



SIXTH ITEM ON THE AGENDA

**REPORT OF THE MEETING OF THE OFFICERS OF THE BOARD  
(15 AUGUST 2006)**

1. Following the decision of the Board at its November 2005 session<sup>1</sup> and in accordance with articles III.5 and 6 of the Statute of the International Training Centre of the ILO, the Chairman of the Board, *Mr. Juan Somavia*, convened the meeting of the Officers in Geneva on 15 August 2006 (see list of participants attached).
2. *The Chairman of the Board* welcomed the Officers, as well as Mr. François Eyraud, newly appointed Executive Director of the Turin Centre, and member of the Senior Management Team of the ILO. Having taken due note of the approved agenda, he recalled that both documents under consideration are the fruit of initial consultations made and incorporate the thrust of different reports. The Centre is the training arm of the International Labour Organization. Among the array of means available to the ILO, the Centre has a unique role in transferring the knowledge about ILO issues and concerns through capacity building. Its distinct contribution is that of shaping and consolidating the capabilities of ILO's constituents. Increasingly, capacity building is recognized as a key component of technical cooperation for development. The donor community and partners countries, as well, have underlined the ownership and self-reliance that development cooperation is to bring, for genuine and lasting results. Capacity building features prominently in the new approach of the ILO to technical cooperation programmes. In addition, the way the Centre brings the social partners together makes it a relevant vehicle to ensure that constituents are well enough informed, knowledgeable and prepared to deal with the global jobs crisis that dominates our era.

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<sup>1</sup> See document GB/PFA/4/2, 294<sup>th</sup> session of the Programme, Financial and Administrative Committee of the Governing Body, fourth item on the agenda, International Training Centre of the ILO, Turin. The decision was tabled as follows: "The Board invites the Director to take into account the views expressed by its members on document CC 67/5/b. The Offices of the Board will be consulted on the preparation and presentation of an exhaustive Development Plan for 2007-2011. These consultations will begin immediately, in order to ensure that the Development Plan be ready for the next Board meeting."

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3. In recent years and months, the ILO has undoubtedly accumulated a larger balance in favour of its Decent Work Agenda: greater political awareness about putting decent work at the heart of development strategies. The 2007-2011 Development Plan draws heavily on that by first identifying training and skills deficits in relation to the four strategic objectives of the aforementioned Agenda and, further on, by filling them to the best of its means, making sure the responses it provides takes full account of their interdependence. The Centre is facing today a relevant challenge, which is to expand knowledge and capacity building on ILO issues not only to constituents, but also to all those other institutions and actors that can support the work of the ILO constituents in implementing the Decent Work Agenda. In this regard, the role of the Turin Centre in promoting knowledge and capacity building to support the Decent Work Agenda within the UN system at large becomes of critical importance for the future of the ILO. It is clear, however, that such commitment poses complex questions of methods, resources and, above all, coordination of action among the ILO HQ services and experts, its field offices and teams, the International Institute of Labour Studies and Turin. It inevitably generates challenges regarding the best and most efficient in-house division and coordination of work for the ILO to achieve greater institution efficacy. One of the pre-requisites in doing so is that the ILO sets out a coherent policy on training and capacity building for its constituents.
  4. The Chairman invited the Executive Director of the Turin Centre to present the first document under discussion.

**First item of the agenda:**

**International Training Centre of the ILO: Development Plan 2007-2011**

5. *Mr. Eyraud* welcomed the audience and presented the main structure of the Development Plan 2007-2011. This new Plan draws on what had been achieved by the Third Development Plan, with a more focused approach on learning and capacity building priorities, methods and tools to implement the Decent Work Agenda of the ILO. A key component of this strategy is to make sure that the Centre be recognized as a centre of excellence where substantive expertise is combined with state-of-the-art learning and educational technology and practices.
6. *The Employer Vice-Chairperson*, Mr. Chiel Renique, welcomed the opportunity of further consultation. He made the proviso that for a final judgement also the proposal for the regular budget should be available and that this meeting still is a consultation meeting. He agreed with the Chairman that this was not the first consultation on the Development Plan, but at the same time he regretted to have to say that some important remarks of the Employers Training Committee in Turin in May were not addressed satisfactory. One of these points is the demand by employers for an analysis of important trends and changes as a starting point for the Development Plan. Now some remarks are made at the end, but they are very important and belong to the starting point. As was explained by the Director General, he agreed with the importance of linking the work of the Turin Centre with the Decent Work Agenda and the four underlying strategic goals. But at the same time important issues as trend to decentralisation of decision-making, demand for bilateral donor cooperation, debate on the UN-reform and link with UNDP, increasing need for capacity building, should have their impact on the strategy of the Centre. Coming to the chapter on the 4 strategic objectives, Mr. Renique praised the broad perspective and he regretted that in the Investment Plan the

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chosen priorities were described in a much more narrow scope. For example the proposal for migration is written only from the perspective of social protection. At least as important is the perspective of employment, globalisation of economy, brain gain and brain drain. Locking in priorities in the organisational structure may hinder the necessary multidisciplinary. General wish of the employers is to make activities of the Turin Centre as relevant as possible for the constituents. One of the points that should be reflected more clearly in the Development Plan is the ambition of further development and expansion of the Employers Programme in Turin. The growth in the present plan of ACTEMP is equal to the growth of the workers programme, while it is evident that there is a wide gap at the moment. He repeated the wish to get on par with the workers programme what would need increase in resources. The employers expect a more clear engagement in the Development Plan to increase the number of staff dedicated to the employers programme. Another point he wanted to comment is the in focus project on Corporate Social Responsibility. He underlined the importance of the subject but by definition the issue refers in the first place to the responsibility of employers. Much work is already done on substance and content within the ILO. Translation through training to many should be employers led, carefully aligning with the Subcommittee on Multinational Enterprises (MNE) work at the ILO and involving the workers. Capacity building could be one of the means to improve impact and management of the programme. He also expects interest from donor countries for bilateral cooperation in this field.

7. *The Representative of the Italian Government*, Mr. Giovanni Tria, commended the Centre for the relevance and the quality of the document and a real effort to clarify its priorities and its objectives, highlighting important trends and changes in our societies. He noted though, that for all purposes, the Plan had strong conditionality, namely the level of resources and cooperation made available by the International Labour Office. His Government has repeatedly called for a consolidated link with and involvement of the Office. The Centre should, in addition, be more proactive in direct negotiations with the Donors community, including through the bilateral channels, and in the technical cooperation discussions held at the Governing Body. Turin is not and should not only be “an Italian affair”: other countries should support it with direct contributions and stronger links should also be established with other academic institutions and networks outside Italy. The feasibility of this new Development Plan relies heavily on actions and decisions taken on these issues. He finally stressed the topical issue of the changes and reforms undertaken within the development pillar of the UN and their potential impact on the Centre’s future operations.
8. *The Worker Vice-Chairperson*, Mr. Abdelmadjid Sidi Said, thanked the Chairman of the Board and praised the Centre’ management for an excellent document. Additional and more detailed comments on this new Plan will be handed to the Centre’s management in writing. In his capacity, he strongly believed that the current debate should address the relationship between the ILO and the Turin Centre and more precisely on the adequacy of the Centre’s activities to the local reality and perceived needs in the field, by the constituents. Turin is a key and essential component of the ILO strategy of Decent Work. The Centre should therefore be placed at the forefront of the ILO capacity building strategy taking account of the social partners’ needs and ILO strategic objectives.
9. *The Government Vice-Chairperson*, Ms. Lu Xiaoping, noted that the document was a very good starting point for discussion. Turin is part of the ILO, and the Plan under

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consideration provides numerous examples of the links between the Centre objectives and the Office ones. The issues at stake remain on how to add value to the Centre activities and how to find new resources. In her capacity as Government Vice-chairperson, she will seek additional comments from the other governmental members of the Board.

10. *The Adviser to the Worker Vice-Chairperson*, Ms. Anna Biondi, stated that the Centre core mandate goes beyond the traditional paradigm of development cooperation and it is important to integrate training in ILO technical cooperation activities. She recalled the importance of both staff of the ILO and of the Centre be integrated and that the training at the Centre shall not only be open to graduate participants. The Turin Centre has a major challenge ahead in streamlining and shaping its training offer, taking into account the field specific requirements and learning profiles and linking them to the Decent Work Country Programmes. She fully shared Mr. Tria main comments regarding resources mobilization.
11. *The Adviser to the Employer Vice-Chairperson*, Mr. Brent Wilton, observed that Turin was facing huge issues and that it was essential to understand how the Centre should respond to different needs, especially those of the field. He suggested that both the Workers and the Employers groups could find ways to support effectively the resource mobilization process. He insisted that the Governing Body of the ILO should explain how it intends to use the Centre and how the units of the HQs cooperate with the programmes of the Centre.
12. *The Workers Vice-Chairperson* proposed to the Chairman of the Board to organise further consultations with all Regional Directors and the Directors of relevant units at HQs to decide on possible ways of cooperation.
13. *The Chairman* welcomed a very practical and rich discussion. He recalled that internal consultations in the ILO has led to the establishment of the 4 strategic objectives and was very glad to see that those objectives had moved to a global agenda. The positive external environment for the Decent Work Agenda requires a strategic direction for the ILO to be influential and effectively support the efforts of the international community in this direction. In this regard the ILO's tripartism is a major asset that had to be projected into the wider global development agenda. He thanked the Executive Director of the Turin Centre for the quality of the document that well reflected the outside environment and provided some answers to the challenges the institution will be facing. A central issue is the relation between the ILO and its Centre. The ILO needs an overall, integrated policy on capacity building in which the Centre should have a vital role. Every project should have a capacity building component as well as a gender, and a communications and partnerships component. Decent Work Country Programmes, which are the frame and vehicle for ILO action in countries and to achieve concrete results on the ground, offer an important space for Turin to build the capacity of constituents in adapting global issues to local realities. The Executive Director of the Turin Center is a member of the Senior Management Team and this provides the opportunity for exchange and coordination with other Executive and Regional Directors. As regards the new interdisciplinary themes of the Centre's Investment Programme, he sustained the importance of migration, of social dialogue and tripartism, and of involving the private sector in ILO practices. Social dialogue, in particular at the national level, is a major issue for ILO training efforts as it is the only way for true sustainable development. He pointed out that recently, the ECOSOC has mainstreamed

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the Decent Work Agenda into the multilateral system and in this area, the Centre has a potential role in providing training to UN Resident Coordinators. As long as budgetary issues are concerned, he recalled that despite the budgetary constraints and the painful need to cut all technical programmes in each Programme and Budget exercise, there had been consistently a symbolic increase in the ILO Regular Budget allocation to the Turin Center. Nevertheless, the Governing Body only can decide whether to increase the financing of the activities of the Centre and even if it wanted to do so, it had to decide where it wanted to take the money from, and that had not happened. In such perspective, he fully supported the opinion expressed by the Representative of the Italian Government, Mr Tria in gradually shaping a system of direct contributions from other developed countries together with Italy and invited the Workers and Employers groups to promote and support such initiative. In addition, the Decent Work Agenda becoming a global goal, it is also essential to find new donors to contribute jointly to the work of the Centre and the ILO. In that respect, partners countries and the donor community, as illustrated in recent statements from Sweden, the European Commission and the OECD, have highlighted the importance of ownership and self-reliance that development cooperation is supposed to bring,—for genuine and lasting results, recognizing the value of the Decent Work Agenda in this regard. Mr. Somavia also acknowledged the good reputation that the Turin Centre had before donors and its successful record in tendering processes.

14. *Mr. Eyraud* thanked for all the comments and suggestions. He fully shared the view that the migration programme, as well as other technical programmes of the Centre, requires a pluri-disciplinary approach. He confirmed his intention of adopting such approach in the implementation of the 2007-2011 Investment Programme, through the establishment of pluri-disciplinary teams.
15. *The Director of the Office of Legal Services*, Ms. Anne Trebilcock, summarized some key aspects of the legal framework in which the Centre operates and the relation between the Turin Centre and the ILO. The Centre is the training arm of the Organisation and has been created by the Governing Body but is independent from the Office.

## **Second item of the agenda :**

### **International Training Centre of the ILO: Investment Programme 2007-2011**

16. *The Adviser to the Worker Vice-Chairperson*, Ms Biondi indicated that additional written comments would be handed to the Centre's management for consideration. Regarding more precisely the investment required for the upgrading of the current financial system of Oracle, she asked whether this investment should not be incorporated in the regular budget of the Centre.
17. Referring to his earlier comments on the risk of narrowing the scope of the different substantive proposals, *the Employer Vice-Chairperson*, Mr. Renique, stressed the importance of shaping them, including discrimination, migration and CSR, by taking into account a broader perspective and the different dimensions of each topic, not only the Standards and Norms perspective. Employers had a role to play in the way those topics were designed and inserted into the Centre's activities. He welcomed the initiative on evaluation and fully endorsed the demand by the Worker Vice-Chairperson

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for the Centre's activities to be appropriate to the local context. On the proposed investment in improving financial and human resource management through Oracle, and going beyond the question raised by the Workers' Group, he would be grateful for more explanation and expert advice, for example from the newly established ILO Information and Communication Technology Subcommittee. He noted that the first phase would leave unspecified the precise goals, time frame and cost of the second and third phases. He also underlined the need rapidly to consolidate the capacity of the Employers' Activities Programme in Turin.

18. *The Adviser to the Employer Vice-Chairperson*, Mr. Wilton insisted on the shared efforts required to guarantee the relevance of the Centre's activities for employers and confirmed the availability of the IOE to work in close cooperation with the Centre to design attractive programmes for Employers' organizations in the different technical programmes.
19. *The Worker Vice-Chairperson*, Mr. Abdelmadjid Sidi Said, appreciated the pragmatic approach of the document. As regards the financing and the delivery of activities, he expressed the idea of having focal points for training in the field.
20. *The Adviser to the Worker Vice-Chairperson*, Ms. Raquel Gonzalez stressed the importance of migration and suggested that the role of the Turin Centre on this topic be amplified by the ILO Multilateral Framework on Labour Migration and the conclusions on a fair deal for migrant workers in a global economy adopted in 2004 by the International Labour Conference on migrant work, whose follow up would be discussed in the ESP Committee at the Governing Body in March 2007. She proposed that the Investment Programme should consider an allocation for staff working on this topic as well as on discrimination. Written proposals on a suggested reallocation of the budget would be submitted. As regards CSR, she affirmed that the Centre action should be in line with the recommendations of the MNE Sub-Committee, the MNE Declaration and ensure tripartite involvement.
21. *The Government Vice-Chairperson*, Ms. Lu Xiaoping, shared the views expressed by the various speakers and requested to receive detailed information on the four main substantive objectives of the Investment Programme. She agreed with the Workers' comment on the Oracle upgrading.
22. *The Executive Director of the Turin Centre* thanked the Officers for their comments. Both documents will now be reviewed in view of their final submission to the Board. Investment required to upgrade the Oracle financial applications and the HR analysis upgrading cannot be incorporated in the Regular Budget for different reasons. One of the main reasons relates to the Centre overall financial structure, which income is predominantly relying on extra-budgetary sources of funding. He also reminded that the investments foreseen are spread over a five-years period. The 2007- 2011 substantive programmes will be treated as pluri-disciplinary issue. He also affirmed that the CSR discussions were closely linked with the MNE Declaration and the ILO unit EMP/MULTI and that reinforcing the link with the ILO could enable the Centre to have a multiplier impact in its training activities.
23. *The Chairman* assured that all the comments made, orally and in written, will be taken into account for the preparation of the related documents for the November Board 2006 and closed the meeting.

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## OFFICERS OF THE BOARD

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The Officers of the Board, consisting of the Chairman, the Vice-Chairmen, the representative of the Italian Government, the representative of the Secretary-General of the United Nations and the Director of the Centre, shall be empowered, between sessions of the Boards, to deal, in the name of the Board, with any matter which may be referred to them by the Chairman or delegated to them by the Board (Article III.5).

Chairman	Mr. Juan Somavia
Representative of the Italian Government	Mr. Giovanni Tria
Government Vice-Chairperson	Ms. Lu Xiaoping
Employer Vice-Chairperson	Mr. Chiel J.E.G. Renique
Worker Vice-Chairperson	Mr. Abdelmadjid Sidi Saïd
Representative of the United Nations	Mr. Andres Smith-Serrano ( <i>absent</i> )
Executive Director of the Turin Centre	Mr. François Eyraud

### ILO

Director of Cabinet	Ms. Maria Angelica Ducci
Cabinet	Ms. Carole Logan
Director of the Office of Legal Services	Ms. Anne Trebilcock
Office of Legal Services	Mr. Drazen Petrovic
Executive Assistant to the Director of the Turin Centre	Mr. Eric Maertens
Deputy Director of the Turin Centre	Mr. Dario Arrigotti
Director of the Training Department of the Turin Centre	Mr. Frans Lenglet
Secretariat	Ms. Nathalie Mirabile

### ADVISERS

Adviser to the Worker Vice-Chairperson	Ms. Anna Biondi and Raquel Gonzalez ICFTU
Adviser to the Employer Vice-Chairperson	Mr. Brent Wilton IOE