparation and finalization of the report, the Board should delegate the task of approving the draft report to the Officers of the Board.

121. *The Board approved the Chairperson's proposal.*

## **X. Closure of the session**

122. *The Chairperson* thanked the participants for their contribution and closed the 81st Session of the Board.

Turin, 29 October 2018

## Appendix

### Statement by the representative of the Staff Union Committee to the Board of the Centre

ITCILO STAFF UNION  
SYNDICAT DU PERSONNEL DU CIFOIT  
SINDICATO DEL PERSONAL DEL CIFOIT



Mr Director-General,  
Distinguished Members of the Board,  
Dear Colleagues,  
Ladies and Gentlemen,

It is an honour and pleasure for me to address you; I am speaking as the Secretary General of the Staff Union Committee on behalf of the Staff of the Centre. We express our appreciation to you, Mr Ryder, because as Director-General you have always presided the meetings of the Board of the Centre.

We are particularly glad for the opportunity given to the Staff Union Committee to express its views in the presence of the Director-General during the first day of the Board, and we indeed hope that this is now the customary practice. We feel that such a practice provides an important opportunity to the Members of the Board to formally engage with the Staff Union Committee during the board meeting itself, should they wish to do so.

Today, on behalf of the entire staff, I would like first of all to reiterate our pride for the results achieved by the Centre, largely thanks to the commitment and hard work of its staff. As the Director himself has said on numerous occasions, the staff are the Centre's greatest asset.

Indeed, in 2017, ITCILO completed 410 training activities with 12,155 participants, thanks to its 166 staff members, with some staff members handling several activities in parallel.

The decline of the staffing levels by some 40 or so posts since 2010 means that the business model of the Centre is dependent on the capacity of the current staff to deliver the high quality training activities for which we are known from their conception to their delivery. Many of you would agree, I hope, that sustaining this level, and indeed, doing more with what we have, without staff burnout, requires the achievement of a healthy work-life balance.

Therefore as the Staff Union, we would like to see a more robust offer of work-life balance initiatives in the future.

Following the ICSC decision regarding the “Decrease of the Post Adjustment and Personal Transitional Allowance (PTA)”, the Staff Union Committee has submitted to the Joint Negotiation Committee some proposals outlining how the ensuing savings could be utilized to improve the work life balance. These have focused on maternity & paternity rights, career opportunities, mobility, part-time work, teleworking, overtime and so on.

The Staff feel strongly that parental rights and family responsibilities should not constitute a source of discrimination in employment in the ITCILO, including access to employment termination, promotions, staff development, mobility, seniority and any other employment – related benefits.

The importance of increased attention to work life balance and staff welfare in general cannot be restated. This in light of the recent pay cuts to both the general and professional service categories of staff and the fact that staff is being asked to work more for less pay.

We are therefore asking the Board for its support in ensuring that these proposals come to fruition. We also ask that the Board request to be regularly updated on staff development and staff training in line with the Strategic Plan of the Centre.

In our view, the growth in training activities will not be sustainable unless the occupational levels are restored, to past levels, even partially. The Centre’s Strategic Framework document, its operational plan and the draft HRS strategy that has recently been prepared by the Management put a strong emphasis on improving work organization and working conditions.

While respecting the Management prerogatives, the Staff Union must be systematically involved in a meaningful manner in the decision-making in both of these two key areas.

In addition, we wish to further strengthen the participatory mechanisms in place which allow for the Staff to have systematic input in matters such as team reorganization, restructuring, succession planning, circulars which have an impact on working conditions, publication of vacancies, but also decisions concerning the training offer and their delivery modalities. The mechanisms already in existence have had a positive impact on the Centre’s working environment and we feel that their further strengthening could be even more beneficial to the Centre’s development and its products.

The strengthening of these participatory mechanisms would also be appropriate given that in recent years we have witnessed a situation, which we can only be described as one where a “monoculture of thought” prevails. By this, we mean a situation where there is limited or no possibility for diverse, diverging and event dissenting viewpoints to be accommodated by the Centre’s upper spheres of leadership.

The Staff Union has witnessed this first hand on several occasions this past year as it put forward to the Management several proposals in an attempt to resolve a number of individual and collective cases, to no avail.

Regrettably, I must also report to you that the Collective Agreement signed by both the Management and the Staff Union of the Centre in 2016, which was to have ensured staff on project based contracts more employment stability and a level of treatment more in line with that of regular fixed term contract holders, has not yet been implemented.

By way of reminder, this agreement recognizes the years of past service under Project Based contracts for staff appointed to the Variable Budget. The Staff Union Committee has reiterated its position in the numerous meetings held with the management during 2017 and 2018.

The full recognition of past service for the purpose of personal promotions, is a key issue in the implementation of the agreement. The non-recognition of seniority for variable budget staff by the management has thus impeded the full implementation of the collective

agreement signed in 2016 and is further threatening to undermine the acquired rights of regular budget fixed term contract holders.

In closing, the Staff Union therefore calls for the immediate recognition of the seniority of variable budget staff. And the full implementation of the agreement signed in 2016.

Thank you for your attention and your support for the activities of our Centre.