

Board of the Centre

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CC 75/3

FOR DISCUSSION AND GUIDANCE

THIRD ITEM ON THE AGENDA

THE EVOLVING ROLE OF THE CENTRE AND THE ILO REFORM AGENDA

As an alumna of the International Training Centre of the ILO in Turin, Italy, I hold the ILO in very high esteem. I went to Turin for a training course in 1995 while in civil society and the knowledge that I gained from the training has left a mark on my life. I acquired valuable knowledge in livelihood skills that changed the life of my family and that of all those whom I shared and worked with. That is why I would love to see the ILO continue to be a key UN institution through which the world is continually shaped into a better place for everyone to live in.

Address by Her Excellency Dr Joyce Banda, President of the Republic of Malawi to the 102nd Session of the International Labour Conference, Geneva, June 2013.

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Introduction

1. At the 74th Session of the Board (November 2012), there was a preliminary discussion on the ILO reform agenda and its potential impact on the International Training Centre of the ILO (the Centre).¹ As the reform agenda had just been launched by the Director-General in October 2012 and the main elements remained to be defined and rolled-out in 2013, the Board requested an opportunity to review and discuss them in more detail at its 75th Session (October 2013). This paper has been prepared in response to this request. It focuses on the evolving role of the Centre as it adapts and responds to the ILO reform agenda and how it can best position itself to take advantage of the strategic opportunity which the ILO reform agenda provides to the Centre.
2. This paper is presented to the Board for discussion and guidance. The Board is invited to review the overall orientation and policy directions put forward in the paper and to provide its comments and guidance on follow-up and implementation.

Overview of the evolution of the Centre

3. In 1964, the ILO and the Government of Italy established in Turin the International Centre for Advanced Technical and Vocational Training “to provide training activities at the service of economic and social development in accordance with, and through, the promotion of international labour standards.”² In 1991, the Governing Body of the ILO approved a change in the name of the Centre to the International Training Centre of the ILO reflecting its changing role of providing capacity development for ILO constituents and development partners.
4. The Development Plan adopted in 1991 converged on the three themes of adapting to the contemporary political, economic and social environment; synergy with ILO headquarters and field structure, and partnership with the United Nations System. In 1990, the Centre launched a series of training activities for the UN System which later evolved into the UN System Staff College which in 2002 became an autonomous UN entity based on the campus. In 1992, the Centre launched joint-initiatives with the World Bank, and with the OECD and the European Union in 1994, in the areas of public procurement management, project management and related training for their staff. The Centre was also involved in capacity-building in Central and Eastern Europe during the transition years (1992-2000) establishing a track record which opened the door to successful participation in competitive bidding for tenders with IFIs, the EC and other international entities.
5. In 1998, the Centre launched, with the University of Turin, a Postgraduate course on the Management of Development. This has since evolved into the Turin School of Development (TSD) involving partnerships with other UN organisations and universities. The TSD currently offers seven Masters Programmes and over 2,000 participants from around the world have obtained postgraduate and Master qualifications under the TSD.³
6. Further to the launch in 1999 of the ILO Decent Work Agenda, the technical training programmes of the Centre were aligned with the four pillars of the Decent Work Agenda; outreach to the wider UN System was further promoted and new partnerships and networks developed. The pedagogical framework was strengthened through the elaboration of the *Turin Learning Approach*. New learning modalities were developed including “academies.” The Centre invested in e-learning, expanded its training on gender, and offered training in new areas such as green jobs.

¹ GB.316/INS/11.

² Article 1.1 of the Statute of the Centre.

³ Annual Report of the Turin School of Development for 2012-13. These Masters Programmes cover sustainable development, poverty reduction and job creation, occupational health and safety, global trade, intellectual property, public procurement management and culture and development.

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7. The Strategic Plan (2012-15) adopted by the Board in November 2011 defines the main role of the Centre as “to deliver high quality, relevant and effective training, learning and capacity development services to ILO constituents and other partners in support of the ILO Decent Work Agenda and the wider UN Millennium Development Goals.”⁴ The Plan moved the Centre to a results-based approach and aligned its strategic planning cycle with that of the ILO. Outcomes, indicators and targets were set on which progress is reported to the Board through Interim and Annual Implementation Reports.
 8. The operating model of the Centre is unique within the ILO and the wider United Nations System. Around one-third of its annual operating budget is funded through fixed contributions, mainly from the ILO and the Government of Italy, and the balance of its budget is provided through training and other income generating activities. In addition to its fixed contribution, the ILO is the single largest source of funding for income from training activities constituting 26 per cent in 2012.⁵
 9. There has always been a strong relationship between the Centre and the Government of Italy as the host country. This is reflected not just in its fixed annual *ex lege* contribution to the Centre’s budget and its voluntary contribution to the training programmes, but also in its strong commitment to promoting the role of the Centre within the ILO, and beyond. The Centre also enjoys excellent relations with the Region of Piedmont, the City of Turin, the Chamber of Commerce and the major local foundations. The continuing goodwill and commitment of the Government of Italy and the local authorities have been central to the successful functioning of the Centre since its establishment.
 10. This summary overview of the evolution of the Centre since its establishment almost 50 years ago demonstrates that change and reform have been an integral part of its institutional life and indeed, have enabled it, not just to survive, but to thrive.

Relevance of the ILO reform agenda to the Centre

11. As its training arm, the Centre is an integral part of the institutional capacity of the ILO. The ILO is the most important partner for the Centre’s training and learning programmes as well as being the touchstone for the principles and policies which underlie and guide all aspects of its work. The Centre’s relationship with the ILO is multifaceted and multi-layered reaching across technical programmes, headquarters and regions, administrative services, as well as management and governance structures.
12. Further to the implementation of IPSAS, the Centre is defined as a “controlled entity” of the ILO for financial reporting purposes in recognition of the fact that the ILO governs the financial and operating policies of the Centre. This is reflected in the Centre’s Statute which provides that the Governing Body appoints 24 out of the 33 members of the Board; the Director-General is the designated Chairperson of the Board; the Director-General appoints the Director; the Governing Body has the authority to amend the Statute and to dispose of the assets of the Centre in the event of its dissolution.⁶
13. The role of ILO institutional capacity is defined in its Programme and Budget for 2014-15 as “support[ing] the efficient achievement of ILO results at both national and global levels through information, data, knowledge, capacity building and partnerships.”⁷ As part of the ILO’s institutional capacity, the Centre brings *complementary* knowledge-sharing methodologies and technologies, technical skills, pedagogical know-how, as well as institutional and organizational capacity. The Centre is not competing with, overlapping, or duplicating, the work of the Office.

⁴ CC 73/3.

⁵ CC 75/1.

⁶ Statute of the Centre, Articles III, IV, X and XI.

⁷ ILO Programme and Budget for 2014-15.

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- 14.** The ILO Programme and Budget for 2014-15 foresees that the Centre will focus its work on the following:
- capacity building of ILO constituents and ILO staff on the eight ACIs;
 - facilitation of knowledge-sharing across economic sectors and between regions and countries;
 - development of new training courses and learning methodologies;
 - more strategic and systematic role in ILO staff development including training on knowledge management and tools;
 - outreach through participation in learning networks and links with academic institutions, universities and regional and national training institutions.
- 15.** The new vision and priorities of the ILO reform agenda which have been set for the Organization as a whole and are particularly relevant for the Centre, are:
- technical excellence and providing the best services;
 - knowledge base, research and analytical capacities to provide the information products that constituents want;
 - the introduction of the eight ACIs;
 - more agile and collaborative working methods; field and headquarters structures interact more consistently to operate as ‘One ILO’ and assure optimal results.
- 16.** Since the launch of the ILO reform process, the Centre has actively participated in all aspects of it. It is a member of the Task Team on the Review of Field Operations and Technical Cooperation which is on-going at the time of preparation of this paper. This review should lead to the development, *inter alia*, of a common understanding and approach to the role of learning and training in ILO capacity development and to the synergies with the other main capacity development components. It presents an important opportunity to better integrate learning and training into the design and delivery of technical cooperation thereby enabling a more programmatic and sustainable approach to capacity development for the ILO as a whole. This is fully coherent - indeed essential - if the Centre is to fulfill the role envisaged for it in relation to capacity development of constituents under the ILO Declaration on Social Justice for a Fair Globalization (2008).
- 17.** The review should also clarify the Centre’s operational, programmatic and administrative links with headquarters and the regions. Opportunities to simplify procedures in the programming and allocation of funds should be identified.

Strengths of the Centre

18. Commitment, knowledge and understanding of the ILO mandate: The Statute of the Centre, its Strategic Plan, and the commitment and expertise of the management and staff, ensure that the work of the Centre is guided by the values, principles and policies of the ILO. Tripartism, international labour standards, and gender equality are guiding principles which underpin all of its work.⁸
19. Tripartism: In addition to being a guiding principle and means of action, tripartism is the underlying strength of the Centre. It defines the value-added of its learning and training programmes and sets it apart from other training institutions. It enables the Centre to design and deliver training which is closely linked to the respective needs and perspectives of workers' and employers' organizations and labour ministries as well as providing a unique global space for knowledge-sharing and exchange of good practices among the tripartite constituents.
20. Operating model: While the overall operating model of the Centre leads to challenges in relation to planning and predictability of resources, it encourages a dynamic and entrepreneurial approach, fosters innovation, a strong focus on delivery and a capacity to respond to specific needs. Its operational autonomy allows it to respond flexibly, and to adapt quickly, to changing demand and changing priorities.
21. Knowledge-sharing and dissemination capacity: The training activities of the Centre are one of the most direct, efficient and effective vehicles for disseminating to a wide audience of ILO constituents and beyond, knowledge, skills, good practices, and information about international labour standards, ILO policies, research and strategies. For many tripartite constituents, the Centre is their first, and frequently their only, contact with the ILO. Through its Past Participants' Network, the Centre has access on an on-going basis to past a large number of participants. Many other past participants and partners remain in contact through different on-line platforms and social media.
22. Wide outreach: The Centre has a wide range of partnerships with national and regional training and research institutions, UN System entities, international financial institutions, academic institutions and universities, and media practitioners. In 2012, more than 28 per cent of the Centre's training activities were organized in partnership with either a national, regional or international training or academic institution. In addition, the Centre is an active member of several professional networks.⁹
23. Pedagogical capacity: The Centre has developed its own pedagogical framework known as the *Turin Learning Approach*. Under the *Turin Learning Approach*, the content and methodology of programmes are continuously reviewed to reflect the participants' needs and those of their organisations. New and innovative approaches to learning are always being developed.
24. Learning and training methodologies and technologies: The Centre has a specialized unit dedicated to learning and training methodologies and technologies. It works to strengthen the Centre's own capacity to apply state-of-the-art learning and knowledge-sharing methods and technologies, as well as providing training to outside partners. The Centre is also contributing to the development of the concept of "sustainable learning" linked to the broader post-2015 Development Agenda through participation in the *Learning Link* which is a network of training and learning institutions involved in development.

⁸ Guiding principles and means of action: Results-based Strategic plan for 2012-15.

⁹ <http://www.itcilo.org/en/the-centre/about-us/networks>.

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25. Residential and training facilities: The campus in Turin is the only facility in the UN System which offers in a single location conference, training and residential facilities. Training rooms with up-to-date training equipment, technologies and tools maximize learning and knowledge-sharing. The Centre is implementing a rolling programme to upgrade the campus training and residential facilities.

ILO reform agenda: a new strategic opportunity for the Centre

26. The ILO reform agenda presents the Centre with a strategic opportunity to accelerate and complete its transition from a traditional training institution into a world class knowledge-centered capacity building institution for ILO constituents, ILO staff and the broader development community.
27. The ILO Declaration on Social Justice for a Fair Globalization (2008) called upon the ILO to “help, whenever necessary, the institutional capacity of member States, as well as representative organisations of employers and workers, to facilitate meaningful and coherent social policy and sustainable development.”¹⁰ The implementation roadmap adopted by the Governing Body in March 2009 included a specific component related to the establishment of a plan for building the capacity of constituents. The lead responsibility for this component was entrusted to the Centre.
28. The ILO Strategic Policy Framework (2010-15) states that “the ILO’s contribution to capacity development for workers’ and employers’ organizations will include training and other capacity building initiatives based on sectoral needs assessments. This will be done in cooperation with the relevant employers’ and workers’ organizations, with assistance from the ILO International Training Centre in Turin.”
29. The ILO Programme and Budget for 2014-15 states that the Centre will refocus its work around the eight ACIs and will support training packages and new courses for ILO constituents in these areas.
30. Building on the above important elements, and responding to the new opportunity presented by the ILO reform agenda, the learning, knowledge and training activities of the Centre will be re-prioritized and strengthened around the following four pillars:

Pillar 1: Contributing to the capacity development of ILO constituents around international labour standards, ILO policies and strategies.

Pillar 2: Knowledge-sharing and dissemination of international labour standards, ILO policies and strategies.

Pillar 3: ILO staff development.

Pillar 4: Outreach and interface with the UN System, academic and training institutions and other development partners.

¹⁰ ILO Declaration on Social Justice for a Fair Globalization (2008), paragraph II(ii).

Pillar 1: Contributing to capacity development of ILO constituents around international labour standards, ILO policies and strategies

- 31.** Learning, training and knowledge-sharing for ILO constituents is the main business of the Centre. As an integrated package, they constitute one of the key components of ILO capacity development. Of course, ILO capacity development encompasses many other important inputs which go beyond the mandate and technical competencies of the Centre. Within this wider ILO capacity development framework, learning, training and knowledge-sharing constitute an indispensable component of the capacity development of ILO constituents. The Centre's capacity development work with ILO constituents under this pillar is the foundation which underpins the overall role and work of the Centre, provides the basis for its close collaboration with the ILO, as well as the rationale for its work under the other three pillars.
- 32.** The Centre should be the place of choice - whether it is at the campus, outside Turin or virtually - for ILO constituents to access training, learning and knowledge-sharing tools for strategic thinking and analysis using international labour standards, ILO data, research and policies. Currently, this opportunity is provided through a mix of training programmes, workshops, e-learning, international/global knowledge-sharing events and services. The Centre should also be the *space* for reflection and experimentation where ILO constituents (either on a unilateral, bipartite or tripartite basis) can discuss and explore topics and/or policy issues not yet ripe for tripartite consensus. There is a growing demand from ILO constituents, for diversity and alternative thinking on various economic and social policy issues. The Centre is one of the few global institutions that can offer a real platform for such debate and a place and space for such knowledge-sharing and debate.
- 33.** To meet this challenge and respond to this new opportunity, the Centre's capacity development programmes need to move beyond advocacy and contribute more substantially to evidence-based policy dialogue and the use of modern analytical tools. To achieve this, the Centre will increase its focus on more analytical work and activities related to technical cooperation so as to keep its knowledge up to date, and to be in a position to share relevant experience and good practices. This is essential to reinforce the technical credibility of the Centre vis-à-vis ILO constituents, the Office and other training and learning institutions.
- 34.** In 2013, the technical training programmes reviewed their training offer to take into account the eight ACIs. In addition to its established training programmes, the Centre will introduce in 2014 some new and/or upgraded and updated training activities in relation to a number of ACIs. The technical training teams will work closely together on the design and delivery of training on the ACIs. The Centre is collaborating closely with each of the ACI Task Teams to identify capacity development components which could be delivered by the Centre.
- 35.** Further to the ILO internal reforms already implemented, the Centre is now positioned institutionally under the "Field Operations and Partnerships" portfolio. This will assist the Centre to become more connected and closer to the regions and to the capacity development needs of ILO constituents. This will be complemented by a more strategic planning mechanism to improve coordination with the regions on the identification of training inputs arising from the capacity development priorities of ILO constituents, resource planning and allocation. In addition, ILO regional and field offices, as well as technical cooperation projects, have an important role to play in promoting the services of the Centre. Promotional efforts will be undertaken by the Centre with them to ensure better awareness of the range of services offered by the Centre. In 2013, HRD agreed that ILO briefings for newly appointed Chief Technical Advisers (CTAs) will include a visit to the Centre.

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36. The ILO internal reforms also bring the Centre closer institutionally to PARDEV which is a key ILO partner for the Centre. This has been recognized in the new Framework for Strengthened Collaboration between the Centre and PARDEV (June, 2013) which will facilitate, *inter alia*, greater collaboration between the Centre and the ILO on resource mobilization and technical cooperation.

Pillar 2: Knowledge-sharing and dissemination of international labour standards, ILO policies and strategies

37. Transforming ILO standards, research, policies and strategies into learning products and tools for use by ILO constituents, and more widely, is one of the main technical capacities of the Centre. The creation of a new ILO Research Department and Knowledge Centre provides an opportunity to strengthen collaboration in relation to this. It is proposed to put in place a Framework for Collaboration between the Centre and the new Research Department and Knowledge Centre, similar to that agreed with PARDEV.
38. The Centre is investing more in its own internal knowledge capacity. In 2013, the Centre became part of the ILO global database as its Learning Resources and Information Unit joined the ILO global network of libraries. As the Centre increases its capacity to produce, contribute to, or manage research products, its transition towards a knowledge-centered capacity development institution will be reinforced. In the context of the post-2015 Development Agenda and the call for a “data revolution,” it is proposed to develop further the Centre’s training on labour statistics in collaboration with the ILO Statistics Department leading to an ambitious capacity-building programme on labour statistics responding more directly and effectively to the needs of constituents.¹¹
39. The Turin School of Development (TSD) is also playing an important role in the dissemination of knowledge of ILO research, policies and strategies to an audience of professionals not normally reached by ILO technical cooperation activities or the Centre’s standard training programmes. Based on partnerships with a number of UN System entities (e.g. UNESCO, WIPO, WTO, UNDP, UNCITRAL), universities and institutes, this gives the Centre a unique comparative advantage and role to play to connect the ILO with academia, bridge the gap between the research needs of the ILO and the research capacity available in well-known universities, and support a new generation of researchers that will produce relevant research for the ILO.¹² The pilot Ph.D. Programme launched with the ILO in 2012 will also reinforce this. Inter-library/knowledge centre agreements are being initiated by the Centre with a number of partner universities. Opportunities to better leverage these academic and research networks on behalf of the ILO will be identified and pursued jointly.
40. Knowledge-management and best practices in knowledge-sharing are becoming more widely embedded in the Centre’s own learning and training approaches and demand from the ILO for these products and services is growing. For example, the Centre is involved in the design and development of the Green Jobs E-Learning Programme and in supporting the Green Jobs Team with KM methodologies, technologies and strategies. In collaboration with PARDEV, the Centre will design, launch and support communities of practice on technical cooperation, policy advocacy and capacity building for constituents. Working with MULTI, it will support the design and development of an MNE Knowledge Management toolkit on which a community of practice will also be created. Four of the

¹¹ The Report of the High-Level Panel of Eminent Persons: A new global partnership: eradicate poverty and transform economies through sustainable development (May, 2013).

¹² University of Turin, Politecnico di Torino, SciencesPo, University Institute of European Studies, Universitas Friburgensis, Laboratorio Riccardo Revelli, University of Barcelona, Universidad Autonoma de Madrid, Istituto Superiore sui Sistemi Territoriali per l’Innovazione, Macquarie University, and Institut de recherche pour le développement.

Centre's e-learning courses have obtained an international quality award.¹³ The Centre will launch a new centralized e-campus in 2014.

41. The Centre is collaborating with the Task Teams for the eight ACIs to facilitate the flow of information and knowledge and to provide practical tools for managing this process. The Centre has proposed the creation of a more coherent web governance for the process, including communities of practice with various degrees of accessibility for each ACI, resource libraries, links to training activities and an e-learning platform linked to the global e-campus.
42. The Centre will continue to expand its use of technologies for learning with a view to reaching out to more people for whom participation in more traditional forms of training and learning are not feasible because of time or resource constraints. Further development of the Centre's e-campus will be at the heart of this.

Pillar 3: ILO staff development

43. There is scope for a more systematic involvement of the Centre in ILO staff development. While the joint-programme has been growing in recent years, it is still quite ad-hoc and rather marginal to the overall ILO staff development programme. The ILO Programme and Budget for 2014-15 foresees a more strategic and systematic role for the Centre in ILO staff development including training on knowledge management and tools.¹⁴ In line with this, the Centre and HRD will agree on the components of the ILO staff development and training programme which the Centre can deliver in the course of the 2014-15 biennium based on the strategic staff training and development priorities identified by the ILO.
44. Within the framework of the ILO staff development programme, the Centre could be assigned a more explicit mandate to train ILO economists and researchers on quantitative tools, and the CTAs of ILO technical cooperation projects on the role of training and learning in capacity development and project management. In addition, the pilot ILO Leadership and Strategic Management Programme to be launched with the Centre in 2014 could become an important on-going component of this joint-programme.
45. The Centre is also collaborating with a number of technical departments providing certification in a number of areas. This is well established in the area of training on the Maritime Labour Convention, 2006 (MLC, 2006) developed in collaboration with the ILO Standards Department. New certification initiatives introduced in 2012 and 2013 include certification for Participatory Gender Audit Facilitators developed in collaboration with the ILO Bureau for Gender Equality, and an Evaluation Managers Certification Programme developed in collaboration with the ILO Evaluation Unit. As the Centre puts in place a new harmonized certification framework in 2014, further opportunities for such certification could be explored.

Pillar 4: Outreach and interface with the UN System, academic and training institutions and other development partners

Strong partnerships play an important role in amplifying the ILO's influence and impact. Much progress has been made in the development of partnerships in the UN System and with other international and regional bodies and more still can be done. At the same time, the scope for new partnerships with other actors relevant to ILO work, needs to be explored.¹⁵

¹³ Awarded by the European Foundation for quality in e-learning <http://efquel.org/>

¹⁴ ILO Programme and Budget for 2014-15, para. 251.

¹⁵ Director-General elect 'Guidance letter' (July, 2012).

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46. The Centre is well placed to develop more active and far-reaching agreements with regional and national training institutions and participate more actively in international networks and communities of practice. The Centre has a global outreach but not a (permanent) global presence, unlike the ILO and other UN agencies that have regional and/or country level representation. Therefore, strengthening partnerships through strategic multi-year agreements with reputable training institutions in regions and countries will become a key part of its outreach strategy. These agreements will focus on the joint-design and implementation of flagship activities and Masters' Programmes which would be certified by both institutions. In addition, partnerships with other multilateral training and research institutions will be further explored and developed. Organizations with which the Centre establishes partnerships should above all be credible, share a common goal and be complementary in terms of mandate and capacity.
 47. The Centre is also well placed to promote the wider UN "Delivering as One" concept. This includes facilitating knowledge-sharing of good practices within the ILO and the wider UN as well as providing training for ILO staff on UN policies and developments linked to the implementation of "Delivering as One" which impact on the delivery of ILO technical cooperation and operations on the ground.
 48. The Post-2015 Development Agenda will present new opportunities to the Centre to expand its outreach and interface building on the networks it already has, and the work which it currently does particularly in the areas of governance, public sector reform and sustainable development. The Centre has an established reputation in the provision of learning and training in these areas with a focus on enhancing professionalism and integrity in the management of public funds and resources in support of good governance and sustainable development. These activities will be further expanded to focus on other aspects of sustainable development including the role of labour market institutions in economic and labour market governance; the role of international labour standards as part of the rule of law and the wider enabling legal environment; the governance of other socio-economic entities and more effective, open and accountable public institutions.

Efficiency and effectiveness

49. Efficiency and effectiveness are central elements of the ILO reform agenda. As stated in the ILO Programme and Budget for 2014-15, "to meet the challenges faced by constituents across all member States, the Organization must increase its effectiveness and cost-consciousness and must deliver value for money - even more so in the context of the severe financial constraints faced by many member States as contributors and donors." In line with the rest of the Organization, the Centre must ensure that its methods of work are "undertaken in a way that maximizes efficiency and impact."
50. The Centre will continue to refine its results-based framework in the light of experience. It will remain aligned to the ILO's strategic planning cycle. The adoption of a new Strategic Plan by the Centre should follow the adoption of the ILO's new Strategic Policy Framework to take into account the results-based framework and priorities defined by the ILO.
51. The Centre operates on an annual budget cycle in accordance with the Financial Regulations.¹⁶ As the Centre is now classified for the purposes of IPSAS as a "controlled entity" of the ILO, it would be appropriate to align the Centre and the ILO budget cycles. This would facilitate better joint-planning and programming with the ILO as well as providing more predictability in relation to resources. Also, the efficiency gains achieved between the Centre and the ILO during the implementation of IPSAS should be expanded to include simplification of procedures and reduction of transaction costs.

¹⁶ Article 4, Financial Regulations.

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52. Staff mobility has been identified as one of the priority areas of reform for the ILO human resources agenda. With a view to facilitating and increasing mobility between Centre and ILO staff, a review of the 2005 agreement will be undertaken by the Centre in consultation with its Staff Union Committee and with HRD.¹⁷ In the context of the proposed revised ILO mobility policy, other measures which could facilitate greater mobility between the Centre and the ILO (both regions and headquarters) will be considered.
 53. Multimedia publishing is one of the areas where there is scope for the ILO to achieve savings and efficiencies through better use of the Centre's expertise and capacity. The Centre offers a streamlined publishing process; capacity to deliver high quality printed or on-line publications within tight schedules; avoidance of problems with software/hardware compatibility and elimination of conflicts between a multiplicity of linguistic, design, printing and software providers. In addition, the Centre exercises strict control at every stage over costs and quality. The current approach of processing several stand-alone ad hoc requests from the ILO should be transformed into a more efficient and planned programme of publications. The Office Procedure concerning the provision of services by the Centre to the ILO should be reviewed to facilitate this.¹⁸
 54. In the field of information and communications technologies (ICT), there is scope to improve ICT infrastructure and information exchange mechanisms between the Centre and the ILO such as the creation of a common directory service and secure intranet and email.

Some other issues

55. Reinforcing the presence of the ILO on the campus in Turin: The possibility of locating a large ILO technical cooperation project at the Centre should be explored. Synergies would be created, particularly with a technical cooperation project with a large capacity development component. It would also reinforce the technical capacity of the Centre at the service of ILO constituents. For example, given the proximity of the Centre to the MENA region, it is well placed to manage and deliver technical cooperation projects that target Middle East and North African countries and/or support directly the implementation of a large country-specific portfolio of technical cooperation in this region. It is clear that the administration of an ILO technical cooperation project could be done equally well out of the ILO Centre in Turin as out of ILO headquarters in Geneva. A further important consideration to be taken into account is that Turin is a less expensive duty station than Geneva.
56. New name to reflect new focus/orientation: The current name of the Centre was decided in 1991 to reflect that it was no longer a vocational training institution.¹⁹ Its current role goes beyond traditional *training* and includes many other forms of learning and knowledge services. If the Centre is to complete its transition from a traditional training institution to a world class knowledge-centered capacity development institution, then the current name of the Centre may be too restrictive and no longer be appropriate. It also leads to some confusion that the Centre is still a technical vocational training institution (TVET). A new name could be adopted which would better reflect the scope of what the Centre currently does - and wants to do more of - in the coming years.
57. Review of the Statute of the Centre: A number of amendments have been made to the Statute over the years (e.g. the change in name and the timing of the Board meetings) which

¹⁷ Rules governing loan of staff between the International Training Centre of the ILO and the ILO (Circular No. 05/33 dated 22 December, 2005).

¹⁸ ILO Office Procedure No. 274 entitled *Provision of services by the International Training Centre of the ILO*, dated 7 March, 2012.

¹⁹ International Centre for Advanced Technical and Vocational Training.

have not been consolidated into a revised text. A revised consolidated Statute could be prepared to incorporate the amendments already adopted. This would also be an opportunity to make the text gender neutral. If further reforms are proposed (e.g. to the name or to the budget cycle), these would also require amendments to the Statute. In accordance with the Statute, it may be amended “any time by the Governing Body of the International Labour Office on the recommendation, or after consultation, of the Board of the Centre.”²⁰

- 58.** The Board is invited to review the overall orientation and policy directions put forward in this paper and provide its guidance on follow-up and implementation.

Turin, 13th September, 2013

²⁰ Article X, Statute of the International Training Centre of the ILO, Turin.