



# BOARD OF THE CENTRE

GENEVA  
25 OCTOBER 2019

Room II, R3

10:00 – 12:30

First plenary session

Première session plénière

Primera sesión plenaria

14.00 – 17.00

Second plenary session

Deuxième session plénière

Segunda sesión plenaria



## ITEM A ON THE AGENDA

- Election of the Government Vice-Chairperson of the Board for the period 2019-2020

*No Document*

# ITEM 1 ON THE AGENDA

■ Interim Implementation Report for 2018

*Document CC 82/1*

*Submitted for information*

Updated training statistics

*Document CC 82/1 Add.*

*Submitted for information*

# INTERIM REPORT

- Interim Implementation Report for 2018
- Updates as of 30/09/2019

# Outcome 1: Increased service outreach

Indicators	Baseline	Target	2018 Results	Situation at 30/09/2019 <sup>[L]</sup> <sub>[SEP]</sub> (Jan.-Sept. 2019) <sup>[L]</sup> <sub>[SEP]</sub> Provisional
1.1: Number of participants reached through face-to-face training activities (including blended training courses), disaggregated by gender and tripartite constituents.	<p>(2016-17 biennium)</p> <p>Total number of participants: 20 122, with 44 per cent women.</p> <p>Among them:</p> <p>2 443 employer participants</p> <p>2 653 worker participants</p> <p>2 653 labour ministry participants</p>	<p>(cumulative No. for the 2018-19 biennium):</p> <p>22 000 participants, with 45 per cent of them women.</p> <p>Among them:</p> <p>2 796 employer participants</p> <p>3 067 worker participants</p> <p>3 157 labour ministry participants</p>	<p>10 668 participants with 44.3 per cent of them women</p> <p>Among them:</p> <p>1 245 employer participants</p> <p>1 462 worker participants</p> <p>1 285 labour ministry participants</p>	<p>8 690 participants with 43.6 per cent of them women</p> <p>Among them:</p> <p>625 employer participants</p> <p>707 worker participants</p> <p>815 labour ministry participants</p>
1.2: Number of participants reached through distance learning activities, disaggregated by gender and tripartite constituents.	<p>(2016-17 biennium)</p> <p>Total number of participants: 8 629</p>	<p>(cumulative No. for the 2018-19 biennium):</p> <p>14 000 participants, with 45 per cent of them women.</p> <p>Among them:</p> <p>1 148 employer participants</p> <p>3 444 worker participants</p> <p>1 148 labour ministry participants</p>	<p>7 743 active distance learners</p> <p>accounting for 9 765 enrolments with 45.8 per cent of them women</p> <p>Among them:</p> <p>679 employer participants</p> <p>1 766 worker participants</p> <p>894 labour ministry participants</p>	<p>7 319 active distance learners</p> <p>accounting for 10 397 enrolments with 44 per cent of them women</p> <p>Among them:</p> <p>608 employer participants</p> <p>1 397 worker participants</p> <p>819 labour ministry participants</p>

## Outcome 1: *(continued)*

Indicators	Baseline	Target	2018 Results	Situation at 30/09/2019 (Jan.-Sept. 2019) Provisional
1.3: Percentage of training activities designed and/or delivered in institutional partnership with ILO technical departments and/or ILO field offices.	(2016)  63.1 per cent	<i>(average for the 2018-19 biennium)</i>  66 per cent	  65.1 per cent	  68.3 per cent
1.4: Number of ILO staff trained by the Centre.	(2016)  768	<i>(cumulative number for the 2018-19 biennium)</i>  1,600	745 (Face-to-face) 607 (Active Distance Learners)	543 (Face-to-face) 560 (Active Distance Learners)
1.5: Percentage of activities designed and/or delivered in partnership with other training organizations.	(2016)  17.1 per cent	<i>(average for the 2018-19 biennium)</i>  25 per cent	  13.3 per cent	  21.3 per cent

## Outcome 2: Better service impact

Indicators	Baseline	Target	2018 Results	Situation at 30/09/2019 (Jan.-Sept. 2019) Provisional
2.1: End-of-activity level of participant satisfaction with overall quality.	(2016) 4.49	(average for the 2018-19 biennium) 4.5	4.5	4.5
2.2: Percentage of participants who acquire new knowledge during training.	(2016) 84 per cent	(average for the 2018-19 biennium) 85 per cent	83.9 per cent	83.3 per cent
2.3: Percentage of participants who apply the newly acquired knowledge after training.	N/A  (indicator introduced for the first time in the 2018-19 biennium)	(average for the 2018-19 biennium) 66 per cent	75.7 per cent	67 per cent

## Outcome 3: Strengthened resource base

Indicators	Baseline	Target	2018 Results	Situation at 30/09/2019 (Jan.-Sept. 2019) Provisional
3.1: Revenue earned from training activities and media production.	(2016) €24 593 000	(average for the 2018-19 biennium) €55 775 000	€24 246 000	€19 608 774
	(2016) €2.8 million	(average for the 2018-19 biennium) €6 million	€13 506 078	€1 434 669
3.3: Success rate of competitive bids for training activities, expressed as percentage of contracts won as a result of the total number of bids submitted during the calendar year.	(2016) 38 per cent	(average for the 2018-19 biennium) 38 per cent	44 per cent	37 per cent



## Outcome 4: Leaner cost structures

Indicators	Baseline (2016)	2018-19 Target	2018 Results	30/09/2019
Indicator 4.1. Total fixed expenditure of the Centre	€45 442 000	€44 645 000	€21 471 000	€15 600 000
Indicator 4.2. Percentage of corporate overhead costs in relation to total costs	25%	25%	25%	25%
Indicator 4.3. Number of streamlined business and administrative processes	3 processes	6 processes	4 processes	1 process

# Outcome 5: Skilled and motivated staff

High-level indicators of management	Baseline	2018-19 target	2018 results	2019
<b>Indicator 5.1: Enhanced leadership and management capacities</b>	Baseline (2016): started in 2018	50 % of staff with managerial responsibility will have completed the programme	The development phase started	The programme was completed in March 2019. 9 Managers out of 16 (57%) have completed the Programme
<b>Indicator 5.2: Enhanced facilitation skills in the teaching faculty</b>	Baseline (2016): 8 professional staff in the Training Department accredited as facilitators with the International Facilitator Association	24 professional staff in the Training Department accredited as facilitators with the International Facilitator Association		8 officials enrolled 3 passed (certified) 2 were not admitted to the assessment 1 postponed 2 failed the final assessment
<b>Indicator 5.3: Establishment of a reward and incentive scheme</b>	Baseline: Reward and incentive scheme to be established in 2018	Scheme successfully piloted and four awards granted for each year of the biennium	Scheme was successfully piloted in 2018 and four awards were granted in 2018.	Implementation of 2018 Awards 2 INDIVIDUAL AWARDS (one implemented and the second yet to be) 2 TEAM AWARDS (one implemented and the second under implementation)  Due to the delays in the implementation of 2018 awards, the scheme is not yet launched for 2019

## Outcome 6: Effective oversight

Indicators	Baseline (2016)	2018-19 Target	2018 Results	30/09/2019
Indicator 6.1. Unqualified external audit opinion and compliance with IPSAS	Unqualified external audit opinion	Unqualified external audit opinions in 2018 and 2019	Unqualified external opinion and full compliance to IPSAS obtained in 2018	Not yet available – expected in March 2020
Indicator 6.2. Rate of implementation of high-priority recommendations made by external and internal auditors	Internal audit: 69 per cent External audit: NA (no recs)	Internal audit: 75 per cent External audit: 70 per cent	Internal audit: 87 per cent External audit: 70 per cent	Internal audit: 89 per cent External audit: 66 per cent
Indicator 6.3. Compliance with ISO/IEC 27001:2013	Certification achieved in 2016	Retain certification	Full compliance	Full compliance
Indicator 6.4. Update of the Security Operational Procedures	NA	Updated, assessed and officialised Security Operational Procedures	Current Security Operational Procedures	UP TO DATE

# Outcome 7: Reduced environmental footprint

High-level indicator of a reduced environmental footprint	Baseline	Target	Situation in 2019
Indicator 7.1. Retention of Green Flag status	Green Flag status	Green flag status retained	Green flag status retained
Indicator 7.2. Waste reduction	Official 2016 waste inventory data	Reduction of 10 per cent in the per capita volume of undifferentiated waste	<ul style="list-style-type: none"> <li>- 32.5% reduction in the per capita volume of undifferentiated waste.</li> <li>- Increase up to 90% of differentiation</li> </ul>
Indicator 7.3. Eco-certification	Green Flag status	Feasibility study of a project to complement the current education-oriented Green Flag certification with a more business-oriented one (LEED, ISO)	Feasibility study completed both for ISO and LEED certifications. Report available for consultation. LEED certification ongoing for some renovated Pavilions.

# Policy Driver A: Innovation and Learning

Indicators	Baseline	Target	2018 Results	Situation (Jan.-Sep) Pro
A.1: Number of new training products introduced to market each year.	Two per year	Three per year	Three	T
A.2: Percentage of open courses using the e-campus.	(2016) 25 per cent	50 per cent	84.2 per cent	79.0
A.3: Establishment of a learning laboratory.	N/A	To be established in 2018	At the planning stage	Under c

	46 per cent	46 per cent	50 per cent	
B.2: Barrier-free access to the first floor of Pavilion Asia 14	N/A	Complete refurbishment of Pavilion Asia 14	Cancelled (focus shifted towards Pavilion Africa)	focus shifted to Pavilion Africa
B.3: Percentage of women among professional staff	45 per cent of women among professional staff	47 per cent of women among professional staff	Exceeds requirements <i>49 per cent of women among professional staff</i>	46 per cent
B.4: Percentage of professional staff from non-European countries	36 per cent of professional staff from non-European countries	38 per cent of professional staff from non-European countries	Exceeds requirements <i>39 per cent of professional staff from non-European countries</i>	38 per cent

# Policy Driver C: Tripartism, Social Dialogue and ILS

Indicators	Baseline	Target	2018 Results	Situation at 30/09/2019 (Jan.-Sept. 2019) Provisional
C.1: Percentage of training activities incorporating at least one learning tool or session on ILS.	N/A	50 per cent	40.9 per cent	28.1 per cent
C.2: Percentage of training activities incorporating at least one learning tool or session on Social Dialogue and Tripartism	N/A	50 per cent	N/A <sup>[L]</sup> <sub>[SEP]</sub> To be reported as from 2019	22.8 per cent
C.3: Percentage of participants stating that ILS had been explicitly referenced during training.	N/A	75 per cent of participants in activities with an ILS marker of 2 or higher	86.7 per cent	89.4 per cent

## ITEM 2 ON THE AGENDA

### Programme and Budget Proposals for 2020-21

- *Document CC 82/2*

*Submitted for decision*

*Point for decision: Par. 193*

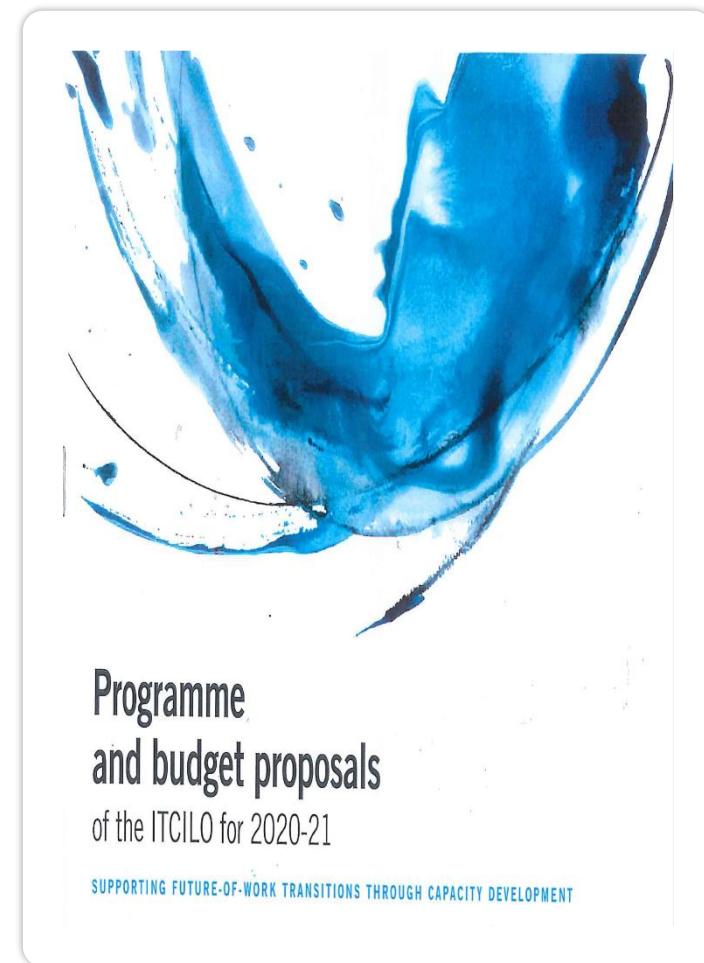


# Programme and Budget Proposal 2020-21

- Part I Summary of ITC 2018-21 strategy framework
- Part II Outcomes to be achieved over the 2020-21
- Part III Three policy drivers
- Part IV Revenue and expenditure for the 2020-21
- Appendices indicators that link the Centre's work to the ILO P&B for 2020-21, and the performance indicators

underpinning the 2030 Agenda for Sustainable

Development



# Some ISSUES raised by the Constituents:

- The Turin Centre's SUSTAINABILITY
- The ROLE of the Turin Centre in the ILO DEVELOPMENT COOPERATION
- A ZERO-REAL GROWTH BUDGET
- Need to further strengthen consultations with the Groups
- The new Turin Centre LEARNING LABORATORY

## ITEM 3 ON THE AGENDA

- Independent external evaluation of the ITCILO training and learning activities in the area of labour migration

*Document CC 82/3*

*Submitted for discussion*

# BACKGROUND AND RATIONALE

- Annual independent evaluations since 2014.
- 2019 independent evaluation: Activities linked to the thematic area of labour migration.
- Two clusters of activities were evaluated:
  - One sample of 12 activities with a primary link to the thematic area; the purpose of the evaluation was to assess whether these activities have directly contributed towards the attainment of outcome 9 of the ILO 2018-19 P&B.
  - One sample of 3 activities with a secondary link to the thematic area, i.e. where migration was explicitly referenced as a subject in courses having a primary link to other ILO policy outcomes.

# METHODOLOGY

- All activities in the two samples were implemented between January 2017 and September 2018, allowing for at least one year time lapse between treatment and evaluation.
- The activities in group 1 covered *all* activities with a primary link to the theme of labour migration during the reference period. The activities in the second group were selected by way of *purposeful sampling* in order to cover selected courses of high subject relevance.
- Evaluation methods:
  - Desk research
  - Participants' survey (sample size: 493; response rate: 22%)
  - Interviews
  - Focus group discussions
  - Case studies

# CONCLUSIONS OF THE EVALUATOR

## OPPORTUNITIES AND STRENGTHS

- ITCILO is carrying out substantial, well-appreciated training activities in the migration field.
- The core ILO and ITCILO values, strategic themes and technical approaches are incorporated in the agendas and content of ITCILO-organized migration activity trainings.
- The migration courses received very high participant evaluation ratings for learning process.
- Most participants cite substantial use made of knowledge and skills imparted by the training, and specific tangible outcomes attributed to skills enhanced by the trainings.
- There is unmet need for further training on the migration dimensions of application of ILS; on social dialogue and tripartism regarding migration; on decent work and labour inspection for migrant workers; on gender and migration; and on equality and anti-discrimination for migrants.

# CONCLUSIONS CONTINUED

## RISKS + CONSTRAINTS

- ITCILO faces competition by other actors (like IOM) asserting competency on labour migration, capturing resources for training and soliciting ILO constituent participation in competing activities.
- There is also risk of incoherence and inadequacy to meet constituent needs due to the absence of a well-integrated approach in the ILO labour migration branch, and an *ad hoc* approach to migration-related training activities in ITCILO.
- Need for more consultation and coordination among ITCILO units involved in migration training.
- ITCILO is still under-utilized by ILO to deliver training in ILO migration projects.
- Careful selection of resource persons familiar with ILO values and approaches needs reinforcement in all ITCILO migration-concerned activities.
- Less than proportionate participation by social partner participants in some activities.

# RECOMMENDATIONS OF THE EVALUATOR

**Recommendation 1:** Define a strategic, programmatic approach for ITCILO training in the field of migration.

**Recommendation 2:** Strengthen deliberate incorporation of ILO and ITCILO “basics” in a written core curriculum and in specific topical/thematic activities concerning migration for employment as well as guiding activities with external partners.

**Recommendation 3:** Enhance cooperation on training with ILO technical cooperation (TC) projects, including by incorporating training components in all ILO TC projects on migration-related concerns.



# RECOMMENDATIONS *CONTINUED*

**Recommendation 4:** Enhance dialogue, synergies, coordination and mutually-defined cooperation across the Centre and with the ILO on migration activities.

**Recommendation 5:** Develop a strategic approach on communications for promotion of ITCILO activities and knowledge sharing on migration for employment, in particular beyond the core ILO constituencies.

**Recommendation 6:** Build implementation and impact monitoring into the agendas of constituent organizations, TC projects and other partner activities so that monitoring is conducted in the direct context of application of learning and skills and activity intending to obtain impacts.

# MANAGEMENT RESPONSE

- The Centre welcomes the findings of the independent evaluation. It notes the positive results of the training activities directly linked to the thematic area on Labour Migration and also the fact that, in many cases, labour migration messages of the ILO have been effectively promoted in other activities of the Centre. The evaluation has shown that a large majority of all participants reported increased knowledge as a direct result of training and that they went on to implement this knowledge to the benefit of their organization.
- The Centre acknowledges that additional efforts can be undertaken to better reflect the rights-based labour migration approach of the ILO in its training activities, and to differentiate ILO messages from messages communicated by other organizations.

## MANAGEMENT RESPONSE *CONTINUED*

- **In response to recommendation 1**, the Centre reaffirms labour migration to be a programmatic area of its training curriculum. The Centre will develop a capacity profile that articulates the full spectrum of its labour migration training offer under the 2020-21 Programme & Budget of the ILO.
- **In response to recommendation 2**, the Centre will compile the core policy messages from the ILO guidance documents on labour migration, and make this publication available to all units in the Training Department.
- **In response to recommendation 3**, the Centre will map the ILO development cooperation projects linked to labour migration and reach out to the decision-making units in these initiatives to promote the capacity profile of the Centre.

## MANAGEMENT RESPONSE *CONTINUED*

- **In response to recommendation 4**, the Centre will set up an internal knowledge sharing mechanism to disseminate the compendium of ILO policy guidance documents on labour migration, and to discuss avenues for unlocking synergies and scale effects among migration-related training activities.
- **In response to recommendation 5**, the Centre will develop an awareness-raising campaign to promote the capacity profile of the Centre in the field of labour migration among policy-level decision makers linked to ILO constituents and other ILO partners.
- **In response to recommendation 6**, the Centre will explore the demand among ILO constituents and ILO migration projects for M&E processes and tools to assess the outcomes of their own migration-related capacity development activities. Pending feedback, the Centre might then develop a new training service on the subject.

*THE BOARD IS INVITED TO PROVIDE COMMENTS AND GUIDANCE*

## ITEM 4 ON THE AGENDA

- Financial Statements and External Auditor's Report for the year ended 31 December 2018

*Document CC 82/4/1*

*Submitted for Information*

## ITEM 4 ON THE AGENDA

- Report of the meeting of the Officers of the Board (May 2019)

*Document CC 82/4/2*

*Submitted for information*

## ITEM 4 ON THE AGENDA

- Plan for the audit of the 2019 Financial Statements

*Document CC 82/4/3*

*Submitted for information*

# Audit Plan

External Audit-  
Philippines  
Financial Year 2019

For the -

International Training Centre of  
the International Labour  
Organization





# About the Audit Plan

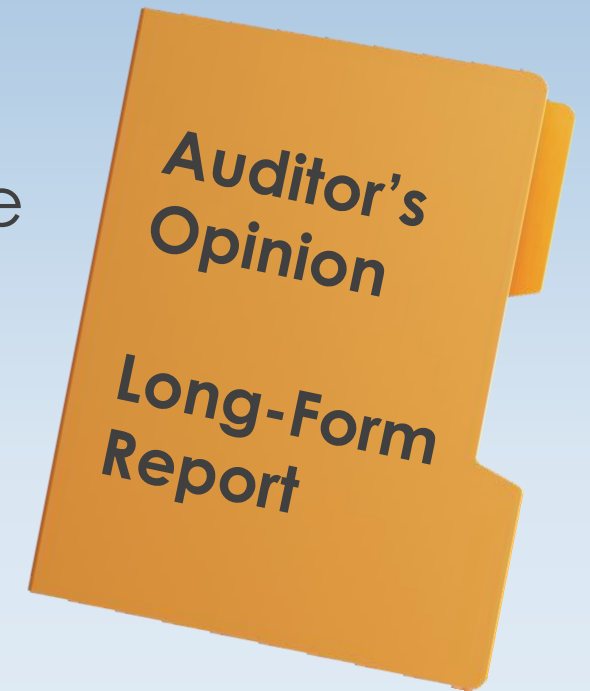


- ❑ **Guide** the delivery of our audit mandate for the financial year 2019.
- ❑ **Define** our audit objectives; the audit works based on our audit approach and methodology; the audit milestones; and, the management of our audit resources.



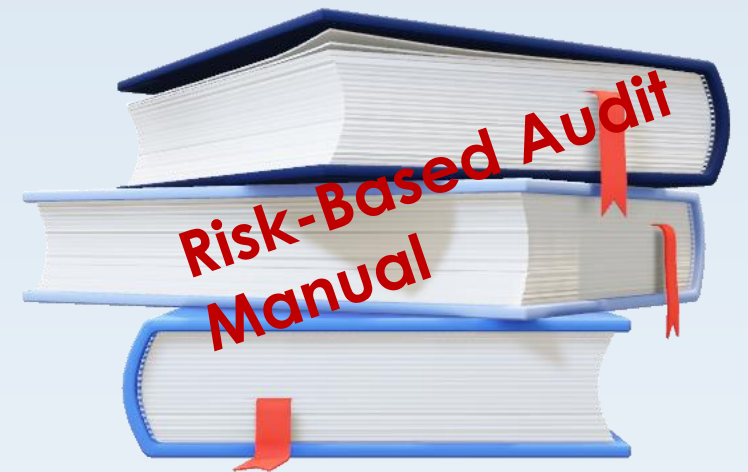
# Overall Audit Objectives

- ❑ Express an **independent audit opinion** on the fair presentation of the ITCILO's financial statements as at 31 December 2019
- ❑ **Make observations** with respect to the efficiency of the financial procedures, the accounting system, the internal financial controls and in general, the administration and management of the Centre (Chapter IX of the ILO Financial Regulations)

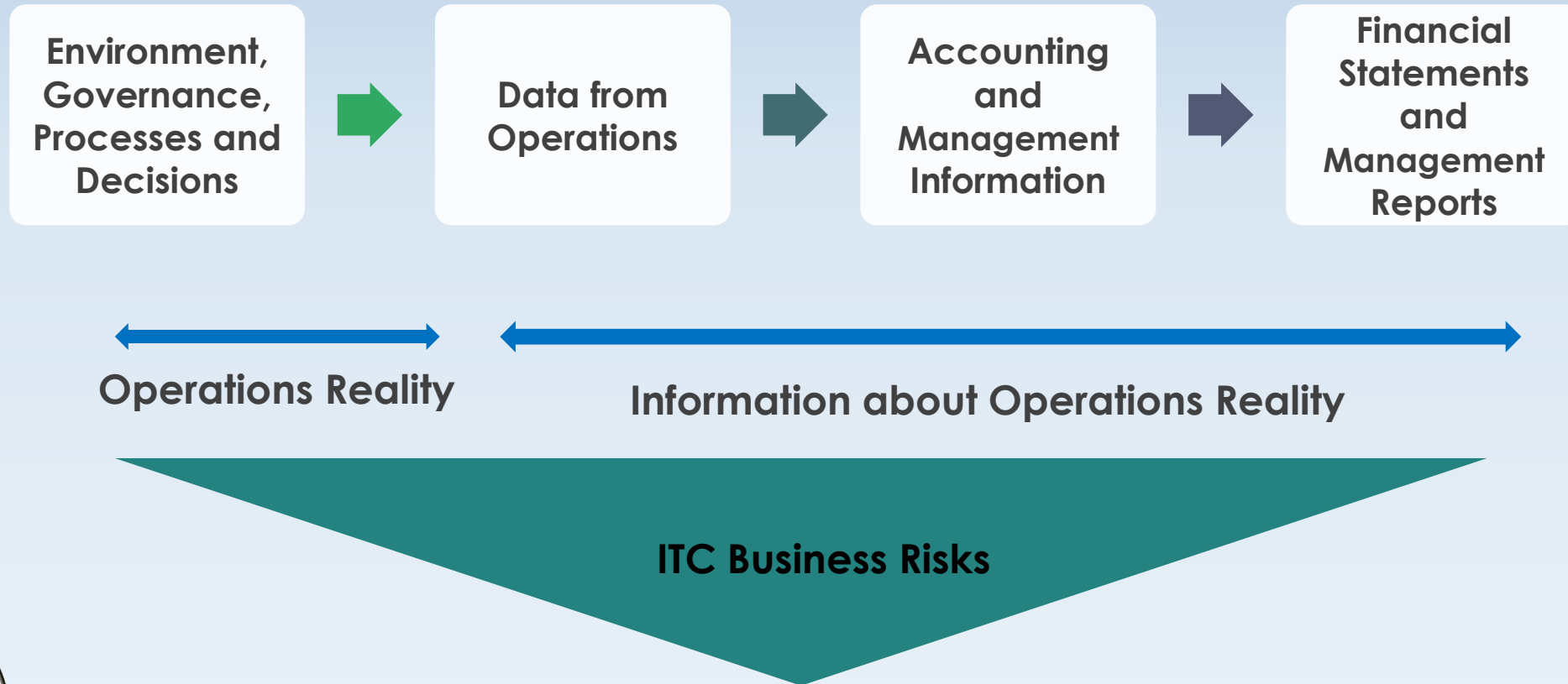


# Audit Approach and Methodology

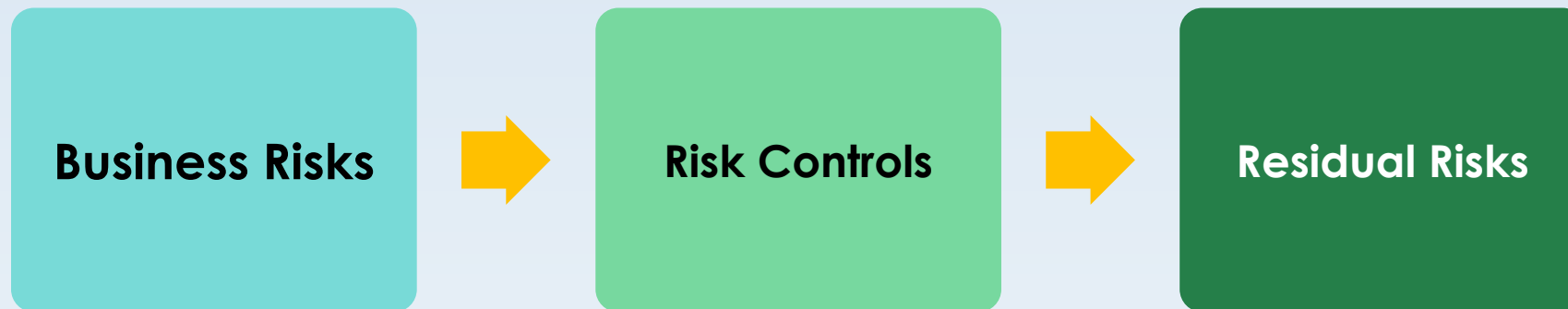
- ❑ We apply the **Risk-Based Audit Approach** to add better value with greater risk coverage and have better assurance on risk management and internal controls.
- ❑ We bring a **systematic and disciplined approach** to evaluate ITCs governance processes and collaboration with internal audit to better audit efficiency and effectiveness



# Risk Perspectives



# Risk Perspectives



# Audit Materiality

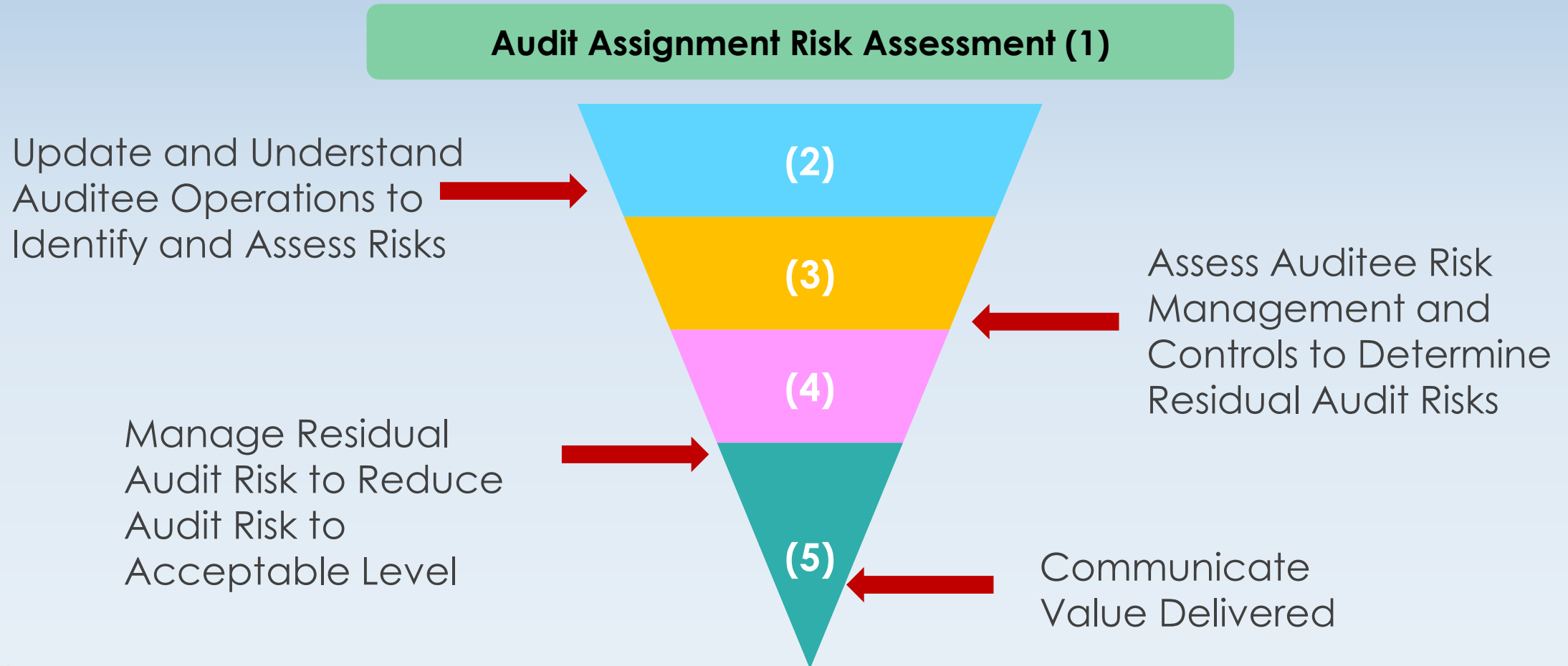
Amount used to evaluate the significance of uncorrected misstatements (*past* adjustments and reclassifications) noted during the audit.

	<b>Basis</b>	<b>Amount</b>
Overall Working Materiality	2% of the average total expenses of the Centre for the last five years	€762,572.00
Unadjusted and adjusted items in excess of this amount will be reported to management	5% of overall materiality	€38,128.60



# Planned Works

## Main Audit Activities



# Planned Works

Offices to be visited/ Tentative Date	Audit Areas	No. of Audit Personnel	Audit Output
<p><b>Interim audit ITC of the ILO</b> 04 to 19 November 2019</p>	<p><b>Financial Audit:</b> Review the compliance with accounting and reporting processes pertaining to all accounts composing the financial statements.</p> <p>Residual Risk Reduction Procedures to be applied on the following:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Staff Cost</li> <li><input type="checkbox"/> Sub-contracts</li> <li><input type="checkbox"/> Travel</li> <li><input type="checkbox"/> Other costs related to Training Activities</li> <li><input type="checkbox"/> General Operating Expenses</li> </ul> <p><b>Operations Audit:</b> Review of Resource Mobilization to include corresponding framework, plan and implementation.</p>	<p><b>3</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Audit Observation Memorandum</li> <li><input type="checkbox"/> Management Letter</li> </ul>





# Planned Works

Offices to be visited/ Tentative Date	Audit Areas	No. of Audit Personnel	Audit Output
<b>Year-end audit ITC of the ILO</b> 17 February to 03 March 2020	<b>Financial Audit:</b> Review the compliance with accounting and reporting processes; Test of balances and substantive testing; Financial Performance Review; Follow up of previous external audit recommendations.	<b>2</b>	<input type="checkbox"/> Audit Observation Memorandum  <input type="checkbox"/> Management Letter  <input type="checkbox"/> Independent Auditor's Report  <input type="checkbox"/> Long Form Report



# Significant Deliverables

- Independent Auditor's Report
- Report of the External Auditor to the Board
- Management Letter to the Centre Director



# Significant Dates

Activity	Date
Presentation of Audit Plan	October <b>2019</b>
Interim Audit	04 to 19 November <b>2019</b>
Year-end Audit	17 February to 03 March <b>2020</b>
Signed Audit Opinion	March <b>2020</b>
Presentation of Audit Results to the Governing Body	May <b>2020</b>



# Thank You



## ITEM 4 ON THE AGENDA

- Report of the Chief Internal Auditor for the year ended 31 December 2018

*Document CC 82/4/4*

*Submitted for discussion and guidance*

## ITEM 4 ON THE AGENDA

- Follow up to the recommendations of the Chief Internal Auditor for the year ended 31 December 2018

*Document CC 82/4/5*

*Submitted for information*

# ITEM 5 ON THE AGENDA

- Human Resources questions

*Document CC 82/5*

*Submitted for decision*

*Point for decision: Par. 11*

# HUMAN RESOURCES HIGHLIGHTS

The Board is requested to:

- Accept the recommendations of the International Civil Service Commission
  - An increase of 1.21 per cent in the base salary scales for the professional and higher category staff on a no-loss-no-gain basis and consequent increases in separation payments
  - Review of education grant scale and level of boarding lump sum
  - Review of mobility incentive
- Approve the amendments to the Staff Regulations



# ITEM 6 ON THE AGENDA

- Administrative questions  
*Document CC 82/6/1*  
*Submitted for information*

## ITEM 6 ON THE AGENDA

- OSH Risk Assessment on the ITCILO campus  
*Document CC 82/6/2*  
*Submitted for information*

## ITEM 7 ON THE AGENDA

- Report of the Trade Union Training Committee and  
Report of the Employers' Training Committee  
*Document CC 82/7\_a and Document CC 82/7\_b*  
*Submitted for information*

## ITEM 8 ON THE AGENDA

- Date and place of the next session of the Board

*The 83rd Session of the Board will be held in Turin on 29 and 30 October 2020 just before the 340th Session of the Governing Body of the ILO*