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Report of the Board of the International Training Centre of the ILO

Report of the 88th Session of the Board (24–25 October 2024)

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1. The 88th Session of the Board of the International Training Centre of the ILO (the Centre) was held in Turin on 24 and 25 October 2024.
2. The report of this meeting is submitted to the 352nd Session of the Governing Body (October–November 2024).
3. **The Chairperson, Mr Gilbert F. Houngbo**, Director-General of the ILO, welcomed the members of the Board and congratulated the new Deputy Director of the Centre, Ms Babos, wishing her success in her new endeavour.

► Introductory remarks

4. **The Chairperson** gave the floor to the representative of the Government of Italy, to the Mayor of Turin and to the representatives of the Piedmont Region and the Unione industriali di Torino.
5. **The representative of the Government of Italy, Mr Vignali**, stated that this session of the Board had a very particular value. The 60th anniversary of the Centre was a great opportunity to take stock of more than half of a century of profound economic, social, political, cultural, technological and environmental changes. Nevertheless, the Centre had maintained its vision and stayed true to its mandate as the capacity development arm of the International Labour Organization (ILO). The values the Centre had been promoting for six decades reflected Italy's vision of a human-centred labour market. He reaffirmed the continued support of Italy for the Centre and commended the robust financial results for the last biennium.
6. **The representative of the City of Turin, Ms Favaro**, insisted on the growing international vocation of Turin, home to one of the United Nations' most important institutions dedicated to the pursuit of social justice, human dignity and promotion for decent work for all. The city had long been a crossroads of ideas, innovation, and collaboration, making it a natural host for institutions that seek to make a global impact. The now 60-year old Centre was a testimony of this legacy and symbolized the City's commitment to excellence and its dedication to fostering a world where social justice and decent work are at the forefront.
7. **The representative of the Piedmont Region, Ms Porchietto**, congratulated the Centre for all the work it had carried out with dedication and professionalism for 60 years and reiterated the support of the Piedmont Region.
8. **The representative of the Unione industriali di Torino, Mr Cappetti**, highlighted the strong international orientation of Turin and recalled how important the Centre's work had been for the city and its enterprises since the opening of the Centre in 1964.
9. **The Chairperson** thanked the Government of Italy for its political commitment and its financial support to the Centre for, among others, the funding provided to the renovation works.
10. The Chairperson also thanked the local Italian authorities for their cooperation with the Centre.
11. The Chairperson then had some introductory words about the present and the near future of the Centre, whose role was widely referred to in the current ILO Programme and Budget. The Centre was also closely associated with the ongoing reflection and discussions around the ILO Programme and Budget for 2026–27 and the Strategic Plan for 2026–29, which would be discussed by the ILO Governing Body in the coming days.
12. On the activities of the Centre, the Chairperson noted with pleasure that 2023 had been a year of fast growth and that this trend was being maintained in 2024. He thanked all the staff of the

Centre for their hard work and commitment and encouraged them to keep up the good work to ensure that the Centre remains a centre of excellence for the capacity development of ILO constituents in respect of social justice and decent work.

▶ Adoption of the agenda

13. **The Chairperson** proposed to adopt the agenda. ¹
14. **The Board adopted the agenda.**

▶ Election of the Vice-Chairpersons of the Board for the period 2024–27

15. **The Chairperson** invited the groups to nominate the Vice-Chairpersons in accordance with article III(4) of the Statute of the Centre. The Workers' group nominated Ms Moore; the Employers' group nominated Ms Mugo, who, unfortunately, was absent due to other professional commitments and was replaced by Mr Schoenmaeckers for this session of the Board; and the Government group nominated Ms Bobko (Government of France).
16. As there were no other nominations, the nominees were elected by the Board. The Chairperson congratulated the new Vice-Chairpersons.

▶ Implementation Report for 2022–23 and Summary of the implementation progress in 2024

17. **The Director of the Centre, Mr Perrin**, presented the documents. ²
18. About the Implementation Report for 2022–23, he highlighted that the 2022–23 biennium had been a transition period for the Centre after the pandemic. Over this period, the Centre had managed to rebuild its face-to-face training activities while recording a quick growth of the online participation. The financial results for the biennium confirmed the validity of the new operational model, and the Centre had reached and even exceeded its targets in terms of outreach and impact. The outcomes of the independent evaluation on training activities showed that four out of five participants had increased their skills after the training; nine out of ten had said they could apply the newly acquired knowledge in their work environment, with 75 per cent of them giving concrete examples of such application.
19. For the progress in 2024, and in particular on outreach, the Director said the Centre was on good track to reach its objectives for the biennium. It should reach more than 6,000 participants through its face-to-face activities and forecast more than 110,000 online participants. Overall, 39 per cent of all participants who had benefited from learning activities

¹ CC 88.

² CC 88/1/1 and CC 88/1/2.

between January and August 2024 were women. The Director reckoned that progress should still be made on this indicator.

20. The Director highlighted that more than nine out of ten activities had been directly linked to the results of the ILO Programme and Budget for 2024–25, and the vast majority of those activities had been designed and delivered in partnership with the ILO's departments or field offices. In March 2024, the Centre had received a formal mandate from the ILO to facilitate, under the supervision of Deputy Director-General Drake, the implementation of a certain number of innovation-related initiatives in the framework of the 2023 ILO Strategy on knowledge and innovation. Through these initiatives, the Centre had provided ILO constituents and staff with technical expertise and seed money for innovating capacity development solutions.
21. On the financial side, the revenue for 2024 should meet the budget projections. These strong results allowed the Centre to absorb a great part of the cost increase linked with inflation and, consequently, to keep stable prices for its services.
22. On governance, the corporate services had ensured the support functions needed to guarantee the smooth functioning of the Centre. Actions were being taken to reach a leaner cost structure, as well as to monitor and manage better all the financial aspects. The new performance managements framework had been successfully rolled out, and staff diversity had been pursued through new recruitments and internship programmes. The Centre's digital services had been made more inclusive and accessible to all, in line with the principles of the Global Digital Compact adopted last September at the UN Summit of the Future. Finally, thanks to the generous financial support from the Government of Italy, the design phase of the renovation projects of pavilions Americas 2 and Italy had started.
23. **The Worker Vice-Chairperson, Ms Moore**, congratulated the Centre's Management and staff for their hard work and for what she regarded as the achievement of positive results. The outcomes of this work represented a high level of individual and collective effort. The report largely celebrated the success of the Centre in terms of finance, outreach and impact.
24. The Worker Vice-Chairperson acknowledged the impressive number of 190,000 people who had benefited from the services of the Centre and the unprecedented surplus of €5 million, but she asked the Management to clarify how social partners had been supported, and in particular how workers had been impacted by training. From the report, she read that 38,000 participants had been drawn from the ILO core constituency; though, a quick calculation made her conclude that constituents had represented only one fifth of total participation. She asked for clarifications about the demographics and roles of the 152,000 participants who were not identified as workers, employers, or government representatives, and how the relevant training activities for these participants aligned with the Decent Work Agenda.
25. About online learning services, which benefited in particular middle- and high-income countries, the group reminded the Centre that such activities should not undermine the necessary support to workers from low-income countries.
26. On the participation of women, the speaker pointed out that the Centre had nearly reached gender parity only in face-to-face activities, while in online activities – the current trend the Centre is following – women had represented a mere 39 per cent of participants. She queried whether there had been attempts to identify the underlying reasons for this gender divide and urged the Centre not to ignore the realities that might undermine female participation.

27. About participants' satisfaction, the figures were encouraging, but the Implementation Report was much less clear about the long-term impact of activities. The Workers' group stressed that it would add value to the Board's understanding of the impact of activities if it could be provided with examples of how the learning process contributed to bringing about improvements in the lives of workers, in companies and within governments for example in such areas as compliance with international labour standards.
28. Regarding the capacity for development of services, the Workers' group acknowledged the importance of the Centre leading in innovation to better serve the interests of constituents. However, it was much less enthusiastic about the extent to which priority was being given to commercial services, such as event facilitation. The Vice-Chairperson expressed support for the Bureau for Workers' Activities (ACTRAV) Regional Symposium and requested that it should be classified as more than just a "service" since it targeted core constituents in promoting social justice.
29. Regarding the financial performance, the group took note with satisfaction of the impressive results. There was little doubt that this had only been made possible thanks to the unique identity of the Centre as a tripartite organization. The Centre should therefore reinforce this identity and mission by rebalancing the support offered to the different programmes and reinforcing its tripartite differential. In this regard, the Worker Vice-Chairperson thanked the Director for recognizing the importance of this tripartite identity and for enhancing financial support through an extraordinary allocation to the Fellowship Fund. This initiative would undoubtedly have a positive impact on the Centre's outreach to its core constituents.
30. **The Employer Vice-Chairperson, Mr Schoenmaeckers**, extended the group's gratitude to the Centre for presenting the Implementation Report for 2022–23. The document adeptly outlined the Centre's significant achievements amidst the prevailing global challenges. From the report, the group discerned an impressive expansion in the outreach, with nearly half a million individuals benefiting from the Centre's offerings; a pronounced rise in training enrolment in distance learning; a strategic diversification of the service portfolio; an exceptionally strong financial performance, with a surplus of €5 million; and the Centre's capability to navigate through recent crises, which demonstrated its agility and resilience.
31. On the outreach, the speaker thought the data should be carefully read. In the statistics presented in the report, the Management included as distance learning participants those employers' representatives who attended courses organized by employers' and business membership organizations (EBMO)s using digital platforms provided by the Centre; nonetheless contents and materials for such courses are not curated by the Centre itself. If such participants were excluded from the statistics, the number of employers' representatives taking part in courses directly organized by the Centre would be much lower. Statistics should be corrected in order to avoid creating biases, and the group would like to know who the final beneficiaries of the Centre's services actually were.
32. The group acknowledged the Director's important decision at the end of 2023 to allocate an additional €1.2 million to the Fellowship Fund, a concrete measure that addressed the issue of the participation of ILO core constituents in the Centre's activities. The group reiterated the importance of a concrete, short-term action plan aimed at increasing participation among ILO core constituents to achieve the targets set in the programme and budget. Establishing a pricing policy that offers notable discounts for social partners could be another way to enhance their participation. Additionally, the group proposed establishing a special pricing policy that would offer notable discounts for ILO constituents, particularly social partners, to foster balanced engagement within the ITCILO's tripartite structure. To conclude on the matter of

outreach, the speaker requested that the Management develop a concrete short-term plan to enable the Centre to meet the targets set in the programme and budget concerning participants from the ILO core constituency.

33. On the financial side, the Employer Vice-Chairperson noted that the Centre remains heavily reliant on two primary sources of funding, the Italian Government and the ILO. The Employer Vice-Chairperson also highlighted the group's request for a breakdown of non-ILO participants by sector – such as international organizations, non-governmental organizations, academia, and civil servants – in future reports. This data would clarify how the Centre's resources are distributed and provide the Board with a clearer view of the Centre's outreach beyond ILO core constituents.
34. Another area requiring attention was the staffing within the Bureau for Employers' Activities (ACT/EMP) in Turin. Despite being the smallest technical programme, ACT/EMP's responsibilities are extensive. The group suggested expanding staff capacity at ACT/EMP-Turin to meet the growing demands from employers' constituents, ensuring that the Centre can adequately support employers across ILO activities.
35. About impact, the end-of-activity outcomes were very positive, as were post-training knowledge acquisition and application rates. The group encouraged the Centre to continue investing in evaluating the impact of its activities at both individual and organizational levels. Gender dimension was another area requiring special attention, because the Centre did not meet the target of 45 per cent of women enrolled in its courses. Finally, regarding future funding, the group reiterated interest in the ITCILO's progress toward EU pillar assessment, which could unlock significant funding opportunities for the Centre. An update on the feasibility study and timeline for this goal would aid the group's understanding of the Centre's strategy.
36. **The Government Vice-Chairperson, Ms Bobko**, expressed, in a preliminary comment, that the Government group was to be fully consulted on all agenda items in the future. She thanked the Centre for the Implementation Report for 2022–23 and, the progress report for 2024, which gave a comprehensive insight of the activity and the management situation of the Centre over the last biennium and a first view of the situation of the Centre for the first months of 2024.
37. Regarding the Implementation Report for 2022–23, the group expressed its appreciation for the impressive growth in face-to-face and online training activities recorded for the biennium. The speaker also highly appreciated the greater number of participants satisfied by the training delivered by the Centre, but would welcome in the future a longer-term qualitative impact assessment of the training offer.
38. The speaker strongly advocated for expanding the Centre's training capabilities, with a focus on developing countries, in particular with an enhancement of online courses. This strategic expansion would foster a more robust culture of knowledge and skills in the global workforce. The group also emphasized the Centre's commitment to gender equality and training practices that brings it closer to achieving gender parity.
39. On the financial side, the group noted the healthy results achieved and the surplus of €5 million generated, which had allowed the Centre to build reserves against future shocks as well as to reinvest in new products and to support the participation of more constituents in its activities.
40. About the progress report, the Government Vice-Chairperson commended the results achieved in rebuilding the face-to-face participant base back to pre-pandemic levels, while managing to pursue the expansion of online learners. She also expressed the group's appreciation of the consolidation of the ITCILO's place as an innovative hub, as well as of the

Centre's involvement in favour of more inclusivity and geographical representation among its staff.

41. **The representative of the Government of Japan** inquired about the possible ways to increase participation from the Asia and the Pacific region.
42. **The Director of the Centre** mentioned that some of the observations made by the groups would be addressed in the framework of the discussions on the Programme and Budget proposals for 2026–27 and on the Strategic Plan for the 2026–29 period. On the surplus, it was lower in 2023 due to the institutional investments into the different funds and also because of two important transfers to the Terminal Benefit Fund. Among the constraints the Centre was facing, some were beyond its control, for instance the increase in base salaries decided by the International Civil Service Commission (ICSC), or the increase of some campus-related expenses. Nevertheless, the Centre was in a stable financial situation that allowed it to be prepared for any future shock instead of being in a kind of survival mode like in the recent past. The Director acknowledged the need to pursue efforts to further diversify the Centre's revenue base. This had been done in 2022–23.
43. **The Director of Training** reacted to the observations concerning the growth factors of the Centre. One of these questions was about possible dilution of the ITCILO brand, in the sense that there was a growing number of indirect beneficiaries. As earlier discussed at the Board, indirect beneficiaries were very different from direct beneficiaries, the former being reached via platforms commissioned by partners and developed and curated by the Centre. When there was no material involvement from the Centre in the development and curation of such platforms, then those participants were not recorded as indirect beneficiaries. Therefore, direct and indirect beneficiaries would be reported separately from 2024 on.
44. About gender balance, the Director of Training insisted on the fact that the goal of having 50 per cent of women participation in face-to-face activities was almost reached. The objective consisted now in achieving the same ratio for distance learning outreach.
45. On how to push up participation from the ILO core constituency, the speaker explained that their number had at least doubled compared to the pre-pandemic figures, but the Centre was still searching for ways to increase its outreach to this audience. In parallel, the number of learners not affiliated to the ILO constituents had grown faster, above all because self-guided courses were offered free of charge and accessible online 24/7.
46. About impact, the Director of Training referred to the forthcoming discussion under item 2.
47. **The Board took note of the documents.**

► Special sitting: 60th anniversary of the Centre

48. **The Chairperson** opened the special anniversary sitting and recalled that exactly 60 years ago, on 24 October 1964, the Government of Italy and the ILO had met in Rome to establish the Centre. Today, the Centre brought together the ILO tripartite constituents and many other actors including international organizations and civil society organizations, on a journey of learning, growth, capacity-building and exchange.
49. The Centre's campus was actually a United Nations learning hub. Apart from the Centre, it also hosted the United Nations System Staff College, the United Nations International Crime Research Institute, and the Turin School of Development. It was no coincidence that the city of

Turin is home to the campus. The Centre's presence was a testimony to the long-standing tradition of international cooperation of Turin, of the Piedmont Region and of Italy.

50. The Chairperson acknowledged the contributions of the hundreds of thousands of participants who had taken part in the Centre's activities over the last six decades. Their impact had been, and remained, essential to advancing social justice and decent work worldwide. As the world of work continued to evolve, it would bring new challenges that the Centre and the Board, collectively, had a responsibility to address.
51. The Chairperson thanked once more the Italian authorities and the ILO's tripartite constituents and was confident that, with their support, the Centre would remain a vibrant institution that promotes the ILO's values of social justice and inclusion.
52. **The Minister of Labour and Social Policies of the Republic of Italy, Ms Calderone**, was pleased to launch the celebrations of the 60th anniversary of the Centre. The foundation of the Centre in 1964 had marked the start of a successful partnership between the Organization and the Italian Government. This collaboration aimed at promoting workers' rights and social justice with a tripartite approach, supported by Italian institutions and local economies. Since its inception, the Centre had played a key role in developing essential skills to tackle global labour challenges, establishing itself as a unique institution for training, research, and international technical cooperation.
53. The Minister reaffirmed Italy's strong support to this initiative, promoting sustainable global development through international cooperation and innovative partnerships. This included fostering North-South dialogue and mutually beneficial exchanges between advanced, emerging, and developing economies. The Centre's distinctive tripartite structure, along with its position within the UN framework, was central to advancing social dialogue and addressing modern labour issues in an era of rapid technological change, climate challenges, and geopolitical instability.
54. The importance of having an international training institution like the Turin Centre was highlighted, especially in today's complex environment. The campus had recently hosted the G7 Employment Working Group meeting in May, linking the Centre with the G7 Ministers of Labour and Employment – a choice intended to underscore its significance in global employment discussions. In line with the priorities of Italy's G7 Presidency, outlined in the Labour Ministers' Declaration adopted in Cagliari on 13 September, the Turin Centre's role in adapting labour policies to global needs was clearer than ever. For example, the adoption of artificial intelligence (AI) in society and the workplace should be safe and reliable to maximize its potential for businesses, economies, and society, while safeguarding individuals' and workers' rights.
55. The Minister recalled the G7's AI and labour action plan, supported by the ILO and the Organisation for Economic Co-operation and Development, which advocates for a human-centred approach. This includes managing risks associated with AI and emphasizing social dialogue and skill development for citizens and workers. Continuous monitoring of technology's impact in the labour market was critical to ensure that AI adoption is fair and inclusive, preventing discrimination and fostering knowledge about these ongoing transformations. The ILO's Observatory on Artificial Intelligence and Work in the Digital Economy contributed essential insights to inform policymakers.
56. The speaker went on, highlighting the Centre's leading role in promoting flexible, inclusive training policies, addressing skills gaps, and tackling challenges posed by green transition and demographic shifts. This role focused on quality employment for all ages, supported female

workforce participation, and ensured protection for vulnerable workers. Over its 60-year history, the Centre had accumulated invaluable expertise, helping it meet new labour challenges. The Centre's adaptability to emerging needs, as demonstrated during the COVID-19 pandemic, included developing new competencies and advancing innovative training tools, all centred around in-person activities on the Turin campus. This confirmed its status as an essential resource for the international community.

57. The Minister assured Italy's commitment to continuing its close collaboration with the ILO and supporting the Turin Centre to ensure it remains a key institution for training and labour policy development in alignment with the 2030 Agenda for Sustainable Development. She extended the Italian Government's gratitude to all those whose dedication had made the Centre what it is today, emphasizing that only through collective effort could the Centre function effectively and advance the goal of decent work for all. Building on the strong partnership between Italy's G7 Presidency and the ILO, Italy aspired to be a leader in promoting a fairer, more inclusive, and sustainable future for all workers.
58. The Minister concluded by saying that Italy is confident the Centre will play an important role in the initiatives within the Global Coalition for Social Justice, which Italy strongly supports.
59. **The Worker Vice-Chairperson, Ms Moore**, reminded the Centre that the campus holds a deep connection to the history of the international labour movement – particularly considering the importance of the city of Turin to Italy's industrialization and its connected rich history of worker activism. She mentioned the "hot autumn" of 1969 in Turin, where the biggest, most prolonged strike wave in history, had developed into a struggle for a better society. In this sense, the Centre remained, for the generations who are active products of the struggle, as a symbol of what is possible. From the very beginning, the Centre had enjoyed the unwavering support of the Italian authorities, alongside the contributions of the social partners. On many occasions, Italian trade unions had played a vital role in the Centre's development, particularly through their collaboration with the Programme for Workers' Activities.
60. Sixty years ago, when the Governing Body of the ILO had established this Centre, it had entrusted it with a critical mission: to provide training activities in support of economic and social development, through the promotion of international labour standards. The Centre had been founded on the core principles of social justice, freedom of association, equality, and the provision of a minimum living wage which are among the core principles embedded in the very Constitution of the ILO. These values were still as relevant today as in 1964. Indeed, they were urgent now more than ever. Workers felt an intrinsic connection to these principles which unite the international labour movement under a common agenda. They remained the bedrock of collective actions, underpinning the trade unions' fight for dignity in the workplace. Over the past 60 years, workers' education had not merely adapted to changes in society – it had been a powerful tool in resisting injustices and pushing for democratic and fair workplaces. Throughout these transformations, trade unions had shown remarkable resilience – not by accepting change as inevitable, but by actively fighting for social justice and workers' rights.
61. Education was a key factor of this resilience. Workers' training and education formed the backbone of trade union efforts, empowering workers with the knowledge and skills that they need to organize, challenge exploitation, defend their rights, and demand dignity in the workplace. Through education, solidarity and collective action, trade unions would not only withstand the challenges ahead but also continue actively to shape a world where social justice and fairness at work are the norm and not the exception.
62. **The Employer Vice-Chairperson, Mr Schoenmaeckers**, was honoured to address the audience to kick off the celebrations of the 60th anniversary of the Centre. This milestone

symbolized six decades of dedicated commitment to social, economic, and human progress through capacity-building and social dialogue at the highest level of tripartite governance. As recalled by the Chairperson, 60 years ago, the ILO and the Italian Government had united their visions to create a unique place where stakeholders in the world of work could learn, exchange ideas, and collaborate to shape a more equitable future. This vision had materialized here in Turin, a city symbolic of unity and renewal, where the Centre had become an indispensable pillar for training and skills development, thus promoting decent work and social justice. Over the years, the Centre had evolved to meet the changing needs of the world of work, offering high-quality training to all stakeholders – governments, employers, workers, and other key actors. Moreover, the Centre’s commitment to excellence was reflected in the quality and diversity of its training programmes. By employing innovative pedagogical methods and leveraging cutting-edge technologies, the Centre offered a wide range of courses that address the multifaceted challenges of today’s labour market. From skills development and leadership training to policy formulation and digital transformation, the Centre ensured that participants from all backgrounds receive relevant and impactful education.

63. The speaker acknowledged the exceptional dedication of the Centre’s staff and trainers, whose expertise and passion drive the success of its programmes. Their unwavering commitment ensured that the Centre remains a beacon of excellence in capacity-building. In particular, he commended the remarkable resilience the Centre had demonstrated during the COVID-19 pandemic. Faced with an unprecedented crisis, the Centre had adapted swiftly and effectively. It had integrated new technologies and developed innovative pedagogical approaches. For instance, the rapid shift to virtual learning platforms allowed participants worldwide to continue accessing vital training programmes.
64. Over the years, representatives of employers from around the globe, particularly from the Global South, had greatly benefited from the services offered by the Centre. A whole generation of leaders in EBMOs had participated in specialized courses focused on the management of EBMOs – a unique niche that the Centre effectively addressed. Today, most, if not all, EBMOs affiliated to the International Organisation of Employers considered the Centre as its first-choice training partner.
65. Looking to the future, the Employer Vice-Chairperson thought the Centre was poised to embrace emerging challenges and opportunities. The evolving nature of work – driven by technological advancements, globalization and demographic shifts – necessitated continuous adaptation. Empowering ILO constituents through capacity-building enhanced their ability to address complex challenges.
66. The group reaffirmed its commitment to supporting the Centre and recognized the crucial importance of strengthening the capacities of the tripartite constituents while embracing innovation and adapting strategies to emerging challenges.
67. **The Government Vice-Chairperson, Ms Bobko**, underlined that the 60th anniversary of the Centre was a milestone representing not just a celebration of time passed but a testament to the enduring vision and impact of the institution. The creation of the Centre, exactly 60 years ago, had marked a new chapter in the long and prestigious international vocation and openness of Italy, Piedmont and the City of Turin. This international action had been undertaken under the sign of the necessary and urgent contribution to capacity-building in countries all over the world but with a particular emphasis on newly independent countries.
68. Over its 60 years of existence, the Centre had had to adapt constantly to the changing realities of the world of work, as well as to developments in multilateral cooperation. These six decades of constant evolution had undeniably forged the Centre. They had given it an adaptability that

enables it to adjust flexibly, to continue to meet the expectations and needs of its tripartite constituents, which characterizes it. In this respect, the Board could not overlook the remarkable agility the Centre had shown at the time of the pandemic. At a time when the campus had been deserted, the Centre had successfully demonstrated its creativity in rethinking the modalities of its training activities and changing its operational model. If the Centre had proven such resilience throughout its history, it was thanks to its main supporters, the ILO and the Italian Government, but it also owed much to the commitment of its staff. All the Centre's staff was deeply committed both to the ILO's mandate, built around the promotion of social justice, and to the specific mission of the Centre, which was precisely to work towards the implementation of the ILO's mandate, through training and capacity-building for tripartite constituents, but also in keeping a leading role in areas such as green jobs training, digital skills development and inclusive workforce preparation.

69. Observing the Centre's achievements and agility over the past 60 years enabled the Board to look to the future with confidence and positive expectation. The Centre's mandate and action had never seemed more necessary than in the current context, marked by crises and tensions on the international scene, as well as profound changes in the world of work. In this respect, the Centre had a major role to play in supporting the digital transition and the accelerated emergence of AI in the world of work.
70. The Government group stood ready to support these initiatives through continued collaboration and strategic partnerships. To this end, it could only encourage the Centre to pursue its efforts and continue to raise its profile as a provider of innovative learning and collaboration solutions to ILO constituents, but also within the multilateral system as a whole and among civil society players. The Centre's work with the Global Coalition for Social Justice demonstrated that this is the path it had resolutely chosen to follow.
71. **The representative of the Ministry of Foreign Affairs of the Republic of Italy, Mr Vignali,** was honoured to attend, on behalf of the Minister of Foreign Affairs and International Collaboration, the celebrations for the 60th anniversary of the Centre. He felt proud to belong to the host country, which also hosts other significant UN hubs. This role as host country aligned with Italy's natural commitment to multilateralism, centred on the United Nations and was dedicated to serving humanity. This human-centred focus was a fundamental principle for both the Centre and Italian policy.
72. The centrality of human rights, especially labour rights – upon which the Italian Republic was founded, as declared in article 1 of its Constitution – remained a cornerstone for the Centre and Italy. Italy had a long-standing tradition of prioritizing the social dimension of labour, driven largely by the historical role of unions in protecting workers and their families. Hosting an ILO training centre, dedicated to the mission of decent work, aligned perfectly with the values of the Piedmont Region and the City of Turin, which the speaker commended for their vision in recognizing the Centre's value as a hub to further internationalize the region and the city, which were already naturally inclined toward international engagement due to their geographic position. Additionally, Piedmont and Turin fully embodied the threefold spirit of Italy's national system: economic and productive, social, and cultural-academic; the latter being particularly highlighted by the multidisciplinary nature of the University and the Polytechnic of Turin.
73. For the speaker, the commendable results achieved by the Centre would not have been possible without the extraordinary commitment of its human resources, from Management to all staff members, over the past 60 years. They had continually adapted to the rapid changes in economic and social dynamics. Throughout these 60 years, the Centre had frequently

revised its training offer to stay current and integrated new technologies, including the rise of AI. Reflecting on more recent history, the speaker thought the pandemic had posed a significant challenge, but the Centre had been able to respond promptly, preventing what could have been a serious setback. The Centre had also successfully embraced the opportunity presented by the United Nations' 2030 Agenda and the Sustainable Development Goals, highlighting the critical link between quality education and decent work.

74. The representative of the Ministry of Foreign Affairs emphasized the impact of alumni in promoting the culture of labour rights and social justice in various, often challenging socio-political contexts worldwide. Many of these alumni had attained leadership positions in their countries and remained a vital resource for the Centre, which should continue to nurture and leverage these connections.
75. As the General Director for Migration Policies at the Ministry, the speaker stressed that investing in training is central to Italy's migration policy, aimed at promoting regular migration flows that align healthy demand with a robust supply of labour, always respecting fundamental human and workers' rights. Therefore, fostering mutual benefits through a balanced labour supply and skilled workers was a key pillar of Italy's G7 agenda.
76. **The representative of the President of the Piedmont Region, Mr Gandolfi**, on behalf of President Alberto Cirio, welcomed the attendees for the 60th anniversary of the Centre, which had been officially established on 24 October 1964, when ILO Director-General David Morse signed the "Rome Agreement" with the Italian Government, following an earlier agreement with the City of Turin.
77. At the time of the Centre's founding, regions in Italy had not yet fully been established, with the first regional elections occurring in 1970. Today, a specific regional law enshrined the collaboration with the Centre to promote social, cultural, and economic development. Over the years, the Piedmont Region and the Centre had collaborated on various projects, particularly in areas like employment, innovation, sustainable development, migration, and international cooperation. The speaker emphasized the importance of concrete actions rather than just intentions, citing ongoing projects such as "Networks at Work" which focuses on supporting youth and women in Senegal.
78. The speaker concluded by highlighting the importance of opening the Centre to regional citizens, providing them with opportunities to engage with global perspectives and fostering a sense of global citizenship for a shared future.
79. **The Mayor of the City of Turin, Mr Lo Russo**, addressed the Board through a video message in which he acknowledged the importance of an international institution of the size and value of the Centre for the city.
80. **The representative of the Unione industriale di Torino, Mr Cappetti**, focused on the essential role that education plays in creating a more inclusive society, one that is capable of integrating and making all of its components, both old and new, part of a cohesive system, leaving no one behind. A strong society that seeks to grow and develop could not do so by depleting its resources, particularly human resources – the most important of all; instead, it thrived by seizing every possible opportunity to enrich itself with diverse voices, ideas, and abilities. Work mobility and work pathways represented a concrete opportunity not only for refugees but also for businesses to find motivated and skilled workers, especially at a time when the gap between job supply and demand was particularly pronounced.
81. **The Chairperson** again thanked Ms Calderone and the other speakers for their strong support to the Centre and for reminding the Board how valued and cherished the Centre was.

- 82. **The Director of the Centre, Mr Perrin**, introduced the next steps of the celebration.
- 83. **The Chairperson** closed the special anniversary sitting.

▶ Independent external evaluation of the training courses of the Workers' Activities Programme

- 84. **The Chairperson, Ms Drake**, Deputy Director-General of the ILO, stated that the document³ was submitted for information and requested the Board to take note of it after hearing the groups' comments.
- 85. **The Director of Training** introduced the document and highlighted the key methodology aspects and findings of the evaluation. He briefly mentioned the recommendations and the Management's response to them.
- 86. **The Worker Vice-Chairperson** extended the group's congratulations to the ACTRAV-Turin team for such a highly positive evaluation. She positioned the Programme for Workers' Activities within the wider capacity-building strategy of ACTRAV-Geneva. The Programme was intended to continue to be a global centre of excellence in building and strengthening the capacities of workers and their organizations through appropriate and innovative training technologies, methodologies and approaches. Its ultimate goal is to assist workers in achieving social justice, decent work, and sustainable, inclusive and resilient development for all.
- 87. The Workers' group considered that the evaluator had provided a comprehensive report using different research approaches and thus delivering a good range of evaluation tools, but it was concerned that some background information provided to the evaluator might have led to the wrong conclusions. A case in point was that the ACTRAV-Turin team was covered by the revenues generated from other units. The ACTRAV training programme had several unique features; first and above all, it was not simply a technical unit of the Centre but, as read in the evaluation, "a complex balance between the priorities of the Bureau for Workers' Activities of the ILO, the ITCILO Programme and Budget, and the challenges of the workers and their organizations".
- 88. The Worker Vice-Chairperson praised the validity and effectiveness of ACTRAV-Turin, and the great flexibility of all members of the team and their ability to develop new skills, especially in an era where online learning had become ever more important. She then turned to the recommendations and made a few comments.
- 89. On recommendation 1, the Workers' group welcomed the Centre's Strategic Plan to evolve its capacity development approach. It noted that, as part of this initiative, the theory of change would be clarified to better illustrate the interconnected cause-and-effect relationships between individual, institutional, and system-level capacity development initiatives. She proposed that ACTRAV would support this through the use of evidence from its activities. On recommendation 2, the group would welcome the Centre offering tailored staff development activities to strengthen the internal capacity of the Workers' Activities Programme to apply the monitoring and evaluation tools of the organization along the standard service delivery cycle and took note of the observation made by the evaluator that the monitoring and evaluation of ACTRAV-Turin on individual capacity development activities should be adapted to a more

³ CC 88/2.

holistic approach. On recommendation 3, the group insisted on the fact that participants had expressed a preference for blended and face-to-face trainings wherever these were offered as a possibility, and that the digital divide was still a reality for 2.6 billion people on earth, particularly informal and precarious workers that often do not have access to quality internet connection. On recommendation 4, the group welcomed the efforts announced by the Centre to emphasize the facilitation of access for workers' and employers' representatives in courses organized by units other than the Workers' and Employers' Activities Programmes.

90. Finally, regarding the peer review mechanism, the Workers' group welcomed the recognition by the Centre of the overarching role of the ACTRAV and ACT/EMP Programmes and hoped that this proposal would enhance more participation of workers in the activities of the Centre.
91. **The Employer Vice-Chairperson** commended the Centre's Management for establishing the practice of evaluating training activities through external evaluators and for its response to the recommendations, which indicated a great degree of attention to the findings of the report. The group noted some key points. First, while the evaluation was indeed external, it should not be classified as independent, as it did not fully meet the necessary criteria. Then, the evaluation underscored the relatively low participation in the distance learning programmes for workers. It was crucial to not only track enrolment numbers but also completion rates. The Centre, including the Workers' Activities Programme, required a robust system to monitor completion rates and continuously improve this essential aspect. This should be a priority for the Centre, and the Employers' group would emphasize this point in the framework of the discussions on the next programme and budget proposals. Finally, in response to the fourth recommendation, the Centre's Management had committed to facilitating access for workers' and employers' representatives to courses organized by other units. Additionally, it would promote joint planning and delivery of selected bipartite and tripartite flagship activities. The group appreciated the Management's support in these areas, provided that the autonomy of social partners and their priorities remain central to any new efforts. Securing additional resources and establishing a pricing policy that allows for discounted access for social partners to the Centre's open courses were vital for achieving the desired outcomes.
92. The Employer Vice-Chairperson concluded by acknowledging that programme evaluations were essential to a healthy governance system, and reiterated the group's gratitude to the Centre for establishing this important practice.
93. **The Government Vice-Chairperson** thanked the evaluators for carrying out an assessment on the Centre's training activities and commended the high relevance and effectiveness of the training activities highlighted in the report. The Government group made some suggestions for further improvement: more systematic monitoring and evaluation processes for institutional capacity activities, more long-term qualitative impact assessment of the trainings delivered, expansion of the reach of distance learning programmes, enhancement of collaboration among units, reinstatement of tripartite peer review mechanisms, exploring creative ways to foster interdisciplinary cooperation, development of a clearer articulation of how the Centre's capacity development for trainees contribute to longer-term impacts assessed in evaluations. The Government group's spokesperson asked for information on a low survey response rate that may affect the accuracy of studies and on future plans for additional studies and improvement of data collection. Additionally, she suggested further recommendations for consideration: ensuring the alignment between the Centre's educational missions and the ILO's latest approaches and programmes, integrating emerging technologies and AI into the curriculum, strengthening partnerships with regional and national institutions to develop more tailored training programmes, strengthening the Centre's collaboration with

the ILO's research department to provide data-driven insights into global labour markets and skills needs.

94. **The Director of Training** took note of the suggestions and recommendations made by the groups and would take them into account for the future.
95. **The Chairperson** invited the Director of the Centre to take into account the groups' comments in the follow-up this evaluation.
96. **The Board took note of the document.**

► Report of the meeting of the Officers of the Board (May 2023)

97. **The Chairperson** stated that the document ⁴ was submitted for information.
98. **The Government Vice-Chairperson** thanked the Centre for the report and commended the Centre's management and staff for their dedication and the positive outcomes achieved during the 2023 financial year. She noted the Centre's robust financial performance in 2023, which had resulted in a budget surplus of over €1.3 million. This surplus was a testament to the Centre's sound financial management and strategic use of voluntary contributions. The significant funding increase for the Fellowship Fund in 2023, doubling the allocation to 2.4 million, was a noteworthy achievement. This increase underscored the Centre's commitment to supporting the development of ILO constituents. However, the speaker echoed the concerns raised by the Worker and Employer Vice-Chairpersons regarding the need for further discussions on the Fellowship Fund's allocations, and welcomed the view of the External Auditor that the tripartite constituents should be involved in the clarification of the Fellowship Fund's terms of reference. Additional actions were recommended to further strengthen the Centre's operations, including:
 - (a) Conduct a detailed feasibility study for presentation to the Board on the enhancement of connections among the ILO's regional structures, addressing legal, operational, and financial considerations.
 - (b) Maintain the high standards of governance and accountability established during the External Auditor's tenure and ensure continuous improvement in these areas.
99. **The Worker Vice-Chairperson** expressed appreciation for the positive financial results of the Centre and communicated a willingness to have further discussions about the Fellowship Fund allocations.
100. **The Employer Vice-Chairperson** took note of the document.
101. **The Director of the Centre** stated that, as had already been the case with the two other institutional funds of the Centre, the terms of reference for the Fellowship Fund and the Innovation Fund were currently being revised and that respective circulars would be issued before the end of the year. He took good note of all the remarks made by the groups.
102. **The Board took note of the document.**

⁴ CC 88/3.

▶ Financial statements and External Auditor's report for the financial year ending 31 December 2023

- 103. The Chairperson** recalled that the document⁵ had already been formally adopted by the Officers of the Board in May 2024 and was submitted for information.
- 104. The Employer Vice-Chairperson** congratulated the Management of the Centre once again for a very successful performance and sound financial governance. He raised a few points in relation to the submitted documents. First, he asked for information about the decrease in voluntary contributions.
- 105.** Second, he expressed the group's gratitude for the Director's decision to increase the Fellowship Fund's allocation by 1.2 million in 2023. He hoped that the funding for activities and scholarships benefiting employers would remain at least at the same level in 2024 and, given the ample resources available, there might even be potential for further increases in 2025. He took note of the auditor's recommendations regarding the need to review the terms of reference for the Fellowship Fund to align them with the Employers' group's requests approved during last year's Board meeting. Given the overall scarcity of resources to support EBMOs' capacity development, the Employers' group reiterated that these resources were vital to meet the needs of ILO employers' constituents.
- 106.** Third, the Employer Vice-Chairperson asked, in relation to the Innovation Fund and the auditor's recommendation that the Centre "develop and implement a comprehensive policy on the process to request the use of the funds, including clear criteria to be applied in evaluating proposals, the requirements for monitoring and post-evaluation of each project and its impact, as well as the internal process to govern their use", if any steps had been taken in this regard.
- 107.** Fourth, the group had consistently emphasized the importance of reducing overhead costs at the Centre. It commended the Centre for successfully automating several processes and aligning them with ILO best practices, particularly with the introduction of the new performance appraisal system, and asked what additional measures the Centre was considering to further reduce overhead costs, especially in terms of total staff costs within the administration. This would allow for more resources to be allocated to the expansion of the training activities with positive impact on final beneficiaries.
- 108. The Worker Vice-Chairperson** took note of the External Auditor's view that clarification would be needed regarding the terms of reference of each fund and that constituents should also have a role in this process. In relation to the Fellowship Fund, she expressed concerns about its allocation for non-core activities. While recognizing the potential value that could be brought by programmes working jointly, she stressed that the objectives should be agreed by both the Workers' and Employers' Programmes. A draft circular, prepared in collaboration between ACTRAV, ACT/EMP, and the International Labour Standards, Rights at Work and Gender Equality Programme should potentially provide the necessary clarity regarding the use of the Fellowship Fund. Therefore, the group considered as unfortunate the fact that the circular had not been distributed in time before the Board meeting, although the approach had been committed to at the meeting of the Officers of the Board five months ago. While the group would not delay the current decision, it urged that the circular outlining the agreement reached be shared among all constituents well in advance of the next Board meeting so as to

⁵ CC 88/4/1.

allow for a thorough evaluation of the agreement. Among other things, the speaker anticipated that this agreement should reflect specific measures to guarantee accountability and transparency and priority in allocations to constituents who are most in need of assistance. She emphasized the autonomy of ACTRAV in allocating funds and its decision-making structure, with final approval by the Workers' group, and stressed that ACTRAV's flexibility should not be impacted by any revision of the Fellowship Fund's terms of reference.

109. While taking note of the exceptional financial performance of the Centre, the speaker reiterated the group's opinion that the Centre is an international organization whose greater purpose is advancing social justice through education and innovation, and therefore it should not be motivated by a profit-making business model. The surpluses generated should be reinvested to prioritize and enhance the participation of core constituents in the Centre's activities, particularly workers.
110. **The Government Vice-Chairperson** commended the Centre's managers for their exceptional work. Their commitment to providing quality training and capacity-building initiatives were essential in addressing the evolving needs of the global labour market. The speaker highlighted several areas of the financial statements that deserved recognition. The 5-million budget surplus and the increase in net contributions underscored effective management and the growing demand for the Centre's services. The rise in voluntary contributions further reflected stakeholders' confidence in the Centre's mission. These financial successes were a testament to the Centre's ability to adapt and deliver value.
111. While acknowledging these accomplishments, the Government Vice-Chairperson highlighted the important role the Centre's system of internal controls plays in ensuring sound financial governance. However, recommendations for improvement included developing a comprehensive policy framework for participant support services and enhancing e-banking administration. Additionally, she listed certain risk areas that might impact the Centre's long-term financial stability. First, the increased voluntary contributions could be a positive indicator for growth of trust in the Centre; although, this change in donor funding must be viewed conservatively to avoid the risk of unreasonable future expectations. With respect to cash flow and long-term stability, it is recommended that the Centre diversify its income streams to ensure financial stability amidst global uncertainties. Additionally, the significant amounts indicated as receivable and the increased deferred revenue generated concern.
112. Second, budgetary issues need closer attention. Variances observed between projected and actual surpluses indicate issues in financial forecasting. Challenges with fixed expenditures, including staff costs and currency fluctuations signal the need for improved financial planning and resource management. Additionally, the significant increase in general operating costs raised concerns regarding financial sustainability. This highlights the need for the Centre to implement rigorous cost-control measures and assess operational efficiencies to ensure that expenditures are contained within budgeted limits.
113. To address some of these challenges and strengthen the Centre's position, the Government group recommended the following strategic actions: Management should develop a comprehensive funding strategy that diversifies income sources and reduces reliance on a limited number of donors; Management should conduct a detailed review of operational processes to identify areas for cost reduction and optimize resource allocation in line with the mandate of the Centre to maximize operational efficiency; Management should maintain an ongoing dialogue with social partners' and governments' representatives to ensure continuous stakeholder engagement and foster collaboration; and Management should strengthen the investment in training and development. Prioritizing staff training and professional growth

enhances the Centre's capacity to deliver high-quality services and enables the workforce to respond to emerging challenges effectively.

- 114.** With these suggestions, the group endorses the financial statements as submitted.
- 115. The Director of the Centre** took note of the remarks of the terms of reference of the funds and reiterated that the relevant circulars would be published before the end of the year. About the efficiency gains, he recalled that the Centre had already made a lot of efforts during the COVID-19 period, in the framework of the new business model in order to optimize its operating costs. Many posts had been transferred from the corporate services to training activities, and the Director insisted on the fact that the Centre should now take into account the evolving needs of all units. Some business processes were currently under review, which should result in other efficiency gains.
- 116.** On innovation in particular, the Director recalled that the Centre was the ILO spearhead in this domain, and the Innovation Fund served, among others, as seed money for such projects.
- 117. The Treasurer of the Centre, Ms Boulanger,** explained that, for accounting reasons, the amounts under some items of the budget and financial statements naturally increase or decrease according to the year.
- 118. The Director of Training** ensured that the process of drafting the circular about the terms of reference for the Innovation Fund would be transparent and collaborative. He reminded the Board that all projects that would be granted money from the Innovation Fund would need to be linked to a key performance indicator of the programme and budget.
- 119. The representative of the Government of South Africa** urged the Management to provide as much information as possible in the documents submitted to the Board so that members could be better prepared to the discussions.
- 120. The Director of the Centre** acknowledged that an effort should be made in this direction. In the future, a briefing session would be organized, with the Government group, before the Board.
- 121. The Board took note of the document.**

► Plan for the audit of the 2024 financial statements

- 122. The Chairperson** welcomed the Comptroller and Auditor General of India as the new External Auditor of the Centre and looked forward to the forthcoming collaboration.
- 123. The representative of the External Auditor, Mr Raj,** presented the plan.⁶ The financial audit would focus on compliance with IPSAS, accounting policies and financial rules; on the adequacy of the existing framework of treasury management; on the periodicity and reasonable consideration for booking amounts under correct heads; on assets accounting and verification; on issues related to the Working Capital Fund; and on revenue recognition and related issues. The compliance audit would focus on procurement and contracts management.
- 124. The Government Vice-Chairperson** welcomed the appointment of the Comptroller and Auditor General of India (CAG) as the External Auditor for the 2024-2027 period. In her full support of the Audit Plan for 2024-2025, she specifically noted that the focus on IPSAS

⁶ CC 88/4/2.

compliance and the on-going assurance audit of procurement reflect the Centre's dedication to financial integrity.

125. The Board took note of the document.

▶ Report of the Chief Internal Auditor for the year ending 31 December 2023

- 126. The representative of the Office of Internal Audit and Oversight (IAO), Ms Bouaka,** presented the audit report ⁷ for the year ended 31 December 2023 and gave an update on the work done so far in 2024. She highlighted that the main change compared to previous years was that information on the investigation activities carried out by the IAO were now included in the report submitted to the Board.
- 127. The Employer Vice-Chairperson** trusted the Management of the Centre to do whatever was needed to comply with the applicable rules.
- 128. The Worker Vice-Chairperson** had no particular comment to make.
- 129. The Government Vice-Chairperson** acknowledged the essential role played by the IAO in maintaining robust internal financial controls and ensuring effective audits. She noted that the IAO's Digital Governance and Electronic Banking Security audits provide critical insights into the Centre's operations. She also welcomed the progress towards digital transformation, especially with the incorporation of a digital strategy into the strategic plan. However, the observation that responsibilities for digital initiatives are allocated at the programme/unit level raises concern over potential misalignment with the Centre's strategic initiatives. The group encouraged Management to reinforce oversight in this area to ensure that digital risks are effectively managed.
- 130.** A significant concern was expressed over the reported investigation of a substantiated case of sexual harassment at the Centre, where the staff member was not aware of the reporting mechanisms and support that were available to them. The group requested that Management describe the available mechanisms and support for the Centre's staff, when they are a victim of sexual harassment. The group also asked about the significant amount of time required to complete the investigation and if the offender's name had been submitted to the United Nation's "ClearCheck" employment screening database. Then they emphasized the critical need for transparent and accessible reporting channels, and commended Management for recognizing this gap and for its commitment to reviewing these mechanisms to ensure that all personnel know their rights and protections against retaliation.
- 131. The representative of the IAO** stated that the process for investigating sexual harassment allegations was very long and took quite a lot of time.
- 132. The Chief of the Human Resources Services, Mr Lopez-Armand,** informed Board members that a prevention and awareness-raising campaign on sexual harassment would be launched in 2025. The litigation proceedings had been aligned to the ILO's for two years and the system complied with the Administrative Tribunal case law.

⁷ CC 88/4/3.

133. The Director of the Centre reminded the Board that a zero tolerance policy was applied to sexual harassment.

134. The Board took note of the document.

▶ Follow-up to the recommendations of the Chief Internal Auditor for the year ended 31 December 2023

135. The Chairperson stated that the document ⁸ was submitted for information and requested to Board to take note of it.

136. The Government Vice-Chairperson acknowledged the significant progress made towards implementing the recommendations from prior years, as detailed in Appendix A of the External Auditor's report. Additionally, the group requested that the Office provide the number of outstanding recommendations from the IAO older than three years and to describe the specific barriers to the implementation of these recommendations.

137. The Board took note of the document.

▶ Human resources questions

138. The Chief of the Human Resources Services introduced the document. ⁹ This document reported on the recommendations of the ICSC applicable to the organizations belonging to the UN common system; on the further alignment of the Centre's human resources policies and procedures with those of the ILO applicable to all the Centre's staff; and on the subsequent amendments to the Staff Regulations.

139. The Worker Vice-Chairperson still missed a reference to the current process of staff reprofiling. This important topic deserved a concrete explanation within this chapter, as did the new performance management framework. She also called the Board's attention to the importance of securing mobility between the Centre and the ILO. With these remarks, the group might approve the point for decision.

140. The Employer Vice-Chairperson endorsed the report and supported the point for decision.

141. The Government Vice-Chairperson wanted to know how the Centre was preparing for the implementation of the staff fixed-cost increases associated with the recommended ICSC base salary increase and the increased education grant, and if an analysis of the financial implications had been conducted. About the broadening of the scope of application for project contracts, she asked for clarifications about the kind of projects, the number of people concerned and the financial implications of such a change. The efforts made towards aligning the Centre's disciplinary framework with the rules in force in the ILO were welcomed, and the expansion of available disciplinary measures should allow for a more progressive and proportionate scale of sanctions. The group would welcome some details on the specific sanctions to be added to the current framework. The group also values the introduction of a

⁸ CC 88/4/4.

⁹ CC 88/5/rev.

provision providing for the recovery of losses arising from acts of misconduct of staff members. They noted with interest, the establishment of a Disciplinary Committee, that will assist the Director, in determining whether a misconduct has occurred and advising him on the disciplinary measure to be applied.

142. The Government group supported the points for decision regarding this year's ICSC salary increase recommendations and the disciplinary framework but reserved its position on the issue regarding the broadening of the scope of application for project contracts and would prefer to keep the current arrangements regarding the implementation of recommendations of the ICSC, as they allowed the Board to provide guidance to the Centre if need be, depending on its financial situation and the amount of the increase recommended.
143. **The Chief of the Human Resources Services** reacted to the observations made and answered the questions.
144. **The Director of the Centre** insisted on the standard "no loss no gain" method of consolidating post-adjustment points into the base salary scale while commensurately reducing post-adjustment levels, which implied a limited financial impact of the salary increase.
145. **The Government Vice-Chairperson** stated her group would like to receive additional information on the two issues raised before and postpone its decision on subparagraphs (b) and (d) of the point for decision.
146. **The Chairperson** proposed to cancel subparagraphs (b) and (d) of the point for decision.
147. **The Board approved the point for decision as modified.**

▶ Administrative questions

148. **The Chairperson** stated that the document ¹⁰ was submitted for information and requested the Board to take note of it.
149. **The Deputy Director of the Centre, Ms Babos**, commented on the infrastructure projects, the streamlining of the support processes, the security on campus and the greening of the operations.
150. **The Employer Vice-Chairperson and the Worker Vice-Chairperson** had no particular comments to make.
151. **The Government Vice-Chairperson** welcomed the report and noted the full resumption of institutional activities this year, the progress reported on facilities' construction and renovation projects, and the efforts to procure funding for these projects. Additionally, she asked the Centre to identify possibilities to reduce emissions with the goal of eventually eliminating the need to procure carbon offsets. Finally, the group welcomed the increase in on-campus activities with local partners and the measures to evaluate the impact of these activities. They encouraged the Centre to move forward with these activities to increase revenue and to contribute to the sustainability of the business model.
152. **The Board took note of the document.**

¹⁰ CC 88/6.

▶ Reports of the Trade Union Training Committee and the Employers' Training Committee

- 153. The Worker Vice-Chairperson** introduced the report of the Trade Union Training Committee.¹¹
- 154. The Employer Vice-Chairperson** introduced the report of the Employers' Training Committee.¹²
- 155. The Government Vice-Chairperson** had no comments to make.
- 156. The Board took note of the documents.**

▶ Concluding remarks

- 157. The Chairperson** proposed that the 89th Session of the Board of the Centre be held just before the 355th Session of the Governing Body of the ILO. The exact date of the session of the Board would be confirmed as soon as the final dates of the Governing Body would be known.
- 158. The Board approved the Chairperson's proposal.**
- 159. The Chairperson** informed the members of the Board that the report of this meeting of the Board would be considered in the Institutional Section of the 352nd 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.
- 160. The Board approved the Chairperson's proposal.**
- 161. The Chairperson closed the 88th Session of the Board.**

¹¹ CC 88/7/a.

¹² CC 88/7/b.

▶ Appendix

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

88th Session of the Board of the Turin Centre, 25 October 2024

Mr Director-General,
Distinguished members of the Board,
Dear colleagues,
Ladies and gentlemen,

It is an honour and a pleasure to address you today on behalf of the Centre's staff in my role as Vice-Chairperson of the ITCILO Staff Union Committee.

We would like to warmly greet Director-General Gilbert F. Houngbo, who has consistently honoured us with his presence on the Board. This year, in particular, we are especially grateful for his participation as we celebrate the 60th anniversary of the ILO Turin Centre.

We also extend our greetings and congratulations to the new Deputy Director of the Centre, Ms Paola Babos.

We also wish to extend our deepest gratitude to the City of Turin, the Piedmont Region and the Italian Government for their unwavering support. Grazie.

Lastly, we sincerely thank our former colleagues and members of the Former Officials Association, for their invaluable help regarding the historical archive of the Centre. Their time and effort is allowing us to celebrate this historical milestone in the best way possible.

It is with pride and satisfaction that we acknowledge the excellent results achieved by the Staff of the Centre, as highlighted in the documents presented to this Board.

Once again, the staff demonstrates its strong commitment to contributing to the success of the Centre.

We also welcome the renewed interest in residential (on campus) training activities, which offer the city of Turin the international recognition it deserves.

But despite the good results presented, we are still waiting for the resolution of some persistent and reiterated problems, affecting the staff working conditions. I will elaborate.

This is a good opportunity to address the ongoing issue of precarious contracts still impacting many colleagues, disproportionately women. It is imperative that we find concrete solutions to also alleviate the constant pressure staff are under, driven by an ever-increasing workload and a "growth for growth's sake" business model, and to continue promoting and prioritizing staff well-being and motivation. Through these, we can ensure, not only the Centre's success, but a fairer, more supportive workplace for all.

We welcome the Management's commitment to engaging in effective negotiations grounded in mutually agreed principles such as mutual respect and good faith among the parties, adherence to the Recognition and Procedural Agreement between the Centre and the

Staff Union and to the ILO Conventions and Recommendations on effective collective bargaining and jointly agreed negotiation principles.

We very much appreciate the fact that the Deputy Director has been appointed as a Joint Negotiating Committee (JNC) member and will represent Management with a clear mandate to negotiate on behalf of the Director to reach, hopefully by the end of the year, a mutually beneficial agreement on the several sensitive issues presently under discussion.

By strengthening the negotiation in the JNC, we are all committed to building a more engaged, collaborative, and harmonious workplace for all of us, thus fostering a culture of mutual trust, respect and continuous improvement of staff working conditions. This would benefit all parties involved.

Distinguished members of the Board,

We would like to stress that this Centre is not its machines, monitors, microphones, or furniture. This place is the persons that make it all work.

Thank you for your attention.