

Annual report on the activities of the Centre in 2010

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EXECUTIVE SUMMARY

1. During 2010, the International Training Centre of the ILO (the Centre) delivered training and learning programmes to almost 14,000 participants from 185 countries across all the main areas of the Decent Work Agenda of the ILO. As well as the programme of standard courses offered by the Centre at the Turin campus, over 300 tailor-made training courses were delivered at global, regional or country level.

2. New partnerships with national and regional institutions expanded the outreach of the Centre's activities. Consistent progress was made in the development and diversification of training products and learning methods including the further expansion of the blended-learning approach and the re-engineering of traditional courses into more attractive modular learning events and academies.

Strong collaboration with the ILO

3. Operational collaboration with the ILO technical sectors and regions was intensified in many important areas of work such as employers' and workers' activities, international labour standards, enterprise development, social economy, green jobs, labour migration, social security, labour administration and inspection. The joint-ownership of the training programmes between the Centre and its counterpart headquarters' departments and regional offices was very strong in the planning, design and delivery of the programmes.

4. The Centre actively participated in the outcome-based work planning exercise launched by the Office in the second half of 2009. Arising from this exercise, the Centre started to integrate the capacity-development components into its 2010 programme of activities. In addition, the Centre's role in ILO staff development expanded during 2010.

5. In 2010, the ILO Director-General initiated an internal review of the operations of the Centre. The results of this exercise were presented to the Board in November 2010. The Board requested that the recommendations be taken into account in the preparation of a new Strategic Plan for 2012-15.

Academies

6. A process was launched in 2009 to review the modalities of delivery of standard curricula with a view to offering more attractive and visible learning events which would progressively become benchmarks of excellence in the technical field concerned. The main innovation to emerge from this review was the development of academies. In 2010, three such academies were held. Each event involved working closely with the ILO technical programmes as well as partnerships with other UN agencies and development partners. Based on the success of these events, a larger portfolio of academies was planned for 2011.

The Turin School of Development

7. Over the last 10 years, and in partnership with UN agencies and academic institutions, the Turin School of Development gradually expanded its portfolio of Masters and Postgraduate Programmes. In 2010, eight programmes were offered. The Turin School of Development is funded through a combination of fees paid by the students and resources provided by a pool of local Italian donors who attach great importance to the collaboration between the University of Turin and the *Politecnico di Torino* on one side, and the Turin Centre and other UN agencies, on the other.

Collaboration with the UN and other international organizations

8. The Centre continued to widen and deepen its collaboration with UN System organizations and agencies. This collaboration is built around the provision of training and learning programmes linked to the mandate of these UN organizations and includes the delivery of joint-products as well as the funding of participants in the Centre's standard courses. In 2010, the Centre collaborated with the FAO, IFAD, UNCITRAL, UNDP, UNESCO, UNECA, UNESCWA, UNHCR, UNICRI, UNIDO, UNIFEM, UNITAR, UN/ISDR, UNLB, UNMIL, UNMIT,

UNOCHCR, UNOPS, UNSSC, WFP, WHO, WIPO as well as the World Bank and the IMF. In collaboration with the ILO Social Security Department, the Centre organized the Second UN Inter-Agency Consultation on the Social Floor Initiative.

Expanding partnerships with training institutions

9. The Centre was active in several international networks. It continued its partnership with the Training Institute of the Labour Ministry of Bulgaria and with INSAFORP of El Salvador. The first joint activity for trade unionists took place in May 2010 in partnership with the V.V. Giri National Labour Institute, the Training Institute of the Labour Ministry of India. A new partnership was signed with the Institute of Rural Management in Pakistan (NRSP) which already led to effective collaboration in the fields of micro-finance and learning methodology in 2010.

10. Cooperation was also established or continued in 2010 with training and educational institutions in China, the Russian Federation, the Republic of Korea, Japan and South Africa.

The Campus

11. Important improvements to the campus infrastructure and facilities were undertaken in 2010. The Piemonte Conference Centre, which was started in January 2009, was completed in April 2010. The investment cost of 3.8 million euro was fully covered by the Piedmont Regional Government and the *Compagnia di San Paolo* Foundation. The Conference Centre is a state-of-the-art facility for courses and conferences which can accommodate up to 350 people. The building incorporates the most up-to-date energy saving technologies and is fully accessible to people with disabilities.

12. The kitchen facilities were completely refurbished in the first part of 2010 at a cost of 657,000 euro. The fire safety system was upgraded and measures were implemented to reduce energy and water consumption and to improve waste recycling.

Relations with the Piedmont Region and the City of Turin

13. The Centre continued to enjoy excellent relations with the Piedmont Region and the City of

Turin. In spite of the serious budget restrictions which affected local government in Italy during 2010, the Piedmont Region contributed euro 370,000 to the Centre's fixed costs as well as euro 115,000 in support of the delivery of the programmes of the Turin School of Development and other training programmes. For technical and budgetary reasons, the City of Turin could not pay before the end of 2010 its contribution of euro 500,000 foreseen as an annual contribution in the Complementary Agreement signed with the City of Turin in 2006. These resources are earmarked for extraordinary maintenance of the campus buildings. The City has confirmed that this amount will be paid in full in 2011.

14. In 2010, a programme of visits to the campus by Turin schools was launched as part of a project entitled *Growing up in Town*. An invitation to visit the Centre was extended to secondary school students. From January to May 2010, 200 students from seven secondary schools visited the campus. The visits provided an opportunity to the students to learn about the ILO and the UN System as well as get a better understanding of global issues and the role of the international community.

A challenging resource environment

15. In 2010, the wider economic crisis impacted on the Centre resulting in a serious reduction in voluntary contributions. Despite this challenging environment, the financial outcome for 2010 was positive. This was the result of diversification of funding sources and a substantial increase in projects awarded to the Centre through competitive bidding processes. New agreements were signed with the Government of Brazil and with the Government of Portugal. Eighteen new projects were won through competitive bidding for a total amount of euro 9.2 million.

16. On the expenditure side, some investments were postponed or reduced in scale. The rationalization of a number of internal business processes and expenditure items resulted in savings and improved cost effectiveness. These savings and efficiency efforts will be maintained and further developed over the next four-year period of the Strategic Plan.

17. In 2010, the Centre demonstrated its capacity to survive in a difficult financial environment as well as to develop, innovate and diversify its programmes and products. The financial challenges of 2010 triggered a very

positive reaction by the Centre's staff in terms of commitment, creativity and energy which made an important contribution to this.

18. Part I of this report provides a statistical overview of the main trends in the Centre's activities in 2010. Part II provides information on sources and

use of funds for training activities. Part III provides information on each of the technical training programmes as well as developments in evaluation, learning and training methodologies and publishing. The final section, Part IV, provides information on key management and administrative developments in 2010.

I. STATISTICS AND TRENDS IN 2010¹

19. The Centre's performance in 2010 was very similar to that of 2009. The number of participants and participant days increased slightly over 2009 while the overall number of activities decreased slightly, partly as a result of the re-packaging and combining of stand-alone training courses.

20. Face-to-face and blended activities held in the Centre, taking advantage of the campus learning facilities and environment, accounted for around 42 per cent of the total. Face-to-face and blended activities held off campus represented 48 per cent, while 10 per cent of activities were entirely distance-learning programmes. Blended activities increased from 3 per cent in 2008 to 4 per cent in 2009 and to 6 per cent in 2010 indicating a gradual but consistent increase in blended-learning.

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

Collaboration with the ILO

22. The Centre's efforts to align its training with the ILO strategies and operations continued in 2010. Its role was well reflected in the outcome-based work plans and global products in the context of the Programme and Budget for 2010-11. The Centre participated in the regional quality assurance groups established by the ILO for Decent Work Country Programmes, allowing them to identify specific training needs and priorities. These were taken into account in the planning of tailor-made activities in the field as well as in the award of fellowships for participation in relevant standard courses. Beyond its immediate impact on the training programme in the current biennium, the Centre's participation in the ILO results-based planning and management exercises generated greater awareness and ownership between ILO outcome coordinators and the Centre's technical managers as regards the potential for collaboration.

TABLE 1
DISTRIBUTION OF ACTIVITIES BY TYPE OF TRAINING IN 2009 AND 2010

	2009				2010			
	Activities	Participants	Days of training	Participant days	Activities	Participants	Days of training	Participant days
On campus	181	4,148	1,373	32,146	183	4,559	1,271	33,259
Blended on campus (distance plus face-to-face at the Turin Centre)	19	394	608	13,502	20	426	595	14,331
In the field	241	7,647	1,001	29,975	225	6,921	892	22,832
Blended in the field (distance plus face-to-face in the field)	3	83	79	2,875	8	606	153	11,166
Distance	62	1,453	1,069	23,567	47	1,218	881	20,777
TOTAL	506	13,725	4,130	102,065	483	13,730	3,792	102,365

1. The "participant day" indicator is calculated for each training activity as the product of the number of participants and the actual number of days of training.
2. For the sake of comparison between face-to-face and distance learning activities, the days of training for the latter are calculated as the total number of "prescribed" study hours divided by six (six being the number of study hours in a day of training in a face-to-face activity).
3. Participants in 2010 came from 185 countries/territories. Detailed statistics on the distribution of participants by country of origin are available on the Centre's website.

¹ More detailed statistics are posted for reference on the Centre's website at www.itcilo.org/board

CHART A
INCOME FROM ACTIVITIES BY STRATEGIC OBJECTIVE IN 2010

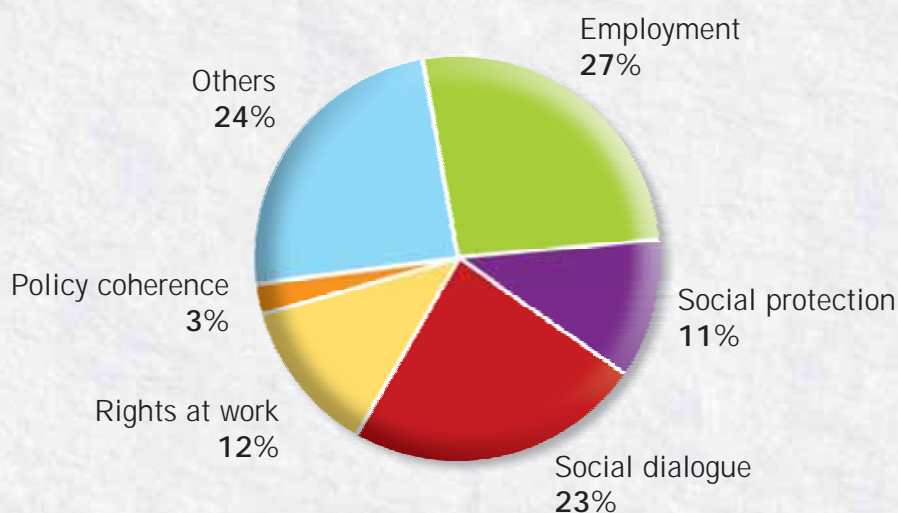
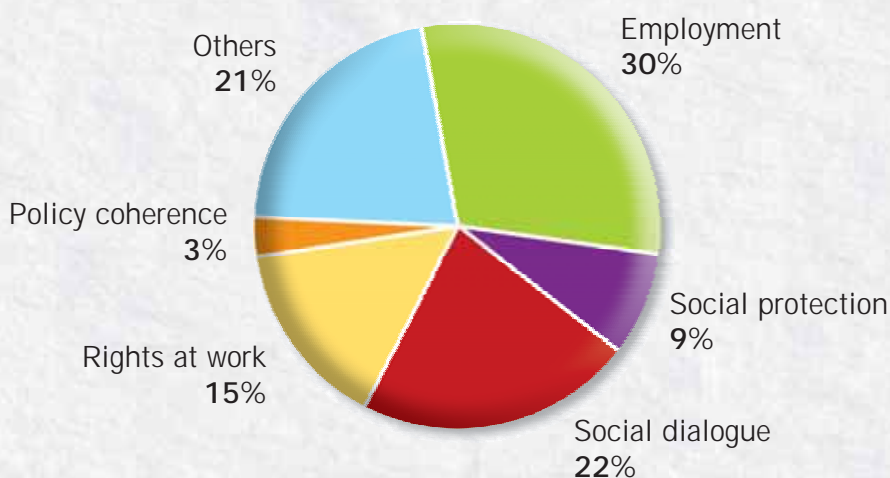


CHART B
PARTICIPANTS BY STRATEGIC OBJECTIVE IN 2010



23. The Centre's role in ILO staff development expanded during 2010. It included the organization of a new research capacity workshop in collaboration with the International Institute for Labour Studies, two orientation courses for new officials, training on project-cycle management including a workshop for office directors and specialists of the Africa Region, as well as a number of capacity-building activities on the Decent Work Toolkit and Green Jobs. The Centre also facilitated nine staff meetings and knowledge-sharing workshops for ILO technical departments and programmes. Over 100 ILO officials participated in

the standard courses of the Centre as well as in the Masters Programmes offered by the Turin School of Development.

24. The ILO internal review team (2010) found that extensive integration had already been achieved between the Office and the Centre in relation to the alignment of the Centre's training programme to the ILO strategic framework, systematic reference to the role of the Centre in ILO outcome strategies, resource reporting by ILO outcome, joint-planning, and collaboration in training delivery.

The regional dimension

25. The Turin Centre is a global platform for learning and knowledge-sharing on issues of decent work and sustainable development. The participation of the largest range of national institutions in the core courses of the Centre enriches the scope for peer-learning and cross-fertilization of relevant country experiences. At the same time, the regional dimension of the Centre's activities is an important comparative advantage of the Centre and complements the portfolio of standard inter-regional training and learning courses and events. The capacity to customize training products to regional, sub-regional and national priorities and the objectives of the Decent Work Country Programmes adds to the relevance of the Centre's offer and responds to an increasing demand by the ILO for training customization.

26. Chart C gives a breakdown of participants by the five main regions in 2010.

27. The regional breakdown of participants is often determined by specific projects being initiated or completed. The number of participants from Africa, Asia and the Pacific, the Americas and Eastern Europe and Central Asia decreased in 2010, while a significant increase was recorded in the number of participants from the European Union as a result of the Centre's successful efforts to mobilize funds from the European Commission related to EU social policy. The number of participants from Arab States also

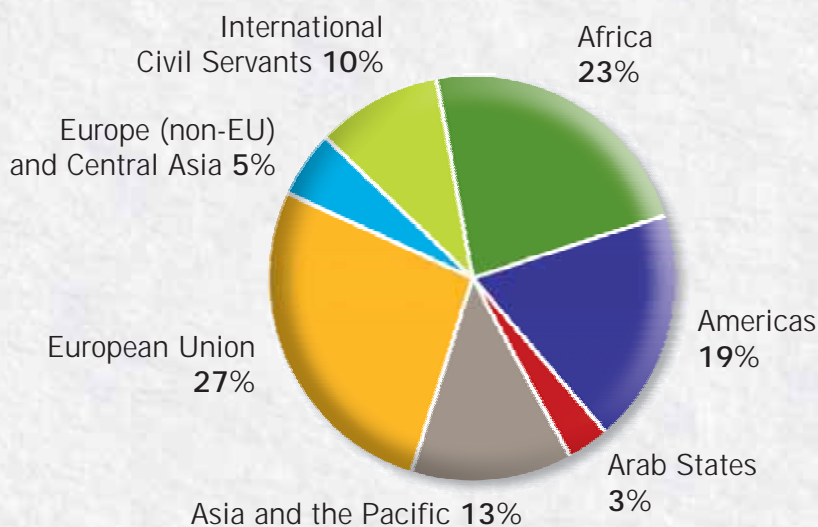
increased, mainly thanks to the re-activation of programmes in the Occupied Territories. An increase of international civil servants was the consequence of the Centre's expanded role in ILO staff development and partnerships with other multilateral organizations.

Africa

28. The Centre maintained a very fruitful collaboration with the ILO Regional Office for Africa building on the efforts initiated in 2009 to more systematically integrate regional priorities and needs into the training offer of the Centre. This collaboration included the design and implementation of training and learning programmes for the ILO staff in the region. In particular, a training workshop on design and resource mobilization for Decent Work was implemented in September 2010 in the Centre with the participation of the regional, sub-regional and country office directors as well as technical specialists from the region.

29. The joint-effort between the Centre, the Regional Office and different ILO technical departments for the launch of a new training programme on the Social Economy continued in 2010. Following the regional conference organized in Johannesburg in October 2009, the first edition of the Academy on the Social and Solidarity Economy took place in October 2010 in the Centre with strong participation from African countries.

CHART C
PARTICIPANTS BY REGION IN 2010²



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

30. Tailor-made activities for Africa included different regional projects funded by the European Commission, including the completion of a training project on child labour, the continuation of an interregional programme on making microfinance work, the launch of new projects for strengthening employer organizations in English-speaking Africa and on indicators for measurement of Decent Work through experience-sharing between French-speaking African and Central American countries. The training project on social protection funded by Portugal in African Portuguese-speaking countries continued in 2010. At national level, a large training programme on industrial relations was implemented with the Office Chérifien de Phosphates of Morocco with the participation of some 150 representatives of the management and workers of the enterprise.

31. Some concrete steps were taken to initiate partnerships with African training institutes. These included the African Regional Labour Administration Centre (ARLAC) supported by the ILO in Harare – as well as MANCOSA, a private post-graduate academic institution based in Durban which provides higher education and management training services to public authorities and social partners in South African and the Southern African sub-region.

The Americas

32. Participation by the Americas decreased slightly as a consequence of shrinking national budgets for human resource development and limited donor funding available for the region. The programme however remained significant in size, thanks in part to the sustained use of distance learning.

33. The Centre was directly in charge of the implementation of the employment component of EUROsociAL, a multidisciplinary programme funded by the European Commission to enhance social cohesion in Latin America through exchange of good practices with Europe. The first phase of the programme was completed in mid-2010. The Centre has been included in the winning consortium for the implementation of the second programme phase; however, it will no longer coordinate the employment component of the programme.

34. Two new projects were approved by the government of Spain in support of Latin American employers' and workers' organizations in the field of social protection. The workers' projects already started activities in 2010. A new EU-funded project started in 2010 on "Indicators for Measurement of Decent Work". The project is executed in four Central American and four African countries, in collaboration

with the ILO, notably SIALC in Panama and the Statistics Department of the ILO.

35. A new phase of a large training of trainers' programme was completed in 2010 for INSAFORP, the national vocational training institution of El Salvador. Requests for tailor-made training activities in the countries are an increasing trend, which will require more flexibility in training delivery and the need for adaptation of existing courses to regional and national needs.

Asia and the Pacific

36. Participation by the Asia and Pacific region in 2010 remained similar to that of 2009. The Centre maintained its dialogue with the Regional Office and with other field offices to ensure the effective integration of its programmes into regional priorities and strategies. In particular, new options were discussed with the ILO office in Beijing to give fresh impetus to the training programme for China.

37. There is a strong demand from Asia too to customize the Centre's standard courses to the region to reflect the Asian experience and to hold such courses in the region. A special effort was made to invest in institutional partnerships with Asian training institutions, including the Korea Occupational Safety and Health Agency (KOSHA), the Nanjing University in China, the V.V. Giri National Labour Institute of India and NRSP-Institute of Rural Management of Pakistan.

The Arab Countries

38. The Centre's activities in Arabic are attended by participants both from the Middle East and from North Africa. Participants from North Africa are classified under the African region, following the same criteria used by the ILO.

39. Participation from Arab countries increased in 2010 mainly as a result of the re-activation of an Italian-funded programme in support of the Palestinian Authority. A number of new initiatives were undertaken vis-à-vis Arab Gulf countries in collaboration with the Regional Office, including a first pilot training programme for workers' representatives in Saudi Arabia.

Europe

40. The European Union, non-EU European countries and Central Asia, is the region that had the largest number of participants in 2010. A large

increase was recorded in activities implemented in Italy and in the European Union.

41. Programmes implemented in 2010 with funding from the European Commission included a large training project on socially responsible enterprise restructuring in the European Union and new projects on labour administration and on the role of the social partners in sectoral social dialogue in the European Union.

42. A new partnership with the Drug Control Department of the Prime Minister's office in Italy led to the launch of a new project (EDU.CARE) to train teachers in the national education system on drug prevention approaches.

43. The Centre has continued to support transition and restructuring processes aiming at mitigating the negative impacts of structural adjustment and the economic and financial crisis. The geographic focus of the Centre's efforts shifted eastward towards Central Asia and the Caucasian countries. The Government of Bulgaria continued its assistance to human resources development in South-East Europe and the UNDP Regional Centre for Public Administration Reform continued to collaborate with the Centre for the organization of training activities in the Centre to build the institutional and human capacity of public administration in South East Europe and the Commonwealth of Independent States (CIS).

Gender equality

44. Table 2 shows the proportion of women participants in the Centre's activities. Comparison with the results of 2009 should take into account the termination of a European project on gender stereotypes in December 2009.

TABLE 2
PARTICIPATION BY WOMEN IN TRAINING

Year	2009	2010
Total participants	13,725	13,730
Number of women	6,136	5,933
<i>Percentage</i>	44.71%	43.21%

45. In 2010, the Gender and non-Discrimination team designed a self-assessment and learning process to be implemented in 2011, in order to successfully incorporate a gender dimension in the different training activities. The ultimate aim of this initiative is to ensure that all the Centre's activities contribute to

the realization of the ILO goal of decent work for all women and men, ensuring that gender equality and non-discrimination are efficiently and consistently included in training, learning and capacity-building activities.

46. New performance indicators to measure progress towards the attainment of gender equality objectives as expressed in the ILO Gender Action Plan for 2010-11 and beyond are now in place and are expected to provide an incentive for increasing the number of women participants as well as to ensure greater participation of ILO constituents and staff in gender-specific courses and to stimulate effective gender mainstreaming in all other courses.

Tripartism

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

48. The upwards trend in the participation of social partners – through different modalities – in the Centre's programmes reached its peak in 2008, then decreased slightly in 2009. In 2010, the total of employer and worker representatives increased slightly again to represent over one quarter of total participants. This is shown in Table 3.

TABLE 3
PARTICIPATION BY EMPLOYERS' AND WORKERS' REPRESENTATIVES

	2009		2010	
	Employers	Workers	Employers	Workers
Employer-specific activities	895	44	1,025	2
Worker-specific activities	0	1,248	16	1,151
Other Centre's activities	422	563	305	784
TOTAL	1,317	1,855	1,346	1,937
Percentage of Centre total	9.60%	13.52%	9.80%	14.11%

49. The figures cover activities specifically designed for worker or employer representatives by the respective programmes as well as participation in activities delivered by other Centre programmes, including standard courses and tailor-made or project-linked activities.

50. In 2010, the employer-specific programme recorded an increase in the number of participants, while the worker-specific programme recorded a slight reduction. In 2010, the overall number of social partner representatives attending other activities of the Centre also increased over 2009.

51. Since 2009, the Centre has also been monitoring the participation of officials from labour ministries. The number of representatives from national labour ministries or from agencies under labour ministry responsibility was estimated at 1,293 participants in 2010 which represents a slight increase over 2009 to reach around 9 per cent of the Centre's total participants. Geographic representation was fairly evenly distributed across regions.

52. In 2010, following the re-activation by the ILO of the Labour Administration Programme (LAB/ADMIN) and a substantial investment to develop and update curricula in this field, delivery significant increased in 2010 in close collaboration with LAB/ADMIN. This new initiative on labour administration and labour inspection has filled a significant gap in the overall strategy of the Centre to contribute to the development of institutional capacity of ILO constituents.

Partnerships with training institutions

53. The Centre has continued its partnership with the training institute of the Labour Ministry of Bulgaria and in particular, with the Centre for Human Resource Development and Regional Initiatives (CHRDR) in its pursuit to expand its mandate and outreach to sub-regional training in support of Decent Work in South-East Europe. A new partnership initiated in 2009 with the V.V. Giri National Labour Institute, the training institute of the Labour Ministry of India, led to the implementation of a first joint activity for Indian trade unionists in May 2010. A Memorandum of Understanding between the Centre and the Institute of Rural Management (NRSP-IRM) of Pakistan was signed in April 2010. This translated into the participation of NRSP-IRM staff in the Centre's courses and to the organization of a study visit in Europe for nine members of NRSP-IRM's Board of Directors in Microfinance.

54. A training activity on corporate social responsibility and sustainable enterprise development was jointly implemented with the Nanjing University in China in 2010. The joint-training of trainers' programme with INSAFORP of El Salvador was maintained in 2010. A new memorandum of understanding was signed in June 2010 with the Academy of Labour and Social Relations of the Russian Federation. Cooperation was also established or initiated with training and educational institutions in several countries including Korea, Japan and South Africa. The partnership with the African Regional Labour Administration Centre (ARLAC) was also re-vamped.

Learning networks and fora

55. The Centre continued to be active in several international networks, such as the UN Learning Managers Forum; Train4Dev which is a donor network seeking to promote improved aid effectiveness for poverty reduction through enhanced co-operation in the field of competence development and training; the European Distance and E-Learning Network (EDEN), an international educational association open to institutions and individuals dealing with e-learning, open and distance education; the "*Réseau international d'institutions de formation dans le domaine du Travail (RIIFT)*," a French-speaking network specialized in training labour administration and inspection issues.

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

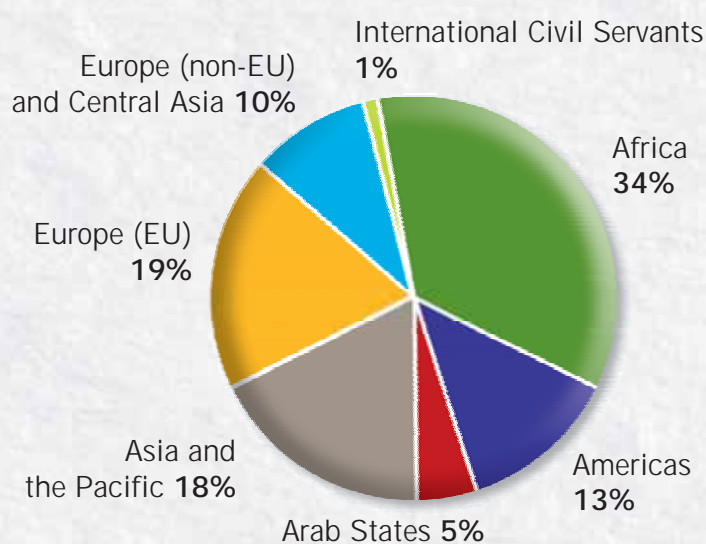
The Turin School of Development

57. In 2010, the Turin School of Development offered eight Masters and Postgraduate Programmes. Table 4 shows the breakdown of participants per course:

TABLE 4
PARTICIPATION IN MASTERS AND POSTGRADUATE PROGRAMMES

TITLE	No. of participants (Courses started in 2009 and finished in 2010)	No. of participants (Courses held in 2010)	No. of participants (Courses started in 2010 and continuing in 2011)	TOTAL No. of participants
Master in Management of Development	33		22	55
Postgraduate Course on International Trade Law		29		29
Master of Laws (LL.M) in International Trade Law			21	21
Master of Science (MSc) in Public Procurement Management for Sustainable Development	54		34	88
Master of Laws (LL.M) in Intellectual Property	33		34	67
Master in World Heritage at Work	15		12	27
Postgraduate Course on Occupational Safety and Health in the Workplace			16	16
Master of Science (MSc) in Applied Labour Economics for Development			17	17

CHART D
PARTICIPANTS IN MASTERS AND POSTGRADUATE PROGRAMMES BY REGION IN 2010



II. FUNDING OF TRAINING ACTIVITIES

58. The financial information presented here refers specifically to income for training programmes and projects, and does not take into account assessed contributions from Italy, the ILO, France and the City of Turin and Piedmont Region. In 2010, income from training activities was 24.9 million euros (including income from publications). Chart E and Table 5 show the sources of funds for the Centre's activities at different levels of aggregation.

59. Italy's annual voluntary contribution to the Centre made up for about 15 per cent of the total income from activities. Additional contributions were obtained from the Italian government for new projects between 2010 and 2011. Therefore, Italy remained the single largest multi-bilateral donor of the Centre, not to mention contributions received from the regional government of Piedmont and from Italian non-state institutions.

60. ILO's share of the Centre's training income was 26 per cent in 2010 which is a decrease from over 32 per cent in 2009. This is in line with normal trends as ILO funding tends to decline in the first year of the biennium and to increase in the second year.

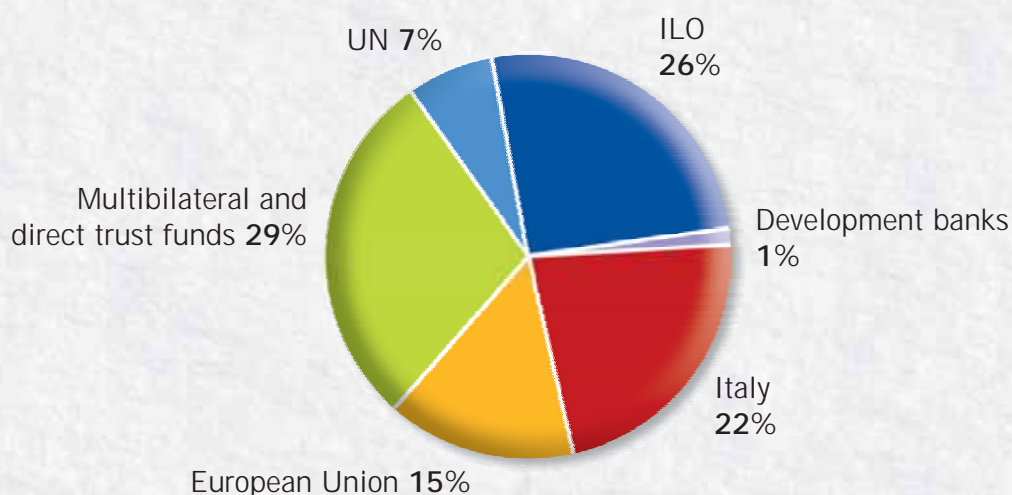
61. The European Union remained the third largest donor to the Centre in 2010. The portfolio of EU-funded activities is very diverse in terms of funding modalities – through competitive bidding, calls for

proposals or direct agreements – and involves different Directorate-Generals, delegations, programmes and agencies of the European Commission. The Centre is well established as a reputable and reliable partner of the European Commission.

62. A number of national donor agencies made direct contributions to the Centre in 2010. Two new projects on social security for workers' and employers' organizations were approved by Spain. A direct contribution for the Centre was maintained in the new partnership agreement signed between the ILO and France. The Government of Portugal continued to finance a project on extension of social security in Africa that started in 2009. The Walloon Community of Belgium maintained its joint-programme with the Centre. A collaboration programme with the training centre of the Ministry of Labour of Bulgaria, financed by the Bulgarian Government, was also continued in 2010. The Irish government made again a small annual contribution to the Centre.

63. An agreement was signed in December 2010 between the Centre and the Government of Portugal (*Instituto do Emprego e Formação Profissional*) for the establishment of an annual €250,000 fixed contribution to the Centre's budget as from 2011. In 2010, a direct contribution to the Centre's training activities was made for the first time by the Government of Brazil for a training project on disaster

CHART E
INCOME FROM ACTIVITIES BY SOURCE OF FUNDING IN 2010



risk preparedness and recovery. The activities were launched in 2011.

64. Non-state donors included contributions from the *Compagnia di San Paolo* Foundation, AGFUND, from the Belgian, Dutch and Norwegian employers, from ITUC, from the Inter-American Foundation, Friedrich Ebert Foundation and the Aga Khan Development Network. FIAT financed the development by the Centre of a set of modules on non-discrimination for the training of its own managers. The Centre and the French town of Suresnes signed an agreement for the participation of the town government officials and workers' representatives in various courses of the Centre. The largest non-state contributor in 2010 was a public enterprise in Morocco, the Office National des Phosphates, which financed a large training programme for their managers and trade unionists on labour relations and social dialogue.

65. The Centre continued to develop its capacity to generate income from other sources, either through direct negotiation or through competitive bidding. An important dimension of this effort is the establishment of partnerships with different institutions based on pooling of resources and expertise. Eighteen proposals, out of thirty-one applications, were approved for a total funding of 9.2 million euros, almost entirely from the European Commission (mainly EuropeAid and Directorate-General for Employment). This represented a three-fold increase over 2009. These proposals were mostly submitted by the Centre as lead partner of a consortium or stand-alone applicant.

66. A large number of standard and customized programmes were implemented with direct financial participation by the recipient institutions.

TABLE 5
INCOME FROM TRAINING ACTIVITIES IN 2010

Funding source	€ euro
Government of Italy (annual voluntary contribution)	3,810,590
Government of Italy (other sources)	716,746
Government of Italy (total)	4,527,336
Compagnia di San Paolo	254,928
Fondazione CRT	249,927
Piedmont Region	127,045
Other Italian institutions	326,718
Italy others (total)	959,118
European Commission	3,626,885
European Training Foundation	106,904
European Union (total)	3,733,789
El Salvador	406,192
Morocco	279,017
Bulgaria	206,764
Dutch Employers' Cooperation Programme	230,778
Spain	191,652
Portugal	184,397
Mozambique	165,970
France	142,658
China	114,003
Pakistan	102,804
Walloon Community of Belgium	99,613
Others	5,123,959
Donors, direct trust funds and self-paying (total)	7,247,807

Funding source	€ euro
ILO regular budget	2,660,467
ILO RBSA	235,319
ILO/Italy	246,009
ILO/Netherlands	176,071
Other ILO extra-budgetary sources	3,052,897
ILO (total)	6,370,763
UNDP	334,883
WIPO	173,370
IFAD	154,293
UNHCR	152,030
UNOHCHR	137,451
Other UN agencies and organizations	662,479
UN agencies and organizations (total)	1,694,506
World Bank	162,788
Other development banks	177,459
Development Banks (total)	340,247
TOTAL INCOME FROM TRAINING ACTIVITIES	24,873,566

III. PROGRAMME IMPLEMENTATION

67. Since 2009, the technical work of the Centre has been organized into 11 Technical Programmes as follows:

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

68. Table 6 shows the distribution of participants, days of training and participant days by Technical Programme in 2009 and 2010. In some cases, training activities and projects of a particular complexity or cutting across the mandate of specific technical programmes, are run or backed up by the Programme Development and Regional Cooperation Service (PRODEV), created in 2007. In addition, the Multimedia Design and Production unit, in addition to its internal support function, has continued its production of training packages and publications for the ILO and external partners.

Standards and Fundamental Principles and Rights at Work

69. The Programme seeks to support constituents in their efforts to apply standards and fundamental principles and rights at work.

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

Programme	2009			2010		
	No. of participants	Days of training	Participant days	No. of participants	Days of training	Participant days
Standards and Fundamental Principles and Rights at Work	988	217	5,488	1,059	210	5,400
Employment and Skills Development ¹	571	164	3,357	596	147	3,202
Enterprise, Microfinance and Local Development	2,254	930	24,427	2,272	980	25,339
Social Protection ¹	1,204	406	9,282	1,033	341	7,653
Social Dialogue, Labour Law and Labour Administration	731	150	3,826	686	210	4,582
Workers' Activities	1,268	625	10,501	1,218	441	9,723
Employers' Activities	973	157	3,448	1,033	172	3,300
Sustainable Development and Governance ¹	1,518	759	17,791	2,644	706	19,217
Social Dimension of Trade and Investment	310	58	1,412	490	96	2,246
Distance Education and Learning Technology Applications	1,525	336	12,789	1,133	231	14,788
Gender and Non-Discrimination	1,618	267	7,397	971	211	5,378
Programme Development and Regional Cooperation	765	61	2,347	595	47	1,537
TOTAL	13,725	4,130	102,065	13,730	3,792	102,365

¹ Including participants in the masters and post-graduate courses of the Turin School of Development

70. The training activities held in 2010 covered child labour, equality and non-discrimination, forced labour and human trafficking, freedom of association and international labour standards. An integrated approach was taken, with each activity bringing in the other themes as far as possible.

71. The programme of activities on **child labour** reflects the wide recognition of the comparative advantages of IPEC and the Centre in this area. A project entitled "Freeing children from armed conflict," which ended in 2010, enabled the Centre and IPEC to expand their training tools to cover the economic reintegration of children affected by armed conflict.

72. The annual inter-regional course on the labour dimension of human trafficking (with a particular emphasis on trafficking in minors) was run in conjunction with IPEC.

73. Concerning **equality and non-discrimination**, a course entitled "Tackling discrimination at work: From theory to practice" was run again in 2010. It looked at discrimination and promoting equality in relation to all the pillars of decent work.

74. Concerning **freedom of association**, a tripartite seminar was held in 2010 covering Bangladesh, the Maldives, Sri Lanka and Nepal.

75. In collaboration with headquarters, two seminars were held coinciding with the publication of two new products, namely a study analysing the benefits of freedom of association in development and a toolkit for constituents on promoting collective bargaining. An updated version of the "electronic library" on freedom of association and collective bargaining, incorporating new cases examined by the Committee on Freedom of Association and new reference materials, was put on line.

76. Concerning **international labour standards**, distance training in good practices in reporting on implementation took place in two languages, with the support of the Standards Department.

77. Three courses in Latin America, Asia and Africa (Democratic Republic of the Congo) were held for **journalists and media professionals**, with support from field offices and the ILO's Department of Communication and Public Information. A new tripartite course to promote the implementation of international labour standards through corporate social responsibility initiatives was held in conjunction with the SDTI Programme.

78. Regarding the training of **judges, lawyers and professors of law**, in addition to the regular course in the Centre, a training event was held for 14 countries in Asia and the Pacific, with financial support from Fair Work Australia. Training sessions were held for French and Slovenian judges, and there was a regional course in Argentina, held in conjunction with the University of Buenos Aires. New cooperation agreements were signed with the Ministério Público do Trabalho (Brazil), the Tribunal Superior do Trabalho (Brazil) and the Asociación Argentina de Derecho del Trabajo y Seguridad Social.

79. The programme on the **Maritime Labour Convention** expanded further, with four training-of-trainer courses for inspectors in both non-industrialized countries and industrialized countries. An evaluation of the impact of courses held in 2009 and 2010 provided interesting data on the multiplier effect of such training. Former participants who answered the evaluation questionnaire had, in turn, trained some 3,000 experts.

80. The Programme worked to integrate standards into the activities of other Technical Programmes at the Centre. Close collaboration with the Programme for Workers' Activities continued, and a specific module on freedom of association was introduced into a number of its activities.

81. Collaboration intensified with the ILO Standards Department on developing technical cooperation projects. A project to train Italian jurists in international and European labour law was launched, with funding by the Italian Government.

Employment and Skills Development

82. In 2010, activities run by the Employment and Skills Development Programme were consolidated around (i) employment policies, (ii) labour market information, and (iii) skills development and vocational training.

83. In the field of **employment policies**, several activities were organized in the Centre and in the field as a contribution to three specific ILO outcomes: Employment Policy, Employment Services, Youth Employment and Policy Coherence for Decent Work. The ILO Summer School on Labour Economics for Development focused on the role of labour market institutions and labour market policies in the context of the global crisis. Building on the ILO Global Employment Agenda as a framework for policy development, the Summer School was offered in both

English and French and allowed policy-makers from French-speaking Africa to share their experience with English-speaking participants.

84. A second edition of the **wages course** was organized with the Conditions of Work and Employment Branch of the ILO. It provided a platform for debating important global challenges, including the rise in earnings inequality and the persistence of gender wage disparities. Greater policy coherence was also supported through the third edition of the annual joint ILO-World Bank regional labour market course, which focused on the Arab States.

85. Recognizing that some groups, in particular some vulnerable youth and people with disabilities, face more serious social and economic integration problems than the rest of the population, the programme also ran a series of courses on **youth employment and the labour market inclusion** of people with disabilities in the field and at the Centre. A new course on the monitoring and evaluation of youth employment programmes was piloted, in collaboration with the ILO Youth Employment Programme and the ILO/World Bank/UN Youth Employment Network.

86. In the field of **labour market information**, a comprehensive programme on labour statistics was implemented for the first time in 2010, in partnership with the ILO Department of Statistics, and covering labour market information systems, data collection and data analysis. In addition to these training courses, the programme started to implement the project on "Strengthening the capacity to devise and analyze decent work indicators (RECAP)," co-funded by the European Commission, with the objective to enhance the capacity in selected ILO member States to collect and analyze data on decent work. Close synergies were established with another EC-funded project implemented by the ILO.

87. In the area of **skills development and technical and vocational education and training**, new training curricula were developed and a series of training courses were organized in Arabic, English, French, Portuguese, Russian and Spanish.

88. Under the Turin School of Development, a new **Master of Science in Applied Labour Economics for Development** was launched in collaboration with several universities and research centres. It aims at creating of pool of experts that would support the ILO Decent Work Agenda and make it operational at the country level. The majority of the participants were young professionals from developing countries, in particular from the Africa region.

Enterprise, Microfinance and Local Development

89. Promoting decent work through capacity building on sustainable enterprise, microfinance and local development is the mission of the Enterprise, Microfinance and Local Development Programme (EMLD). The programme works closely with the ILO's Job Creation and Enterprise Development Department (EMP/ENT) and Social Finance Programme (SFP).

90. In the area of **enterprise development**, the programme focused on the promotion of sustainable enterprises through courses such as *Promoting Sustainable Enterprise through good workplace practices and human resource management*, and the third edition of the *Summer Academy on Sustainable Enterprise Development*, which was delivered in Arabic, English and French. For the first time, disability issues were featured and mainstreamed in the Academy.

91. Other topics include training of trainers on entrepreneurship education using the *Know About Business* (KAB) training package, and capacity building to support small enterprise development on business development services, value-chain upgrading, enabling business environments for small enterprise development and women's entrepreneurship development.

92. Under a service contract with the European Commission, EMLD and PRODEV completed a series of national tripartite seminars on **enterprise restructuring** in each member State of the European Union. These knowledge-sharing events were supported by research papers giving the national backgrounds and frameworks. An EU Synthesis Report provided a better understanding of the different measures implemented in the EU member States and identified lessons to be learned and disseminated across Europe. The project results were presented at an EU conference in Brussels.

93. In the area of **local development**, the programme offered a wide training portfolio including the DelNet distance education training and information network. During 2010, DelNet carried out distance learning courses in *Management of local development*, *Gender approach to local development*, *Sustainable tourism and local development* and *Local Economic Development through Cooperatives*.

94. The Government of Brazil approved at the end of 2010 a new three-year project in *Disaster Risk Reduction and Local Economic Recovery* covering in Portuguese African speaking countries, Haiti, Niger, Palestine Occupied Territories and Timor-Leste.

95. The sixth edition of the course on *Strategies for Local Economic Development* focused on *Green Jobs* and was implemented in 2010 in English, Portuguese and Spanish. Staff of the programme participated in advisory and technical missions to assist and design local development projects in Indonesia, Nepal and Timor-Leste.

96. Middle managers and trainers from **microfinance** institutions in Africa, Asia, Middle East, and Latin America were offered the *Making Microfinance Work* (MMW) programme aimed at improving the quality of management and the range of products offered by microfinance institutions to enhance their impact on reducing poverty and vulnerability. Activities were held in new countries such as Ethiopia, Nepal, Rwanda and Uzbekistan. Joint activities were developed with UNDP on microfinance and on methodologies for value chain upgrading as part of decent work promotion and poverty alleviation initiatives. A new publication of *Making Microfinance Work: Managing Product Diversification* was completed and validated. The Centre also hosted the sixteenth edition of the *Boulder Microfinance Training Programme*, which was attended by over 300 participants in 2010.

97. In the area of **cooperative development**, the programme implemented face-to-face training on *Cooperative Policy and Legislation*, a distance course in Spanish about the role of cooperatives in local development and a course on *Cooperative Entrepreneurship* in Kenya in cooperation with the ILO COOP Africa programme.

98. The first **Academy on the Social and Solidarity Economy** was organized by the Centre in October 2010.

Social Protection

99. The Social Protection Programme pursued its contribution to the ILO strategic objective to “Enhance the coverage and effectiveness of social protection for all” by organizing activities and courses supporting this. The programme continued to align its technical content with ILO priorities, policies and strategies while inviting external collaborators to provide other perspectives for more balanced knowledge-sharing.

100. Activities on **social security** were focused on managing social protection schemes and/or governing schemes through tripartite boards or commissions. Inter-regional, customized and distance-learning courses were offered on social health insurance, management and investment of public pensions, interpretation of actuarial reports and social security

financing, as well as on social protection policies and programmes for excluded and vulnerable populations. These courses were offered in English, French, Spanish, Arabic and Portuguese.

101. The programme reinforced its support to the ILO initiative on promoting national social protection floors, through special events such as sharing South-South innovative experiences, rapid assessments and design/costing, as well as core courses in English, French and Spanish on the implementation and impact of the social protection floor.

102. These activities were implemented in close collaboration with the ILO Social Security Department. The programme also provided teaching days to the University of Mauritius (Master of Science in Social Protection Financing) and the University of Maastricht’s cash transfer courses organized with UNICEF in Africa.

103. **Occupational safety and health** (OSH) continued to play an important role in the programme, delivering courses on OSH management and OSH inspection systems, on building national OSH programmes, also sectorial courses in construction and in national reconstruction initiatives, as well as **working conditions** in the informal economy and micro-enterprises. The fifth edition of the blended distance-learning and residential OSH Post-Graduate Course was delivered with the University of Turin, with new dimensions further enhancing the curriculum. A contribution was also made to the development of institutional modules on rural inspection and labour inspection. The programme established a fruitful collaboration with the ILO SafeWork Programme.

104. The second open course on **HIV/AIDS** and the world of work was held at the Centre with a prevention and social protection perspective. The subject of HIV/AIDS was mainstreamed in many social protection courses. The ILO/AIDS Programme is an active partner in the course design and delivery.

105. The **international labour migration** component continued to expand with specific courses on labour statistics and migration, social and professional reintegration of return migrants and core courses expanding on the decent work aspects of labour migration. Special contributions were made to ILO labour migration projects through training modules, development of a website, special meetings and thematic courses. A tripartite workshop on post-crisis perspectives was organized at the request of the governments of Italy and Brazil. The international labour migration component of the programme was also a partner in the CARIM Project delivered by the European University Institute, conducting a workshop

on highly skilled migration and launching eight research papers on African and Middle Eastern subjects as diverse as the entrepreneurship of women migrant workers and the situation of migrant health workers. The collaboration with the ILO MIGRANT Programme continues to provide valuable inputs. Partnerships have been concluded with Italian research institutes such as the International and European Forum on Migration Research (FIERI, Turin) and the European University Institute (EUI, Florence).

Social Dialogue, Labour Law and Labour Administration

106. This programme seeks to promote social dialogue and strengthen labour administration and labour inspection through advocacy, knowledge-sharing and skills development. The programme supports ILO's efforts to promote social dialogue and tripartism. It implements its activities in collaboration with the Industrial and Employment Relations Department (DIALOGUE) and Labour Administration and Labour Inspection Programme (LAB/ADMIN). It works closely with ILO field offices and with relevant networks of experts and institutions.

107. The programme cooperated with the ILO in developing global training products, helped to disseminate institutional knowledge and used ILO research and expertise as key inputs into training. Standard courses were combined with tailor-made national or sub-regional workshops to respond to specific training needs of constituents.

108. The programme's main target groups were government officials (public administration and labour inspection bodies), members of national tripartite bodies and representatives of employers' and workers' organizations. Trainers, lawyers, members of national tripartite equal opportunities bodies and academia were also involved when appropriate.

109. In the field of **labour administration and labour inspection**, the programme worked closely with LAB/ADMIN in disseminating a recent training package on labour inspection. A new module on gender equality and labour inspection was produced.

110. In the framework of a Norwegian-funded project, the programme delivered capacity-building activities aiming at strengthening labour inspection services for Angola, Brazil, China, India and South Africa. Study visits in Italy, Portugal and Spain were organized. The programme also provided training for Arab countries in the framework of an Italian-funded project managed by the ILO.

111. In the field of **social dialogue and labour relations**, upon request from a major mining company in Morocco (*Groupe Office Chérifien des Phosphates*), training was provided on social dialogue and negotiation skills to all company workers' representatives and most of its management team. Ten bipartite activities were implemented and some 160 participants were trained, with the aim of strengthening worker and management representatives' skills to effectively negotiate, applying an interest-based approach and a win-win approach.

112. Upon request of the Minister of Labour of Palestine, a one-week workshop was organized in cooperation with the ILO Regional Office (Beirut) for the members of the Tripartite Consultative Committee for Labour Policies. The workshop, also attended by the Minister of Labour, led to adoption of an Action Plan of the Committee.

113. Two training activities were implemented in the Philippines in the area of **labour dispute prevention and resolution**. The first activity was aimed at strengthening the skills of conciliators and mediators of labour disputes in export processing zones. The second activity was a training of trainers, for which a special training material was developed.

114. As regards **labour legislation**, for the first time the Participatory Labour Law Making course was delivered in a blended format. The first phase was at distance complemented by on-line tutoring. A one-week residential course in the Centre was then followed by on-line training.

115. As in previous years, **public sector management** offered a curriculum on human resources development in the public service and another on managing public service reform. In 2010, these regular courses were offered in French, English and Portuguese. The course in Portuguese was organized in Brazil, combining lectures with an intensive programme of study visits and meetings with senior civil servants.

Workers' Activities

116. The Workers' Activities Programme responds to trade unions' training needs in response to the economic, social and political challenges in a changing world of work. It focuses on international labour standards, freedom of association, collective bargaining, the Decent Work Agenda and the ILO Declaration on Social Justice for a Fair Globalization (2008).

117. The programme ran specialized training courses at the Centre, follow-up seminars and activities in the field and on-line labour education courses. Curricula are in line with the four ILO strategic objectives and tailor-made courses were organized to address specific needs emerging from trade union organizations. In addition, the programme facilitated training for ACTRAV staff.

118. The online labour education activities were supported by the SoliComm communication platform. To strengthen its effectiveness, a number of measures were implemented in 2010 to empower the field structures to create and manage on-line activities.

119. The programme continued to produce and update training materials. The ILO Declaration on Social Justice for a Fair Globalization (2008), International Labour Standards, gender equality, globalization, learning methodologies and the International Labour Conference agenda were mainstreamed across the courses.

120. In 2010, the programme updated curricula on social security and designed and tested new curricula on *Communication for trade unions* and on *Organizing workers in the informal economy*. For the first time, a residential course for Africa was held in French and English to favour interaction between the two main linguistic areas of the continent.

121. Important efforts were made in 2010 in designing a new set of training modules to meet the capacity-building needs of trade unions in the design and implementation of DWCPs, through an approach based on the interdependence of the four pillars of the Decent Work Agenda. These modules were designed also to address different levels of training needs linked to different roles played by participants in their organizations.

122. More attention was also given to challenges faced by trade unions in addressing the global crisis, exploiting fully the opportunity offered by the Centre to allow for exchange of experiences and good practices across regions.

123. In 2010, the programme was negatively impacted by the reduction of voluntary resources to the Centre. In 2010, 48 per cent of participants were trained in activities funded totally or partly through projects. The programme seeks to ensure that at least 50 per cent of the activities are financed through projects, with a special focus on an inter-regional dimension and on core areas of the ILO mandate.

Employers' Activities

124. The Employers' Activities Programme supports the development of capacity of national, sectoral and regional employers' organizations. The programme directly contributes to achieving ILO outcomes and to the follow-up of the Declaration on Social Justice for a Fair Globalization (2008). The Programme worked closely with the ILO Bureau for Employers' Activities (ACT/EMP) and the International Organisation of Employers (IOE). It pursued these objectives through direct training delivery as well as the development of innovative training material.

125. In 2010, the programme offered training to over one thousand participants in all regions. Some were stand-alone national or sub-regional activities, aimed at addressing capacity gaps on specific topics (e.g. youth employment policies) or on overall performance (e.g. improved service delivery by EOs, better communication with membership, capacitating provincial EOs).

126. In various cases, training activities were embedded in larger capacity building projects. In East Africa, the programme obtained EU funding to implement a two-year project for five countries, focusing on strengthening the lobbying and advocacy, as well as the service capacity of the national EOs. Results will be fully realized in 2011, but concrete outcomes already included the publication of national business agendas, position papers and proposals to improve the business environment as well as the development of new services such as training, assistance in recruitment and collective bargaining.

127. In Europe, an EU-funded project was implemented to enhance temporary work agency branch organizations to improve capacity in lobbying/advocacy and service delivery for members. Another EU-funded project addressed the engagement of multinational companies in Transnational Company Agreements. National seminars were held in several European countries with the involvement of IOE, national employer organizations and company human resource managers.

128. Training contributed to noticeable progress in an enhanced role of employers' organizations as active voices of business, as development partners or as trustworthy service providers. Success stories included a united coalition of employers' organizations defining a national business agenda for reform and private sector enhancement in Zimbabwe; training on resource mobilization and project cycle management helped employers to obtain funding from international donors (Zambia, Bolivia); employers in several countries (Africa, Latin America) expanded and improved their services; a new employers' organization for temporary agency work was created in Romania.

129. In 2010, the following guides were published:

- Maximizing the opportunities for Employers' Organizations in the framework of Decent Work Country Programmes (English)
- Persuasive Communication, Making the voice of business heard (English, French, Spanish)
- Project Design and Principles of Project Cycle Management (Spanish)
- Tackling Youth Employment Challenges. An introductory guide for Employers' Organizations (English)
- Self-guided training module on Lobbying and Advocacy (English)
- Key issues for management to consider with regard to Transnational Company Agreements (TCAs)

Gender and non-Discrimination

130. The dual mandate of the Gender and non-Discrimination Programme was characterized in 2010 by a combination of activities aimed at mainstreaming gender equality in the Centre's overall activities, as well as in a direct delivery programme. The internal mainstreaming function included the provision of peer assistance on gender mainstreaming, the joint-collaboration with other programmes on some twenty common activities and focal point responsibility on gender equality issues vis-à-vis the ILO and the UN System.

131. Organizational capacity-building, through **gender mainstreaming**, gender budgeting and gender performance assessment (e.g. Gender Audit) methodologies, constituted the heart of the programme. Knowledge-sharing methodologies and combined packages of activities (on-line, face-to-face, materials development) were typical features of the work of the programme. The work plan in 2010 included fewer residential courses in the open calendar, but widened the range of on-line learning options in four languages.

132. Key themes covered by the activities in 2010 were equality at work and non-discrimination; gender and the new aid architecture; breaking gender stereotypes; work and personal life balance; as well as regular "gender literacy" courses, such as *Mainstreaming gender equality in the world of work* offered in English, French and Portuguese in various editions, both face-to-face and on-line.

133. Participants on the courses run by the Gender and non-Discrimination Programme in 2010 typically went beyond the ILO constituents, to include other national governmental agencies (Ministries of Women, Finance, Development Planning), international

organizations (mainly the UN System and the European Commission), professionals from North and South.

134. Distance learning activities through the on-line *Gender Campus* provided learning opportunities to participants in four languages and covered a wide range of topics (gender in the global development agenda, gender equality in the world of work, tackling discrimination, mainstreaming disability equality).

135. In the field of **non-discrimination**, the programme continued to offer two on-line modular courses on *Equality at Work* and *Mainstreaming Disability at Work*. Upon request from the FIAT group, and in collaboration with the Centre's Programme for Employers' Activities and with DELTA, the Programme developed a self-learning on-line application on *Discrimination: Prevent, Detect, Address* in English and Italian for induction training of FIAT managers all over the world.

136. There was on-going collaboration with the ILO Gender Bureau and the network of ILO gender specialists in the field, in planning and delivering activities designed ad-hoc for the specific needs of constituents and ILO offices.

137. Other activities were planned and/or implemented with ILO departments such as TRAVAIL and INTEGRATION. Active relationships were also maintained and strengthened with UNIDO (for which the Centre delivered a staff development training programme for more than three hundred professional staff at its headquarters in Vienna) and with the European Commission, through the EC/UN partnership project on gender equality.

Sustainable Development and Governance

138. The programme provides learning and capacity-building activities for the promotion of managerial competence in the implementation of ILO's Decent Work Agenda and the achievement of the Millennium Development Goals. A wide range of training and advisory assignments aim to promote professionalism and integrity in the management of public funds, with a view to enhancing good governance in support of socially and environmentally sustainable development.

139. In 2010, there were improvements in the **project management** cluster. More in-depth coverage of risk management in development projects was introduced as well as expanded access to case studies in project monitoring and evaluation. Increased attendance was registered in regular courses on

project cycle management and on project implementation and delivery in investment projects funded by the World Bank and other international financial institutions.

140. The programme delivered training workshops for ILO staff in the areas of Project Cycle Management (PCM) and Results-based Management (RBM) to enhance quality and delivery in ILO's Decent Work Country Programmes and technical cooperation projects. The programme designed and hosted a workshop for seventy ILO Directors and senior staff to explore constraints towards effective implementation of ILO activities in Africa and to elaborate appropriate response strategies.

141. In the area of **public procurement management**, the programme completed two EU-funded assignments for the promotion of Green Public Procurement in twenty EU member States. The European Commission, following extensive consultation with social partners and civil society, endorsed a Guide on Socially Responsible Public Procurement which was produced by the programme in 2008. The Guide explains the scope, relevance and methods for integrating social and labour considerations in the public procurement process in EU member States. It represents a major instrument for promoting Decent Work through public expenditure within the current legal framework public procurement in Europe.

142. The programme won a large EU tender for development of public procurement training materials and training of trainers for the Western Balkans and Turkey. Beyond Europe, the programme responded to a request for the provision of consultancy services to IFAD staff in monitoring the procurement transactions of its beneficiary countries in Eastern and Southern Africa and organized a sub-regional workshop on IFAD's Fiduciary Arrangements in Nairobi. The programme also completed the development of the Corporate Procurement Policy Directive of the African Development Bank and provided customized staff training. In collaboration with UNEP and the Centre's DELTA Programme, the programme is developing an on-line Green Procurement course for UN staff under the Secretary General's Sustainable United Nations (SUN) initiative.

143. In the Arab region, tailor-made activities were implemented for the staff of the Islamic Development Bank, Jordan's Joint National Committee on Procurement Reform, the Palestinian Authority and Iraq. An Italian-funded project for capacity-building of the Joint Municipal Councils of Bethlehem and Hebron Governorates, as well as the World Bank-funded project for reinforcement of the operational capacity of the Board of Supreme Audit of

Iraq, allowed the programme to provide a unique and integrated learning offer encompassing development theory and practice with public procurement management and public financial management.

144. In 2010, the programme was responsible for the delivery of five Masters Programmes namely: Management of Development, Public Procurement Management for Sustainable Development, Intellectual Property Rights, World Heritage at Work and a Postgraduate Course on International Trade Law.

Social Dimension of Trade and Investment

145. This programme works to reinforce capacity of ILO constituents and partners to address the impact of trade and investment on labour markets and equitable national development. Drawing on relevant research (ILO, WTO, UNCTAD, others), work in the area of **trade and investment** focuses on the employment and decent work effects of trade and investment policies and agreements.

146. In 2010, the Centre was involved in the implementation of an ILO/EU project on *Assessing and addressing the effects of trade on employment* targeting Bangladesh, Benin, Guatemala and Indonesia. By enhancing national analytical capacities, the project sought to contribute to enhanced coherence between economic and social policies.

147. An inter-regional blended course on *International Trade and Labour Markets* focused on the theoretical and empirical underpinning and key emerging trends on the trade-labour nexus. A learning package on *Mitigating a Jobs Crisis: Innovations in Public Employment Programmes* was validated and tested in 2010. Preparatory work was undertaken to develop a new course on the labour market implications of foreign direct investment with the possible involvement of UNCTAD and the OECD.

148. The programme of **Labour Issues in Corporate Social Responsibility** was developed in close collaboration with the ILO Programme on Multinational Enterprises (EMP/MULTI) in line with the principles laid down in the *Tripartite Declaration of and Principles concerning Multinational Enterprises and Social Policy* ("MNE Declaration"). Activities in 2010 included a standard course on promoting labour standards through CSR for ILO constituents; two workshops in Bulgaria on *Promoting socially responsible business practices* in collaboration with the Ministry of Labour and Social Policy; the development of e-learning modules for the ILO/IFC

Better Work Programme on industrial relations and international labour standards; an EU-funded project on *Building the capacity of actors represented at company level to engage in and implement transnational company agreements*.

149. In 2010, the ILO launched the **Green Jobs** programme with the aim to promote decent work in the green economy through participation in international policy debates such as the climate negotiations; global analysis and research; assistance to ILO member countries and constituents; capacity building services. The programme coordinated training on Green Jobs for ILO constituents and other development stakeholders. Courses offered concepts, cases and practical tools for tackling the social and employment effects of environmental challenges and shaping local, regional and national green job strategies and action.

150. In 2010, a web-supported platform was maintained for distance learning and knowledge-sharing purposes. Two regional tripartite workshops were organised in collaboration with the ILO in Asia and Africa. A course was offered on *Green Jobs: Linking the Environment, Climate Change and the World of Work*. The second ILO strategy workshop on Green Jobs brought together around fifty ILO specialists with a view to operationalising the priority clusters of the Green Jobs Programme.

151. An inter-agency technical meeting was organized on *Building employment and decent work into sustainable recovery and development – The UN contribution* jointly with the ILO and the UN Department of Economic and Social Affairs (UN/DESA). The meeting sought to prompt more coherent UN policy responses to employment and decent work challenges through experience-sharing among senior officials from different organizations, international experts and practitioners.

Distance Education and Learning Technology Applications

152. The DELTA Programme has a dual mandate of strengthening the Centre's internal capacity in applying state-of-the-art learning and training methodologies and processes as well as providing training services to outside partners. It provides these services in line with the ILO Recommendation on Human Resources Development (No. 159) to promote policies and programmes which facilitate lifelong learning and employability, stress the importance of innovation, promote investment in information and communication technology for training, and reduce inequality.

153. Several activities in face-to-face, blended or distance modality were organized for different inter-regional, regional and national audiences, using the competency-based human resources development modules. The largest of such projects which started in 2005 was completed in 2010. Over one thousand trainers, entrepreneurs and workers from El Salvador were trained.

154. A blended standard course on **Lifelong e-Learning** was also offered in three languages. The course results were presented at the international conference on *E-Learning Africa* in Zambia. This course was awarded the OpenECBcheck, an international certification for capacity development in e-learning.

155. DELTA designed and developed screencasts for ILO/HRD and new self-guided e-learning tools for the Better Work Programme, for UNEP on green procurement and for FIAT on non-discrimination. Two orientation workshops for newly recruited ILO officials were organized jointly with HRD.

156. COOP Africa benefited from advice in up to date methodologies and learning resources for the management of agricultural cooperatives. A new collaboration with ILO/CRISIS led to a training of trainers' workshop on local economic recovery in a post-conflict setting in Colombia. DELTA also collaborated in a writing workshop and the instructional design of the new Academy on the Social and Solidarity Economy.

157. DELTA represents the Centre in several **specialised international networks**. The outcomes of the first edition of the Learning Link were presented at Train4Dev's annual meeting in June 2010. The success of the Learning Link led to the signature of a Memorandum of Understanding with the Institute of Rural Management (IRM) of Pakistan and generated several new requests such as the participation in JICA's annual symposium on *Capacity Development for South-South Cooperation* and the design and facilitation of an *Enabling environment for HRD policies* for the Centre of Excellence in Finance (CEF) in Macedonia.

158. The Programme continued its **cooperation with UN agencies**, including joint work with UNSSC on knowledge management and sharing, implementation of instructional design workshops for UNHCR, FAO and for UNRWA in Gaza. DELTA also delivered a workshop for master trainers from the Aga Khan Academy for Micro-finance.

159. In addition to providing services to constituents, the ILO, and other external partners, DELTA provided support to the other programmes of

the Centre in enhancing awareness for and application of training design, learning technology and knowledge sharing approaches.

160. A tender on social inclusion, jointly presented with the Social Protection Programme and EIPA to the European Commission, was awarded in December 2010. DELTA will be responsible for the blended learning component.

Multimedia publishing

161. The full cycle of publishing services (from creation to production) is available on campus to the Centre's programmes and partner institutions. It includes editing, translation, revision; graphics, artwork, layout, photography; videos, on-line and off-line publishing; and digital and offset printing, binding, CD-rom and DVD production. The main publishing languages are English, French and Spanish, but in 2010 publications were also done in Arabic, Chinese, Russian, Portuguese and in the 27 European languages.

162. In 2010 the main internal publishing projects were:

- 10 publications for the ITC – IPEC project funded by the European Union: *Child Labour in Conflict and Post-conflict settings*
- The second volume in the series of the Centre's publications on Microfinance: *Making microfinance work : managing product diversification*
- The training manual *Building modern and effective labour inspection*
- 27 National background papers on *Anticipating and Managing Restructuring* and a Synthesis Report for the EC project.

163. There were 127 publishing projects for the ILO and other United Nations and European organizations among which the United Nations High Commissioner for Refugees (UNHCR), the Office of the High Commissioner for Human Rights (OHCHR) and the European Training Foundation (ETF). The main publishing projects for the ILO in 2010 were:

- material for Symposium on Collective Bargaining and the Toolkit HIV AIDS (ACTRAV);
- two guides on *Sectoral Employers' Organizations and on Communication (ACT/EMP)*;
- publication on *Migration and development: role of labour markets*;
- training manual on the *Governance of Social Security* and a promotional brochure for the training package on Labour Administration;

- on-line presentations with briefing sessions for the delegates to the 2010 International Labour Conference;
- training course manual and a handbook on Convention No. 188 (Fishing);
- material for the Second African Decent Work Symposium.

164. In 2010, following a competitive bidding process, the Centre was selected by the Food and Agriculture Organization (FAO) for the contract for services of "Editorial and publishing services for high-profile, graphically complex publications published simultaneously in multiple languages."

165. The decentralized system of duplicating documents to support training activities was updated with the installation on campus of 30 technologically advanced multifunction digital duplicators.

166. Since 2010, the Centre is using only paper certified by the EU Eco-label, which is currently the highest level of environmental certification covering not only the use of recycled fibre and of fibre from sustainably managed forests, but requires that the production process respect the strictest criteria in energy use, chemicals, emissions and waste management.

Evaluation of the Centre's activities

167. The evaluation activities of the Centre in 2010 focused on:

- development and application of policies and tools for training needs assessment, participants' feedback on the quality and relevance of the training activities, assessment of learning, application of learning and organizational impact;
- internal knowledge-sharing and experience-sharing aimed at the improvement of the evaluation system at the Centre. Staff meetings held in 2010 led to a partial reformulation of the end-of-activity questionnaire and to the approval of a standard follow-up questionnaire aimed at assessing the application of learning and the organizational impact six months after the end of an activity;
- final evaluation of specific projects implemented in partnership with the ILO, namely *Freeing children from armed conflicts* and *Strengthen capacity of employers and workers organizations to be effective partners in social dialogue*.

168. The results of the first evaluation of the Centre's training programmes on microfinance were reported to the Board 2010. Two more impact

evaluation exercises, one of a training of trainers project jointly implemented with ITU in Argentina and the other on the impact of the Centre's training programme on social security institutions, will be completed in 2011.

169. The Centre started working on the design of a new core training curriculum on evaluation of learning, for both internal staff development and external delivery purposes. The Centre conducted a training session on the evaluation of training at the 8th Meeting of permanent/principals secretaries/directors of ARLAC held in November 2010 in Botswana.

170. The evaluation system of the Centre currently covers different levels of evaluation of learning with a strong emphasis on the impact of the Centre's training activities. The end-of-activity evaluation has been the evaluation level with the widest coverage over the years in the Centre. Continuous analysis of the collected information identifies trends, strengths and areas for improvements in Centre's training. In 2010, the participants' assessment of the quality and relevance of the training was very positive and similar to the assessment of 2009. The overall average was stable at 4.28 (on a five-point scale, where 1 is the minimum score and 5 the maximum). Furthermore, by the end of the activity, 91 per cent of the participants were certain or confident that they could apply what they had learned with the Centre in their job.

171. In 2010, the results of certain evaluation components were disaggregated. Activities were clustered by ILO outcome to which the training activity contributed. International labour standards, occupational security and health and HIV/AIDS were the outcomes with the most positive assessment (overall averages higher than 4.40). All outcomes ranged between 4.00 and 4.40. In terms of type of organization, employers', workers' and governments' representatives rated the

training with a global average of 4.34, 4.33 and 4.30 respectively. The Centre's activities were most appreciated by participants from training and academic institutions, with an average of 4.42.

Past Participants' Network

172. A Past Participants' Network was created in 2005 in order to keep in touch with the Centre's former participants and to reinforce continuous interaction among the participants and with the Centre. In 2009 the Centre decided to revive and expand the existing network.

173. At the beginning of 2010, the Centre conducted a survey in order to assess the participants' need in terms of networking. Based on the results of the survey an updated network was launched in 2010 featuring functionalities and activities such as:

- a new user-friendly and interactive website based on past participants' needs and contributions;
- a Directory for online networking,
- a continuous contact and exchange platform,
- access to news about the activities of the Centre,
- the organization of an achievement award,
- access to publications, and
- on-line surveys.

174. The Centre designed and implemented a social media strategy focusing on increasing the Centre's visibility by social networking and knowledge sharing. A variety of interdependent tools were developed in 2010 and became part of the Centre's on-line identity and a multimedia support for the Centre's communication further to the dissemination of information and the creation of a virtual community.

IV. MANAGEMENT AND ADMINISTRATION

2007-2011 Investment Fund

175. The **2007-2011 Development Plan** outlined specific, time-bound, results-based projects using the Centre's General Fund reserves. The Investment Programme has been utilized to complement the Centre's regular budget and other external funds. Table 7 lists the allocations approved by the Board in November 2006.

TABLE 7
2007 – 2011 INVESTMENT FUND
ALLOCATIONS³

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

176. In the case of the first four projects (non-discrimination, migration, mainstreaming social dialogue and tripartism, corporate social responsibility), funds were used in 2010 to support staff and development costs aimed at ensuring the longer-term sustainability of these training components.

177. In relation to the upgrade of the Centre's website, a call for proposals was issued in 2010 for the new website and a contract was awarded to a consultancy firm with international experience. The revamped website was launched in June 2011.

178. The project on Oracle Financials upgraded to 11i the software application that was introduced in 2000 in support of the Enterprise Resource Planning project in order to improve the capability of the information management system, its security and

user-friendliness. The upgraded system went live in January 2008.

179. The project on Oracle HR Analysis of Business Requirements aimed at establishing the foundation for an enterprise resource planning (ERP) system to support human resources management and to replace the existing payroll system. A customized payroll system went live in September 2009. In 2010, the Centre completed the business requirement analysis and feasibility study on the implementation of the administration of leave. The development and implementation phases of this component of the project will be completed in 2011 with the assistance of external IT service providers.

180. As of 31 December 2010, an unused balance of €444,348 was still available on the Investment Fund. These resources are fully committed in 2011.

181. The Centre's management already reported to the Board in November 2010 on a number of **cost containment** measures adopted in the face of emerging budgetary challenges. This exercise included:

- improved planning and deployment of existing human resources across the different teams, by reducing external recruitment through re-allocation of existing staff and by creating incentives and internal mechanisms for different teams to share staff;
- rationalization and reduction in participants' costs through the standardization of participants' services (subsistence allowance, transport from and to the airport, coffee breaks and others);
- new policies and standards in relation to the use of external collaborators, notably in the calculation and payment of travel and subsistence costs;
- measures to reduce costs of utilities and other operating expenses, including mission costs, communications, postage, interpretation and translations, as well as a number of specific exercises aiming at streamlining internal procedures;
- deferral of the update of office software and replacement of old computers and peripherals;
- improved internal processes to monitor and process donors' contributions and participants' payments.

182. Apart from the reduction of investment in information technology, all the other measures have a structural impact and have been maintained and

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

monitored. An internal exercise was also undertaken in 2010 to review and rationalize existing working processes and procedures through enhancing joint-work among the different units concerned.

Human resources

183. The chart below presents the staff structure as of 31 December 2010 by category. Staff members were nationals of 33 countries out of which 20 were non-European countries. Nationals of non-European countries accounted for 31 per cent of the staff in the Professional and above categories.

184. Women constituted 68 per cent of the total staff as of 31 December 2010.⁴ The table below gives a breakdown by grade and gender of staff positions in the Professional and above categories.

**TABLE 8
BREAKDOWN OF STAFF
BY GRADE AND GENDER**

Grade	Total/ grade	Women	%	Men	%
P.2	7	4	57	3	43
P.3	30	12	40	18	60
P.4	17	5	29	12	71
P.5	14	6	43	8	57
D.1	2	0	0	2	100
D.2	1	0	0	1	100
Total	71	27	38	44	62

185. The age breakdown of staff was as follows:

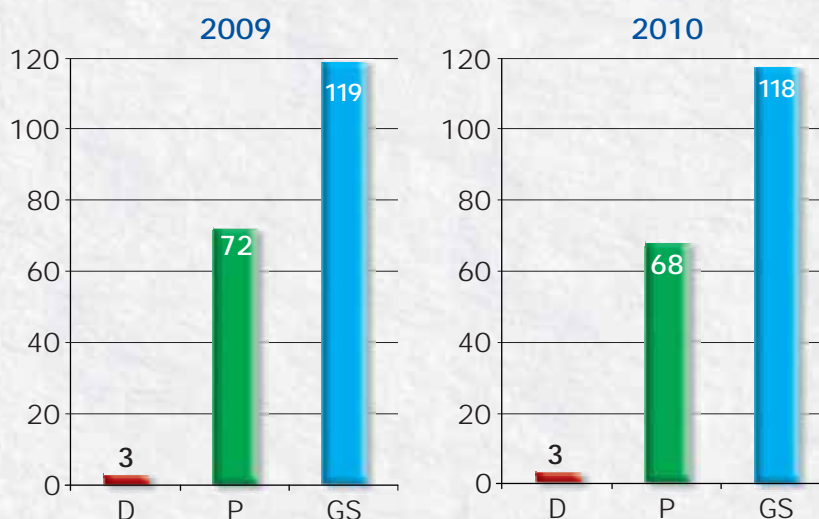
**TABLE 9
BREAKDOWN OF STAFF BY AGE**

	Under 35	36 – 45	46 -55	Over 55
Professional category and above	10	21	23	17
General Service category	14	55	36	13
Total	24	76	59	30

186. During 2010, 13 posts were filled, six of them in the Professional category. In addition, seven staff were recruited for specific training projects. During the same period, there were six cessations of service of staff and the contracts linked to training projects of eleven officials came to an end. The Centre also had one associate expert from Germany and two Young Experts from the French Ministry of Foreign and European Affairs (MAEE).

187. In 2010, the Centre faced strict budgetary constraints which required an increased effort to optimize the deployment of its human resources including a reduction in the use of short-term staff. As a result of such an effort, the total cost of the regular staff for 2010 increased by only 0.5 per cent compared to 2009 and amounted to 14,489,000 euros despite the salary adjustments arising from the application of the decisions made by the International Civil Service Commission.

**CHART F
BREAKDOWN OF STAFF BY CATEGORY**



⁴ 38 per cent in the Professional category and above, and 86 per cent in the General Service category.

188. The Grade Point Average, which is consistently monitored for each category of staff, remained at the same level as that in 2009 i.e. 3.7 for Professional staff and 4.3 for General Service staff.

189. In 2005, the Centre and the ILO agreed on a framework for cooperation on **staff mobility** and established a set of rules governing loans of personnel. In 2010, one official from CINTERFOR in Montevideo joined the Centre on a loan for two years from the ILO and two officials from the Centre were transferred to ILO field offices.

190. In 2010, funds for **staff training and development** were reduced to 0.39 per cent of the payroll. The language training and the staff development programme in learning, design and technology were not negatively affected. As regards computer training, the Training Facilities and Technologies Unit (TFT) delivered courses for small groups or individuals, upon specific request. Courses were delivered on Excel, Word, and Dreamweaver. The TFT unit also assisted individual officials in the use of MAP and in the creation of new databases to help computerize work processes.

191. In 2010, the **Joint Negotiating Committee** (JNC) considered several measures to address the position of long-serving project-based staff members in the General Service category and an agreement was reached to consider such staff members as internal candidates when filling a vacancy. These measures were effective until the end of 2010. Regular consultations and exchanges of information took place in a spirit of partnership and collaboration to identify measures that could contribute to alleviate the Centre's financial difficulties for 2010. The JNC was also consulted on the proposed amendment to the Staff Regulations concerning compensation in the event of illness, injury, or death attributable to the performance of official duties. The amendment aimed at matching the amount of increased benefit paid in the event of death or total permanent disability of any official attributable to occupational activity. The JNC recommended the inclusion of the new version of Annex II of the ILO Staff Regulations in Annex F of the Centre's Staff Regulations.

192. The following **amendments to the Staff Regulations** were approved by the Director in 2010 in accordance with article 0.3 of the Staff Regulations.⁵

- *Salary scale and allowances for staff in the General Service category (Articles 5.1, and Annex B of the Staff Regulations)*. A 2.1 per cent net increase in salaries of the General Service staff became effective on 1 November 2010. The annual net amount of the children's allowance

was also revised and the language allowance was also increased by the same percentage.

- *Pensionable remuneration for General Service category*. The increase in net salaries described above entailed a proportional increase in the pensionable remuneration of officials in the General Service category, with effect from 1 November 2010.
- *Salary scale for staff in the Professional category and above (Article 5.1 and Annex A of the Staff Regulations)*. An increase of 1.37 per cent in the base/floor salary scale of officials in the Professional category and above, as decided by the UN General Assembly, was implemented with effect from 1 January 2011. This revision implemented on a "no loss/no gain" basis entailed a proportional increase in separation payments.
- *Changes in the post adjustment multiplier for the Professional category and above in Italy from 1 January to 31 December 2010*. The remuneration of officials in the Professional category and above was adjusted to take into consideration the cost of living and fluctuations in the exchange rate between the euro and the US dollar.

Internal administration services

193. Important **renovation works** were carried out on the campus in 2010. The renovation works on the Piemonte Conference Centre were completed on time and below the approved budget. The inauguration of the new Conference Centre took place in July 2010. These works were financed by the Piedmont Region and the *Compagnia di San Paolo* Foundation at a total cost of 3.8 million euro.

194. The refurbishment of the kitchens located on the ground floor of the Americas Pavilion was completed in February 2010. These works allowed better use of the space and provide better health and safety conditions in terms of compliance with food hygiene standards (HACCP – Hazard Analysis and Critical Control Points). The project was completed on time and within budget, with a total cost of 657,000 euro, partially funded from the 2007 surplus.

195. The Centre also made progress towards making its premises and operations more responsive to **environmental** concerns. Measures were implemented to reduce energy and water consumption and to improve waste recycling. In the Piemonte Conference Centre, solar heating and photovoltaic cells were installed and automated facilities management systems optimize the use of energy. Other buildings occupied by offices and classrooms have undergone

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

partial refurbishment with the installation of lighting systems connected to motion sensors and low energy pumps for cooling/heating. Low-flow showerheads and faucets have been installed in all bathrooms. The distribution of recycling bins in all pavilions has been completed and specific arrangements have been made with contractors to cater for waste disposal.

196. Major **procurement** activities have focused on the upgrading of the Centre's facilities and equipment. With the contribution of the Piedmont Region and the *Compagnia di San Paolo*, the new Piedmont Conference Centre was equipped with modern audio and video technology. Training and conference facilities in other pavilions were also enhanced. The Oceania 17 conference room was equipped with a new videoconferencing system. To keep pace with the most recent trends in learning methodologies, mobile writing walls and other specialized equipment were purchased. The Centre also carries out regular cost analysis on existing contracts and regularly monitors market conditions. In this context, cost efficiencies were achieved by renegotiating new courier and mail contracts as well as mobile phone contracts. The implementation of a new policy on the use of landline telephones resulted in additional cost savings.

197. Policies and measures on **occupational health and safety** were implemented in collaboration with the Occupational Safety and Health Committee. In 2010, regular analyses have been conducted in areas of potential risk. The latest series of air and water analyses have confirmed that the air and water quality complied with accepted standards.

198. Activities undertaken in 2010 in the field of **security** included participation in the UN security coordination groups for organizations with their headquarters in Italy, contacts with the ILO security focal point and regular information meetings with the police authorities of the host country. Through these activities, risk and threat assessments were up-dated and security measures adjusted to ensure compliance with Minimum Operating Security Standards (MOSS) and with other security guidelines issued by the United Nations Department of Safety and Security.

199. Work started in 2009 to upgrade the **fire safety** system with the installation of improved fire detection technology was completed in 2010.

200. To maintain the quality **residential services**, contracts are monitored for the services entrusted to external providers. In 2010, significant savings of 65 per cent were achieved on full fare air tickets.

Information technology

201. Two tenders were launched in 2010 to enhance the **help desk** services: one was to provide the Oracle ERP help desk and remote database administration, while the other was for the standard help desk providing hardware and software end-user support. Contracts were awarded to two external providers effective from October 2010. Both tenders led to savings of around 30 per cent from previous contracts.

202. In 2010, the management of **web site and training platform development** was centralized. Additional functionalities were added to the content management system platform based on Plone. The redesign of the Centre's website was launched.

203. A **Business Intelligence** prototype was developed and presented to management. Additional features were added to the Management of Activities and Participants software including online application forms and a facility for credit card payments.

204. In 2010, a new and more effective enterprise antivirus was deployed to enhance **IT security**. Countermeasures for IT risk reduction were implemented: remote access was provided to administrators to the system from anywhere whenever necessary and more effective monitoring of data centres was implemented.

205. The **migration from Novell to Microsoft** systems was started in 2010. All desktop systems were configured to access both the old and the new systems at the same time enabling the gradual migration of services from one system to the other.

206. In relation to **data centre operations**, four obsolete Uninterruptible Power Supplies servicing the main data centre were replaced. Taking advantage of this upgrade, the entire data centre power cabling system was renovated to meet the latest safety standards for electrical systems.