



INTERNATIONAL TRAINING CENTRE OF THE ILO: 2007-2011 DEVELOPMENT PLAN

PRELIMINARY REMARKS

1. This new five-year Plan is already the fruit of initial consultations. It takes on board the comments made during the debate at the Board of the Centre in November 2005¹. In December 2005, as the Board had decided², a timetable covering the first six months of 2006 was set for consultations with the Workers' Group and the Employers' Group of the Board of the Centre. As agreed, a more elaborate version of the Plan was then submitted to the Officers of the Board, who met in Geneva on 15 August 2006.
2. It also incorporates the thrust of several documents and reports, including the one the Workers' Group sent to the ILO Director-General in September 2005 on the links between the Centre and the International Labour Office, as well as the discussion on the same subject on the Programme, Financial and Administrative Committee in March 2006³. These examples are all the more relevant because they support the establishment of a coherent policy by the Organization regarding capacity-building and training for constituents.
3. Lastly, it draws on what had been achieved by the end of the Third Development Plan, 2001-2005. The progress made, and the results obtained, during that period are illustrated for the Board in a separate document.
4. A Development Plan for the Centre is first and foremost a project: a project whose scope and objectives need to be endorsed by the staff, management and Board of the Centre, as well as by the ILO and all those who are part of it; a project based on a genuine medium-term management contract, one that integrates the Centre's mandate and activities with the ILO's Decent Work Agenda. But, to be credible, it must fit the situations and constraints that derive from the way in which the Centre works and is financed.

¹ Document CC67/5/b, 67th session of the Board of the Centre: fifth item on the agenda. The Centre's Fourth Development Plan: Preliminary Consultations. See also document GB/PFA/4/2, 294th session of the Programme, Financial and Administrative Committee of the Governing Body, fourth item on the agenda, International Training Centre of the ILO, Turin.

² 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." Op. cit., para. 63.

³ See Part 2 of the report by the Programme, Financial and Administrative Committee (document GB 295/9/1, 295th session, Geneva, March 2006).

5. The first part of this document deals with **the programmatic framework** within which the Centre will evolve over this new five-year period, analysing both context and challenges. The framework is essentially built around priorities already set by the Governing Body of the ILO and by the foreseeable requests for assistance and training by governments and the social partners. The analysis of the context also covers external factors that are certain to affect the Centre's operations. These factors provide a unique opportunity to adapt the Centre to a fast-changing world. At the same time, however, they bear risks just as great, if no action is taken.

6. The second part deepens **the examination of priorities**. It seeks to determine the kind of contribution the Centre can make to achieving the major strategic or sectoral objectives of the ILO. Given the means available, this examination implies a targeted and restricted choice of objectives, subject-area priorities and focal initiatives from among those of the International Labour Office. The management of development completes these sectoral priorities. As regards audience, this Development Plan sets growth targets for activities that address the tripartite needs of governments, workers' organizations and employers' organizations, and their effective participation in other projects and training courses run by the Centre. If they are to be met, it will be as a result of significant support by the ILO in terms both of mandates entrusted to the Centre and of financial resources negotiated with donors.

7. The third and final part of the document looks at **institutional capacities, methods and means**. It is an important and delicate subject. With its present structure, the Turin Centre is obliged⁴ to give its service-providing mission priority in a global training market in which competition is heavy. Its level of activity is thus highly sensitive to fluctuations in demand. Moreover, further upheavals, already referred to in the first part of this document, will undeniably weigh upon its future, especially changes in development aid and likely reform of the development pillar within the United Nations system.

8. Lastly, just like the ILO⁵, between 2007 and 2011, the Centre must make medium and long-term investments in improving its institutional and technical capacities. Its service mission in a highly competitive world of training means that it is rarely in a position to invest in research and development to boost its institutional capacities and means. Few indeed are the sponsors, on whom its dependence is growing⁶, who will provide significant financial aid for the creation of new training products. Furthermore, investment will be needed in training technology, in information and communication technology, in staff training, in teaching equipment, in modernizing its facilities and in information technology for management.

⁴ In 2007, the Centre will have to mobilize and negotiate nearly 36 million dollars of income from activities, a sum equivalent to 73 per cent of its annual budget. Only 18 per cent of that amount will come from mandates conferred upon it by the ILO in different ways. This funding structure leads the Centre to favour its function as a direct provider of services.

⁵ The need for a strategic institutional investment plan in the medium and long term has been highlighted by the ILO, but for a different reason, namely the shrinking in real terms of its ordinary budget. ILO: Programme and Budget for 2006-07, p. 3.

⁶ See the recommendation made by the ILO auditor, who stated in his report: "We would encourage the Board to review the extent to which the Centre should pursue strategic alignment with the goals of the ILO. Any enhanced link with the strategic aims of the ILO could be affected by the Centre's reliance on other partners and donors, on whom it is increasingly dependent to fund its activities. In 2004 the ILO provided only 18 per cent of the Centre's income from training activities, of which less than half came from the ILO's regular budget." Board of the Centre. Auditor's Report on the Financial Year 2004. Document CC67/2/Add.3, 67th session.

9. In the past, decisions by its Board have enabled the Centre to support a five-year Development Plan with an investment programme, financed from accumulated reserves, on three occasions. But these investments, spread among new products and projects to improve its training capabilities, did not exceed one per cent of its annual budget, on average, which is far from sufficient. It is nevertheless a useful support. Item 4 on the agenda of this session draws the Board's attention to a separate document on the 2007-2011 investment programme.

10. A final remark concerns **regional programmes**. Although the Centre's Development Plan is based on five sectoral priorities, three thematic strategies and one focal initiative, closely tied to those the ILO has adopted, they need to be attuned to the specific needs of the regions. To do so, the Centre will make best use of the **new mechanism which the ILO is gradually setting up, namely Decent Work Country Programmes (DWCPs)**. This mechanism, backed up with deeper analyses by economic sector or by sub-region, will also take account of the subjects and geographic areas that the major development agencies, within the multilateral system or within partnerships already established by the ILO, such as its strategic partnership with the European Commission, have decided to concentrate upon.

11. The ILO's emphasis on the regions will be clearly reflected in this 2007-2011 Plan. **The Centre will set growth targets for each region based on the priorities established by the ILO in the Country Programmes. It will, however, pay special attention to the needs of African countries:** it will gradually gear its operations toward that continent, to make it the beneficiary of at least 35 per cent of its activities by 2011. This first feature of the Centre's regional action will rely heavily on the ILO's ability to forge strategic partnerships with the African Union (AU) to follow up the Extraordinary Summit on Employment and Poverty Reduction (Ouagadougou, September 2004) and with the major development players, especially the agencies in the United Nations system, the World Bank, the African Development Bank, the European Union and the United Nations Economic Commission for Africa.

12. A second aspect to which **the Centre will pay attention is that of the social dimension of regional integration processes**. It thus forms part of the search for greater consistency between social and economic policies. The Member States of the ILO have taken numerous initiatives on the matter, and no small number of them involve bilateral and regional free-trade agreements.

13. Finally, the third and last plank in the Centre's regional programmes will be to address the **specific needs of so-called emerging countries**, for whom the traditional paradigm of development cooperation is no longer appropriate. This is clearly the case with those countries whose size and economic weight means that they play an ever more significant role in the growth of the world economy and in regional stability issues. They are deemed engines of growth; they influence the international flows of goods, services and investment; they take an active part in the integration of the world economy, especially from the export angle; and they have a burgeoning influence on international economic, commercial and financial negotiations. A number of these countries are among those who face significant economic and social disparities and are running massive poverty reduction programmes. Accordingly, the Turin Centre will have to target its action on their behalf, knowing that social policy and labour market reforms, given their scale and critical mass, can hardly be tackled through outside aid. **Targeting its action thus means selecting only a very limited number of priority issues, ones on which a high multiplier effect can be achieved.** Similarly, to meet the major social challenges, it is clear that these countries will benefit far more from reforms that affect the architecture of the world economy. With the social dimension being taken into consideration, training is therefore needed in subjects related to transfer of technology, added value in the production chains for goods and services, social and employment issues in free-trade arrangements, the effects of direct foreign investment, social protection policy reform, migration policy, corporate social responsibility, employability and employment inclusion policy.

PART I CONTEXT AND CHALLENGES

14. The Centre is part of the International Labour Organization. The ILO's values, its constitutional mandate and the deliberate choice to insert tripartism into its approach form the basis of its activity. This is designed and carried out in response to the sectoral objectives set by the ILO. Among the array of means available to the ILO – research and development, the management and dissemination of knowledge, technical cooperation, advisory services, communication – **the Centre has a unique skill: that of shaping and strengthening the capabilities of the ILO's constituents.** Although this skill is by no means exclusive, its mandate and the strength of its programme makes the Centre one of the main players within the ILO. This skill has been highlighted as one of the dominant features of the ILO's development cooperation programme.⁷ The Centre therefore has the essential mission of drawing on the ILO's analytic capacity to pass on the organization's knowledge and experience. The way it brings the social partners together also makes it a vehicle for the ILO's capacity to ensure its constituents are well enough informed to deal with the economic and social uncertainties that dominate our era.

15. The Centre's five-year plan for 2007-2011 draws heavily on three items: **the ILO's Decent Work Agenda; the Global Employment Agenda; and the follow-up to the conclusions and recommendations of the World Commission on the Social Dimension of Globalization (WCSDG).** It is to be applied within the framework the ILO is gradually erecting in the form of Decent Work Country Programmes.

16. The notion of "decent work" is the backbone of the agenda that the ILO set itself in 2000. The notion has four dimensions: productive, freely chosen employment; rights at work, including fundamental labour standards; social protection; and social dialogue. These four dimensions correspond **to the strategic or sectoral objectives set by the ILO.** The notion of decent work has universal application and implies a holistic approach. Its objectives are indivisible. It is thus a method whose four objectives are brought together and coordinated to effectively achieve the best overall outcome. When tasks are entrusted to the Centre, it first identifies training and skill deficits in relation to the sectoral objectives. Then it attempts to fill them to the best of its means, making sure that its responses are firmly grounded in a holistic approach that takes full account of their interdependence.

17. It is clear, however, that such an approach poses complex questions of method, resources and, above all, **coordination of action** among the ILO's Services and experts, its field offices and teams, the International Institute of Labour Studies (IILS) and the ILO International Training Centre in Turin. The complementary nature of the sectoral objectives inevitably generates questions regarding in-house division and coordination of work, sine qua non conditions for the ILO to achieve greater institution efficacy in its essential tasks. One of the pre-requisites for examining them is that the ILO sets out a coherent policy on training and capacity-building for its constituents.

18. That will be the first challenge for the ILO and the Centre to meet in implementing the 2007-2011 Development Plan.

19. **The Global Employment Agenda** and its embodiment in national employment plans is the second element. The ILO's action on the matter is regularly examined by the Governing

⁷ 294th session of the Governing Body of the ILO: "Report of the Committee on Technical Cooperation", document GB 294/13. November 2005. See in particular paras. 4, 27 and 31.

Body's Committee on Employment and Social Policy (ESP). It is therefore unnecessary to set out its main orientations again here. The Centre will give priority to: (a) labour market information and analysis, one of the empirical bases on which to construct effective employment policies; (b) macroeconomic policies and measures to boost job creation and improve the functioning of labour market institutions (one of the fulcrums here is the support the Centre can give the Members of the ILO to enable them to place productive employment at the heart of local, national and international economic and labour policies, and it is also the context in which the Centre can take specific action on youth employment⁸, the acquisition of vocational skills and employability); (c) an environment conducive to enterprise creation, enterprise development and labour-intensive investment programmes, major vehicles for job creation; and lastly (d) the integration of labour market policy into economic growth strategies centred on poverty reduction.

20. The third element consists of the **conclusions of the World Commission on the Social Dimension of Globalization (March 2004)**. The ILO and its Governing Body have since identified six areas for the organization's missions to concentrate on⁹. These overlap **in part**, and to differing degrees, with the sectoral objectives, and they will be dealt with in the relevant action plans. The Centre's added value will lie in the support it provides constituents with to boost their capacity for analysis and application so that they can measure and evaluate the impact of globalization and of free-trade arrangements on employment and social issues. This targeted choice is based on the needs they have expressed on several occasions, including at the recent Forum and technical meeting held jointly by the ILO and the European Commission on "Social and Employment Dimensions of an Open Trading Regime" (Turin, May 2005).

21. This general framework for implementing the 2007-2011 Plan must also be set against external factors. They are part of the analysis of the context. We can group them into three categories: evolution in public development aid (PDA), including the burgeoning role of non-governmental organizations; development policy coherence; and, lastly, the foreseeable consequences of reform of the development pillar of the United Nations system. These three groups of factors will be briefly described in Part III of this Plan, in the section on the Centre's future capabilities.

22. This evolution is in progress. It would be bold, indeed presumptuous, especially as regards reform of the development pillar of the United Nations, to try, today, to set out the consequences of a movement that has only just begun. The essential thing is to establish a means or a method that will produce a genuine strategy of thinking ahead about measures to take to deal with likely changes.

23. We can, with prudence, set out some lines of thought on these three groups of external factors.

24. **Development policy coherence** is one of the essential challenges that the international community has set itself. It complements the goals of significantly increasing the volume and flow of PDA and of making such aid, together with bilateral and multilateral cooperation, more effective. The coherence issue has two main components. The first can be encapsulated in a

⁸ In accordance with the guidelines established when the subject was discussed at the International Labour Conference in 2005.

⁹ The six areas are: (a) integrated local, national and regional policies; (b) promotion of decent work in global production systems; (c) consistent policies within the multilateral system; (d) the global socio-economic base; (e) the multilateral framework of labour migration; and (f) strengthening the international labour standards system.

question: “How can we make sure that the aims of development are defined and integrated when policies in other areas – finance, tax, budgeting, trade, agriculture and industry, to give just a few examples – are formulated and, even more important, implemented?” The second component, more immediately targeted, is the design and implementation of cooperation policies that take account of such coherence. The Decent Work Agenda already seeks such coherence for itself by stressing the interdependent nature of the ILO’s four strategic objectives, and it fits perfectly into the analysis of these two components. On the Centre’s more operational level, that of training and strengthening institutional capabilities, one of the most likely effects, already noted by the Director-General and by the representative of the Government of Italy when the Officers of the Board met, is the need for the Centre to take a pluri-disciplinary approach to the design of its own programmes.

25. This pluri-disciplinary approach will affect all the stages of a training project or programme cycle, after the needs analysis. It has an immediate, complementary need: to insert the Centre into the network of institutions which, in the various disciplines, hold and create the knowledge that the Centre can convert into training products in the field of social policy. This entails opening up to the academic world and to institutions recognized as centres of excellence. In this regard, the true value that the Centre adds lies in its instilling tripartism into the approach and into the choice of institutional partners. That is a first important line of thought.

26. The second group of factors underpin the **evolution in public development aid (PDA)**, which bears on a range of inter-linked issues. These include: poverty reduction strategies, steps to make aid effective, especially coordinated action by leading donors, the principle of “ownership”, the alignment of aid cycles with the budgetary processes of States, direct budget support and the setting up of common aid funds aimed at sectoral programmes – in short, ways of boosting the transparency and efficacy of budgetary processes, with a potentially significant impact at the level of social transfer.

27. All these developments change the ways of working. But two, in particular, will have a potentially significant impact on the Centre. The first is briefly illustrated in part in paragraph 62 ff. on the Centre’s Management of Development Technical Programme. It consists of measures taken by donors and beneficiary countries to give national, public and private institutions greater access to the various PDA procedures, in order to entrust them directly with implementing programmes and projects, thereby cutting transaction costs, but which, at the same time, assumes that those institutions have the means to do so. These measures, incorporated into the project cycles, essentially aim to make aid flows owned and spent on the spot to a greater extent than before. In the case of the EU, they are accompanied, as paragraph 63 notes, by complementary measures to see that environmental and social standards, and standards of good governance, are fully met.

28. Two observations can be made. The first is that, in beneficiary countries, the establishment of strong institutions capable of absorbing these aid flows and “owning” them effectively must become a priority. This gives the Centre good prospects for augmenting its activity, provided, above all, that it thinks about changes to the way it works and takes steps to boost the quality and, even more so, the credibility of what it does. This analysis and the taking of measures must be done with the ILO, on the same subjects. In the world of training, where competition is strong, that is becoming a sine qua non condition. This first observation, moreover, was also made by the Technical Cooperation Committee of the ILO Governing Body when, at sessions in November 2005 and March 2006, it called for the training and skills component of the ILO’s technical cooperation programme to be enhanced.

29. The second observation is that the search for more effective aid depends largely on greater decentralization of PDA decision-making. This movement has been under way for some years, especially in terms of analysing projects and deciding on their funding. What can the Centre do in this regard, particularly to mobilize resources, since it has no direct intermediaries in the beneficiary countries? What role should the ILO, or even the United Nations, play in properly integrating the services the Centre can supply, and at what cost? More lines of thought that will need to be carefully explored.

30. The third and final group of factors concern the **reform of the development pillar of the United Nations system**. This is briefly touched upon in Part III of this Plan, which deals with institutional capacities. There is no need to repeat the main observations here. Nevertheless, at the opportune moment, the Board of the Centre will need to grasp all the implications. It is certainly too soon to launch relevant, operational measures. The debate only began recently. But it is clear that the ILO and the Centre will not be able to avoid an in-depth discussion of the measures taken. In the field of training and skills development, that discussion will inevitably extend to rationalization of the number of activities of the multiple training institutions within the United Nations system. Once again, part of the Centre's added value in the debate will lie in its tripartite approach. This will distinguish its action from that of all the other institutions.

31. The management of the Centre is convinced that it is worth taking a good look ahead at the foreseeable consequences, and to devise and propose **a method**. This will consist in confronting the current cycle of the Centre's training programmes and projects, stage by stage, with the potential consequences of the three groups of factors outlined above. It goes without saying that this method will also include a careful analysis of ongoing developments that might affect the Centre's activity. Lastly, it will take into account the legal, budgetary, financial, operational and administrative framework within which the Centre operates today.

32. The members of the Board are welcome to offer comments and suggestions on such a measure.

PART II STRATEGIC OBJECTIVES

II. a. PRIORITIES AND ACTION

Standards and Fundamental Principles and Rights at Work

33. The international labour standards (ILS) system, with its reporting and supervisory arrangements, is one of the principal features of the ILO's comparative advantage over the other multilateral organizations that deal with matters of social policy. Today, it is based on a strategy that adds to its consistency, usefulness and impact. Its integrated approach to standards-related activities also aims to boost the efficacy of the supervisory system.

34. **The ILO's standards-related action and principles and fundamental rights at work form part of the thematic basis of the Centre's activities as a whole.** One line of work will involve seeing that they are integrated into all the Centre's Technical Programmes. It is an area in which, over the last ten years, the Centre has established a plan of action that is solid, credible and appreciated by the member States of the ILO.

35. Today, the Centre's programme follows three lines of action: (a) support for the ILO's constituents, geared towards more effective application of standards; (b) support for the ILO's programme to eliminate child labour (IPEC); (c) better application of principles and fundamental rights at work, currently with an emphasis on two categories of fundamental rights, namely freedom of association and the elimination of forced labour and trafficking in human beings. It intends to expand its action to deal with discrimination, provided it is given the mandate and financial resources to do so.

36. The first line of action is the longest-standing and the best structured. It allows the Members of the ILO **to master the application** of the procedures for drawing up, submitting, ratifying, and monitoring **international labour standards** (ILS), and hence to take an active part in discussions on the subject at the ILC. It enhances the ILO's relevance and institutional effectiveness in helping governments fulfil their constitutional obligations. In this regard, an action with notable impact¹⁰ was the launching of a special action plan for magistrates at courts and tribunals involved in labour law disputes, and for lawyers, law professors and jurists who act on behalf of worker and employer organizations.

37. The second line of action is **to support the IPEC programme.** One of the difficulties in aligning the Centre's missions with the objectives of this major ILO programme derives from the programme's structure, which is highly decentralized and, at local level, based on country-specific activities that bring together government representatives, social partners and specialist NGOs. An agreement with IPEC in September 2005 has made it possible for the Centre's tasks to fit in well. The agreement has three complementary components. First, measures concerning the essential priority subject areas of the IPEC programme, targeting both ILO constituents and the staff of the programme itself, with the terms of reference and funding set by IPEC's management. Given the expertise it has had since 1998, the latter plays a central technical and methodological role. Second, training and capacity-building activities in the specialist fields for which the Centre has technical and methodological responsibility, but drawing on IPEC research and manuals. The Centre seeks funding for this in close conjunction with IPEC. Lastly, activities to support IPEC structures and projects in the field. The agreement, moreover, is backed up by joint research and development of training materials. The agreement's viability

¹⁰ Report evaluating the impact of the programme for judges, jurists and professors of law (Turin, August 2005).

was guaranteed by technical support for the Centre programme, which, in 2005, saw the Centre recruit an expert, who, moreover, came from IPEC.

38. The third line of action is **follow-up to the 1998 Declaration and its technical cooperation activities**. The Centre will focus on supporting action plans on freedom of association and on forced labour and human trafficking. Regarding freedom of association, the Centre's activities are already well integrated into the ILO set-up, which consists of the work of its supervisory bodies (the Freedom of Association Committee), its network of experts on freedom of association and its technical cooperation projects. The angle of attack on forced labour has focused on designing teaching material, a useful basis for future training action. The Centre hopes to conclude a formal agreement with the DECLARATION Programme similar to the one it reached with IPEC.

39. The Standards and Principles and Fundamental Rights at Work Programme has grown noticeably in the last few years. Its evolution has been marked by the desire to meet the ILO's priorities as well as possible, but also, at the Centre, by conspicuous investment¹¹.

40. The objectives which the Centre has set for this Programme in 2007-2011 are growth objectives, namely a rise in the volume of activities of nearly 25 per cent over the baseline indicators for 2006. These growth objectives will, however, be adjusted as follows.

- (a) The consolidation of activities on freedom of association and on forced labour, together with the launching of a new programme on discrimination. The Centre will make a preliminary analysis of needs, and of the funds the ILO intends to mobilize in this area.
- (b) A noteworthy increase in support for the ILO's IPEC programme, in line with the agreement reached in 2005.
- (c) Keeping activities concerning the standards system, the training programmes for magistrates, jurists and law professors, and the assistance to national training and study centres for the judiciary at their current level. Moreover, the Centre's new Plan includes a programme tailored to the needs of parliamentarians. A feasibility study for this new initiative is under way.
- (d) Better integration of a tripartite¹² approach and gender issues.
- (e) Keeping training modules on ILS in training by other Programmes at the Centre, and a feasibility study of an advanced course on international labour law, whose target audience includes the social partners.

41. This growth target is ambitious. It corresponds to a perceptible need. Its relevance has often been stressed by the Members of the ILO. But today, the Board will note that the Centre takes the primary responsibility for mobilizing the financial resources with which to support this programme. Meeting the 2007-2011 growth target – and this is equally true for the Centre's other Technical Programmes – will depend largely on the number of mandates and the volume of activities in this domain that the ILO decides to entrust to its training centre. It is by

¹¹ Two new posts were created to this effect: an expert on freedom of association was recruited in 2004 using the regular budget; and a specialist from the IPEC Programme took up a project-linked post at the Centre in 2005. To keep them both on the Centre's payroll for 2007-2011 will require an investment estimated at 1.6 million dollars.

¹² See the chapters here on tripartite integration and on gender issues.

the ILO that a stable outlook can be provided, especially within the framework of its technical cooperation programme. The table below illustrates the link between the operational outcomes fixed by the ILO, the main subjects and activities, and the list of current and forthcoming products.

Standards and Fundamental Principles and Rights at Work

ILO operational outcomes	Core areas	Core projects/activities	Products
Improving the impact of standards	ILS and constitutional procedures	ILS and constitutional obligations.	<ul style="list-style-type: none"> ▪ International labour standards – trainers' guide (update). ▪ International labour standards procedures: case study training material (update). ▪ Employers' organizations and the ILO supervisory system ▪ Manual on ILS ▪ ILS: a global approach (CD-ROM)
	ILS for judges, lawyers and legal educators	ILS course for judges, lawyers and legal educators	<ul style="list-style-type: none"> ▪ International labour law for judges, lawyers and legal educators (update) ▪ Use of international labour law in national jurisdictions: survey (update) ▪ Training manual on international labour law for judges
		National training project for judges and lawyers: international labour law, international labour standards and national jurisdictions	<ul style="list-style-type: none"> ▪ Manual on ILS for parliamentarians
	ILS for parliamentarians	ILS course for parliamentarians	<ul style="list-style-type: none"> ▪ Manual on ILS for parliamentarians
	ILS and corporate social responsibility	ILS: tools for the globalized marketplace	<ul style="list-style-type: none"> ▪ Training guide on the international instrument for CSR
	ILS, productivity improvement and enterprise development	ILS, productivity improvement and enterprise development. (in conjunction with the Enterprise Development Programme)	<ul style="list-style-type: none"> ▪ Training manual on international labour standards and productivity improvement (in conjunction with the Enterprise Development Programme and the ILO Management and Corporate Citizenship Programme)
International labour law	Advanced programme	<ul style="list-style-type: none"> ▪ Feasibility study 	

ILO operational outcomes	Core areas	Core projects/activities	Products
Targeted action against child labour	Child labour	<p>Course on child labour reporting</p> <p>Course for IPEC staff</p> <p>Course on child labour for labour inspectors</p> <p>Education for all and child labour elimination</p> <p>Combating child labour through social dialogue – employers</p> <p>Combating child labour through social dialogue – workers</p> <p>Child labour monitoring</p> <p>Combating child labour through education and the creative arts (SCREAM)</p>	<ul style="list-style-type: none"> ▪ Training manual on child labour reporting (Vols. I and II) ▪ CD-ROM on the legal framework of the fight against child trafficking ▪ Child labour briefing material – user’s guide.
Improved implementation of fundamental principles and rights at work	<p>Follow-up to the Declaration:</p> <p>– Freedom of association</p> <p>– Forced labour</p> <p>– Trafficking in human beings: managing a national programme</p> <p>– Discrimination</p>	<p>Training of trainers in FOA (experts network)</p> <p>Seminar on FOA for rural workers</p> <p>Seminar on FOA for the public administration</p> <p>Seminar on FOA for employers</p> <p>Course on FOA and the informal economy</p> <p>Courses for judges with a focus on FOA</p> <p>Modern forced labour: building the global alliance</p> <p>(Possible agreement with DECLARATION)</p> <p>Course on child trafficking: new trends and responses</p> <p>Course on ILS and equality in employment, with a focus on gender issues: tools and practice</p>	<ul style="list-style-type: none"> ▪ Biblioteca electrónica sobre Libertad Sindical y Negociación Colectiva (CD-ROM) ▪ Presentación de los convenios 97 y 98 y los órganos de control de la OIT para expertos de libertad sindical (CD-ROM) ▪ Training manual on forced labour ▪ ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up: a training guide. ▪ Forced labour: still a global challenge - training material. ▪ Women workers’ rights: a training module (update) ▪ Women workers’ rights (CD-ROM)

* New activities and related products are listed in red

Employment

42. By placing **the Global Employment Agenda and the relevant ILO Conventions** at the very heart of this programme, the Centre has also laid out a framework for action in 2007-2011. This framework contains four priorities and an operations target of 20 per cent of the overall volume of the Centre's activities. The programme will also draw upon the concepts and tools put forward by the ILO for employment strategies within country-specific programmes.¹³ The table below illustrates clearly the links between the subject area priorities and the objectives.

43. The first has to do with **labour market information and analysis**, one of the empirical bases of policy on the subject. Indeed, this empirical base acts as a cross-cutting source and foundation of this programme's other subject area priorities. To start with, it is a lever that gives access to up-to-date labour market indicators to analysts, decision-makers, advisers researchers and the social partners, so that they can devise policies in this area and follow them through. The second lever, consolidating the ILO's knowledge base, is to enable analyses that bring out better the links among macroeconomic growth, employment creation and poverty reduction. The Centre's activity in this area draws heavily on ILO research and on the development of guides and training materials on labour market indicators. In the context of training missions entrusted to the Centre, a new and important perspective emerges on the work the ILO intends to do on identifying reliable indicators of decent work and using them to measure the impact of the fiscal, economic and trade policies and budgetary choices of Member States.

44. **Policies and measures to improve the functioning of labour markets** are the second priority subject. As well as action to support policy reform and to equip labour market institutions (public and private employment services, training systems, labour administrations, employment observatories) with new means, the Centre proposes to act selectively on youth employment, the informal economy and equality between men and women. These issues will be dealt with from the perspective of decent work and of the interdependence among fundamental rights, employment creation and social protection. It is in this context, too, that the Centre will capitalize on the skills acquired using mechanisms such as structural funds, especially through lessons learned during activities in conjunction with the European Social Fund.

45. The third priority subject area is support to ILO Members in **the design and implementation of employment creation programmes**. An essential component of the Turin Centre's activity, it comprises two groups of activities: **enterprise development and labour-intensive investment**. The first of these two groups currently accounts for over 10 per cent of the total volume of the Centre's activities and a broad range of training and projects that strengthen the institutional capacity of constituents. This sector, which is particularly dynamic because of the quality of its research and products, has a bearing on several issues: improving the regulatory and judicial framework for enterprises; assistance with enterprise creation and with the development of business support services; technical and financial services, especially micro-finance and micro-credit; local economic development projects; the gender dimension, especially the adaptation of products and programmes to encourage enterprise-creation among women; and the link between human resources policy and productivity as a vehicle for the growth of small and medium-sized enterprises. For some years now, these issues have had growing importance in the Centre's activity.

¹³ Document GB/295/ESP/1/1 of the ILO Governing Body, Geneva, March 2006.

46. The second group of activities concerns labour-intensive investment. It is part of a general approach of putting employment at the heart of the economic and budgetary policies of Member States, establishing the link between investment (both public and private) and employment creation. The Centre's programme in this area embodies a cross-cutting approach integrated with several other Centre activities, notably those on enterprise creation, support services for SMEs and vocational training. The future of this group of activities will depend to a very large extent on the tasks and mandates given it by the ILO Service responsible for labour-intensive investment programmes and the space reserved for it in its technical assistance activities.

47. **The integration of labour market policies into the implementation of growth strategies centred on poverty reduction** is to become the essential priority subject area in the 2007-2011 five-year plan. Once again, it is at the level of the Organization itself that the Centre's programme will have to be given the means to act. The ILO's aim is to integrate employment and the holistic approach that typifies decent work into the very heart of national poverty-reduction strategies (PRSs) at both macro-economic and micro-economic levels. Seen from this angle, one of the most significant roles the Centre could play is to equip trade unions, employers' organizations and institutions that deal with labour markets with tools and manuals that would help them guide the implementation of projects and operations that derive from PRSs. It will also tackle ways to predict the social effects of economic and budgetary policies adopted in this context. Despite having thus set out the lines of action, it is still hard, at this stage, to be more specific about how the Centre will act. It will depend, upstream, not only on the means the ILO deploys to bolster its analytic capacity in the matter – and hence on new products devised as a result – but, again, on an agreement with the technical and field services to delineate clearly the Centre's scope for action. Consultations with the Office will take place in the second half of 2006 to lay the foundations, as with IPEC, for a partnership covering, if possible, all five years of the Plan.

Employment

ILO operational outcomes	Core areas	Core projects/activities	Products
Employment, labour market, skills and employability	Policy analysis and design	Labour market information and analysis.	<ul style="list-style-type: none"> ▪ Web site: training for decent work ▪ LMIL training package (including modules on labour market information, labour market analysis, labour statistics dissemination, labour market policies)
		Employment and labour market policies.	
		Training and skills development policies.	
		Employment-intensive investment policies and practices.	<ul style="list-style-type: none"> ▪ Development of relevant training packages. ▪ ILO staff development modules
Employment as central to economic and social policies	Institution-building	Public employment services.	<ul style="list-style-type: none"> ▪ Development of relevant training packages.
		Management of training systems.	
		European Social Fund projects	<ul style="list-style-type: none"> ▪ Product to be identified

ILO operational outcomes	Core areas	Core projects/activities	Products
	Increasing equity and promoting decent work	Addressing youth employment problems. Decent work in the informal economy. Gender, poverty and employment (in conjunction with the Gender Co-ordination Unit).	<ul style="list-style-type: none"> ▪ Training package on youth employment ▪ Development of relevant training packages. ▪ Development of a training guide for the “Gender, Poverty and Employment” programme.
Employment creation through enterprise development	Productivity, job quality and human resource management	Productivity improvement through good practice in human resource management Job quality improvement in micro-enterprises	<ul style="list-style-type: none"> ▪ Developing a national productivity policy using a tripartite approach
	Corporate social responsibility	Socially responsible enterprise restructuring	<ul style="list-style-type: none"> ▪ Manual on socially responsible enterprise restructuring
	Creating an enabling environment for small enterprise development	SME cluster development principles and practice (with UNIDO) Creating an enabling environment for small enterprise development Globalization and enterprise development	<ul style="list-style-type: none"> ▪ Training package on creating an enabling environment for small enterprise development
	Cooperatives	Cooperative policy and legislation	
	Microfinance & small enterprise finance	Management of microfinance institutions Micro-insurance Micro leasing Guarantee funds	<ul style="list-style-type: none"> ▪ Training package on making microfinance work. Manuals on micro-insurance, micro-leasing and guarantee funds.
Employment creation through employment-intensive investment approaches	Employment at the centre of public investment	Improved urban service delivery Rural employment and empowerment Strengthening the capacity of Ministries of Labour to promote employment and reduce poverty	<ul style="list-style-type: none"> ▪ Training package ▪ Training package ▪ Training package
Decent work through local development	Local economic development	Strategies for local economic development	<ul style="list-style-type: none"> ▪ Decent work through local development training package
		Promoting cooperatives through local economic development DELNET Programme	<ul style="list-style-type: none"> ▪ DELCOOP distance education course

* New activities and related products are listed in red

Social Protection

48. In the realm of social protection, the Centre will act on four main fronts in 2007-2011. The first is reform and improvement of the management of social security systems. The second is the systems' coverage and its extension to people who hardly have any access to essential social services. The third is worker protection, including working conditions, conditions of employment, and occupational safety and health. The final front is the protection of migrant workers' rights and equal treatment for them.

49. **The reform of social security systems and improvements to their management** have shaped the Centre's activity over the last few years. Today, these subjects account for a significant share of the training services it provides to ILO members. The Centre's activity focuses on training and projects to improve institutional capabilities to do with pension and health insurance schemes. It gives priority to questions of social security funding, management, performance evaluation, quantitative methods and ways of modelling spending and its impact. A cardinal feature of these activities is enhancing the capabilities of the social partners and government officials who choose strategies and make decisions on the governing bodies of the various schemes.

50. The second front is **the coverage of social protection systems and the extension of that coverage**, as described in the global campaign the ILO officially launched in 2005. It implies the development of a strategy integrated into labour market policy. This strategy both deals with the factors that cause vulnerability in the labour market and includes more precise identification of labour market institutions and regulations that favour employment-creation and raise the level of workers' protection. The Centre's training will draw on studies, especially ILO studies, of methods of calculating the cost of a basic social protection system and on simulations for calculating income after social transfers. We should also note the ILO STEP Project's approach, namely to focus on the link between social protection and labour market measures, especially the creation of mutual health care systems within rural or urban communities.

51. This same framework houses the link between social protection and poverty reduction. The subject interests the ILO and a growing number of other international and regional institutions (the World Bank, regional development banks, the European Commission, the World Health Organization) and several bilateral development agencies. Despite the significant number of studies on the subject, pooling analytic capacities remains a priority, especially so as to understand better how to deal with risk and vulnerability, the impact and the cost of social protection instruments like social transfers and their effects on the local economy, on income, on access to education and health services, as well as structural fund programmes in the social domain. The Centre will set up an agreement with the ILO's technical services that will more closely identify the niches in which it can act with a clear comparative advantage.

52. The Centre will take the ILO's guiding principles on occupational safety and health, and on conditions of work and employment, as its benchmark in setting out and implementing its programme in these two areas. Its focus is on the management of in-company occupational safety and health systems, especially in sectors where the hazards are greatest (building, the maritime sector, extractive industries and the informal economy). One fulcrum is training labour inspectors and strengthening the labour inspection system. This is also the field in which the Centre is studying, for its new Development Plan, the means that will make it possible to support programmes and concrete measures within firms to prevent HIV/AIDS, to defend the

rights of men and women workers who have it, and to help them. This ongoing analysis will specify the objectives of the Centre's activities, which will be conceived as support for employers' organizations and trade unions. Lastly, a pilot postgraduate course on occupational safety and health, drawing on a network of experts, centres of excellence and universities, was designed in 2006 and will run regularly as from 2007. It will also be open to qualified representatives of trade unions and employers' organizations.

53. A general discussion at the 2004 session of the International Labour Conference examined the increasingly sensitive question of migrant workers. Starting with a candid diagnosis of the deficiencies in policies on migration in terms of the principles underlying the Decent Work Agenda, the Conference invited the ILO to set up a rights-based multilateral framework for the management of labour migration. It was on this basis that the Turin Centre will set up a multi-disciplinary working party to delineate a training strategy, and, in 2005, and started helping implement ILO technical assistance projects in this area. The topics most frequently touched upon are social protection for migrant workers, their job placement within host societies and support for the management of migration flows. The role given to the Centre in setting out an ILO programme on international migration should be set out in accordance with the means made available to it and the relative importance that Member States and development agencies give to the labour dimension of international migration.

Social Protection

ILO operational outcomes	Core areas	Core projects/activities	Products
Better instruments and tools for policy analysis, policy formulation and good governance in social protection	Social security	Social health insurance. Pension schemes. Social security financing. Distance learning for tripartite policy-makers on social security in Latin America.	<ul style="list-style-type: none"> ▪ Training manuals on principles, pension schemes, financing, social health insurance and administration of social security ▪ Training materials for tripartite policy-makers from South America. ▪ Adaptation of the training materials for tripartite policy-makers to Central American and Andean countries. ▪ DL course on the governance of social security schemes by tripartite constituents
Improved policies and strategies to extend social protection to all	Extension of social protection	Strategies for the extension of social security. Capacity-building for job quality and social protection for micro-enterprises (in conjunction with the Enterprise Development Programme). A gender approach to social protection (in conjunction with the Gender Coordination Unit). Cooperation with the WB Institute for a course on	<ul style="list-style-type: none"> ▪ Course curriculum and training materials on the extension of social security

ILO operational outcomes	Core areas	Core projects/activities	Products
		achieving the MDGs focused on informal sector workers.	
Improved labour protection	Occupational safety and health (OSH)	<p>OSH inspection systems.</p> <p>OSH national programmes and systems.</p> <p>OSH management systems in enterprises.</p> <p><i>Project on OSH for training in the port and shipping sector of St. Petersburg</i></p> <p><i>Project to develop national policy and the operational procedures of labour inspectorates</i></p> <p>Course on participatory approaches to improving working conditions</p> <p>Activity for labour inspectors</p> <p><i>Post-graduate programme</i></p>	<ul style="list-style-type: none"> ▪ Training material on OSH inspection systems ▪ Training material on the design of national OSH programmes ▪ <i>Feasibility study</i>
	HIV/AIDS in the workplace	Courses	<ul style="list-style-type: none"> ▪ Course curriculum on HIV/AIDS in the workplace.
Tripartite action on labour migration	International labour migration	<p>Regional workshops</p> <p><i>Project on labour migration policy</i></p> <p><i>Project on managing labour migration as an instrument of development (in conjunction with MIGRANT – various workshops)</i></p> <p><i>Team-building exercise for project staff</i></p>	<ul style="list-style-type: none"> ▪ Course curriculum on labour migration.

* New activities and related products are listed in red

Social Dialogue

54. Dans **Social dialogue is both an objective and a means** on the Decent Work Agenda. The Centre's programme fits clearly into this double perspective, and hence into the follow-up to the resolution adopted by the ILC in 2002 on tripartism and social dialogue.

55. That resolution is the foundation on which the programme's two main components are organized. The first component is **strengthening the capacity of trade unions, employers' organizations and labour administrations**. The training needs of the first two groups are established by a Trade Union Training Committee and an Employers' Training Committee. Both of them advise the Director of the Centre on setting objectives and priorities.

56. Regarding labour administration, the Centre draws upon the capabilities of several of its Technical Programmes to offer an array of targeted interventions on employment services, labour relations, labour inspection and social protection. Its immediate aim is to establish a broad, integrated training base that will underpin the role of those administrations and the training of their professional staff. The intention, therefore, is to take a multi-disciplinary approach that involves experts on employment and on social protection.

57. The second component sees **social dialogue and tripartism as an approach** to tackling top-priority economic and social policy issues, especially those on the Decent Work Agenda, on the Global Employment Agenda and in the follow-up to the conclusions and recommendations of the WCSDG.

58. The Centre's 2007-2011 Plan incorporates these two components. A new, cross-cutting dimension will reinforce its current action through a strategy of integrating tripartism into the body of its activities.¹⁴ The table below shows these choices clearly.

59. **The Centre's trade union training programme** is an important programme which has experienced strong growth. It began in its present form at the start of the 1990s. In 2004, 1467 trade unionists, almost 14 per cent of all participants that year, received training from the Centre. That figure, compared to 149 at the start of the 1990s, neatly illustrates the spectacular progress made. Moreover, this programme is perfectly integrated into the activities of the ILO's Bureau for Workers' Activities (ACTRAV), which regularly turns to it for action to train and strengthen trade union organizations. Lastly, it is undeniable that this growth, a reflection of the Centre's desire to dovetail its programme with that of ACTRAV, has also been the result of consequent investments¹⁵ decided upon by the Director of the Centre.

60. The range of training needs is extensive; so too is the array of some 50 activities for workers designed to meet it. It encompasses the priorities of the ILO's sectoral programmes - labour law and fundamental standards, employment policies and their link to poverty reduction strategies, social protection, and social dialogue. However, a very important feature of its action is that its training also provides trade unions with education technology and information and communication technology support. The quality of its work in this area has been highly appreciated. It has facilitated the setting-up of information and training networks to bolster trade union action. These networks use technology adapted to trade unions' means; they give them access to a spectrum of services from databases, especially of standards and case law, through experts who can give them advice, and distance training modules, to contacts with other trade union organizations.

61. Given the principle that the Centre's trade union training programme must be consolidated, a rise in the level of workers' participation in the Centre's activities is an attainable goal in the new Plan. Indeed, as part of its Plan for 2007-2011, the Centre intends gradually to raise the number of trade union representatives to 2000 a year, an average rise of seven per cent a year after 2006. This gradual increase in the number of beneficiaries will clearly go together with growth in the volume of activities, expressed in participant days. But

¹⁴ On this subject, see paras. 71 to 78, below.

¹⁵ Indeed, this growth corresponds to a significant investment by the Centre, not only in terms of resources negotiated with donors but also in terms of creating new posts in the budget. In 1990, there was only one official in the Professional category and above who ran the programme with the help of two temporary associate experts. By 2006, the number of officials and experts in the Professional category and above had risen to six, five of whom were directly on the Centre's payroll.

the extent to which this objective can be met will depend on the new activity income that can be mobilized for trade union training among the International Labour Office's main donors. Next, decisive support from the ILO, which has itself confirmed and highlighted this strategy in its development cooperation activities.

62. In its Plan for 2001-2005, the Centre, together with the ILO's Bureau for Employers' Activities (ACTEMP), the Employers' Group on the Board and the IOE, had decided to lay the foundations **for a new programme to strengthen its action regarding the latter**. Those foundations now exist. It is for the new five-year plan to design the architecture better and make it relevant to the needs of those it is for. In 2005, more than 650 representatives of employers' organizations had access to, or took part in, one of the Centre's activities or projects, including those of other Technical Programmes. Of these, 244 studied questions specifically relating to employers' organizations. The Centre will aim to raise the volume of specific activities for employers' organizations substantially, boosting the number of participants therein by an average of seven per cent a year to reach nearly 400 by the end of the five-year plan in 2011. To this figure must be added those representatives of employers' organizations who have access to other Technical Programmes of the Centre. Their number should at least remain at its present level of around 350.

63. The Programme has three orders of priority, set by the Employers' Training Committee. The first is essentially to strengthen the capacity of employers' organizations to take action for, or on behalf of, their members, especially as regards relations and negotiations with trade unions and governments. The second priority is to broaden and consolidate effective participation by employers in the Centre's Technical Programmes as a whole, and in the design and handling of new programmes. The third priority is to develop corporate social responsibility. With regard to this, the Centre's Programme for Employers' Activities will follow the strategic guidelines set by the ILO Governing Body's sub-committee on multinational enterprises and by the declaration concerning multinational enterprises, and will take a significant role in the focal initiative on corporate social responsibility described in this Plan.

64. Several parameters and principles underlie the Programme's specific objectives and the nature of its operations. Among the most important are: action tailored to requests for help by employers' organizations and to the objectives which the latter set themselves in their local, national and international contexts; stronger links with the ILO's Bureau for Employers' Activities (ACT/EMP) and with private sector partners, especially to encourage the sharing of experience and expertise; a working method and approach with quality at its heart and incorporating all the added value of the ILO; and finally, heightened action by employers to achieve the strategic objective of tripartite integration within the Centre and the ILO.

65. This growth scenario is feasible. But, as with the trade union training programme, it depends on growth in the overall volume of the Centre's activities and on decisive support from the ILO to make it easier to obtain specific mandates, within its technical cooperation programme, to benefit employers' organizations. It also depends on a strengthening of the Programme's own capacity for action, especially in terms of available staff and experts.

66. The global objective which the Centre is setting itself is that by 2011, participation by workers' organizations and employers' organizations shall gradually have reached 30 per cent of the total, expressed in participant days, as regards both direct action and all the Centre's other Technical Programmes.

67. The programme's second component is **the strengthening of tripartism and social dialogue**.

68. The Centre will meet the needs of ILO member States not only through training and study planning that supports social dialogue – comparative analysis of legal frameworks and of how social dialogue institutions function; collective bargaining systems; prevention, conciliation and mediation of labour disputes; and modernization of the labour legislation framework – but also for dealing with new issues, such as those connected with the emergence of new categories of labour relations in a working environment whose conditions are increasingly marked by heightened flexibility. Workplace relations remain a benchmark for determining the nature and the extent of rights and obligations between employer and worker.

69. The Centre will, moreover, develop its capacity and its means to integrate the tripartite approach into its various programmes and study plans. Training materials, teaching guides and experts will be mobilized to support this strategy for the Centre's future activities.

70. Finally, to round things off, the Centre, together with the ILO's technical services and regional departments, will study **the social dimension of regional integration processes**, as a component of one of its three thematic strategies. It will not be a case simply of strengthening the ability of constituents to predict the effects of such processes on social and employment issues, in order to decide what action to take, so much of making sure that these questions can be examined effectively, through social dialogue, by the sub-regional and regional authorities that get set up.

Social Dialogue – Workers’ Activities – Employers’ Activities

ILO operational outcomes	Core areas	Core projects/activities	Products
Social partners influence socio-economic and governance policies	Labour relations and social dialogue	<p>High-level summer school for experts in labour relations</p> <p>Sensitization to social dialogue</p> <p>Social dialogue at local level</p> <p>Social dialogue and employment</p> <p>Gender equality, social dialogue and collective bargaining (in conjunction with the Gender Co-ordination Unit)</p>	<ul style="list-style-type: none"> ▪ Specialized course in cooperation with universities ▪ Training package and resource kit on social dialogue at national level (HQ) ▪ Curriculum and training material ▪ Curriculum and training material ▪ Curriculum and training material
	Labour law	Participatory labour lawmaking	<ul style="list-style-type: none"> ▪ Guidelines (HQ) ▪ Training modules developed with HQ ▪ New modules
Improving governance	Labour dispute prevention and resolution	<p>Conciliation and mediation</p> <p>Joint union/management negotiation skills</p> <p>Pre-trial conciliation for labour judges</p>	<ul style="list-style-type: none"> ▪ Training packages ▪ Training packages ▪ Training packages
	Social dialogue and public sector management	<p>Managing public service reform</p> <p>Human resources management in the public service</p> <p>Social dialogue in the public service</p>	<ul style="list-style-type: none"> ▪ Training package ▪ Training package ▪ Reference material (with HQ)
	Capacity-building for workers’ organizations Increasing the capacity of trade unions to plan and implement training programmes according to their education policy	<p>International Labour Standards and the Declaration on Fundamental Principles and Rights at Work and its Follow-up</p> <ul style="list-style-type: none"> ▪ International Labour Standards and workers’ rights ▪ combating child labour 	<ul style="list-style-type: none"> ▪ Revised manual on ILS ▪ Manual on the ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up
		Employment policies for employers’ organizations	<ul style="list-style-type: none"> ▪ Trade union training package on employment policies

ILO operational outcomes	Core areas	Core projects/activities	Products
<p>Workers' organizations are more valuable to their membership and to potential members</p>		<p>Social protection</p> <ul style="list-style-type: none"> ▪ trade union training on social security ▪ safety and health at work and the environment 	<ul style="list-style-type: none"> ▪ Revised manual on safety and health at work and the environment ▪ Trade union training package on social protection
		<p>Social dialogue</p> <ul style="list-style-type: none"> ▪ economic and financial analysis of enterprises for collective bargaining ▪ trade union training in collective bargaining ▪ workers' education in labour relations ▪ international economics and political economy with a special focus on PRSP ▪ organizing and capacity building 	<ul style="list-style-type: none"> ▪ Trade union training package on collective bargaining
		<p>Gender and women workers' rights</p> <ul style="list-style-type: none"> ▪ workers' education for women workers 	<ul style="list-style-type: none"> ▪ Trade union training package on gender
		<p>Training methodology/distance education and application of information technology to trade unions</p> <ul style="list-style-type: none"> ▪ trade union training in information technology, with a special focus on distance education ▪ trade union training in information technology. 	<ul style="list-style-type: none"> ▪ Trade union training package on information technology (open source software on trade unions).
	<p>Strengthening the capacity of global union federations</p>	<p>Sectoral workers' education courses for global union federations.</p>	<ul style="list-style-type: none"> ▪ SoliComm: an on-line training course based on free software ▪ Enhancement of the Workers' Activities Programme website
	<p>Capacity-building for employers' organizations</p>	<p>Strategy-based development of employers' organizations' structures and functions.</p>	<ul style="list-style-type: none"> ▪ A resource base for strategic planning and development of employers' organizations.
		<p>Industrial and workplace relations.</p>	<ul style="list-style-type: none"> ▪ A resource base for industrial and workplace relations.

ILO operational outcomes	Core areas	Core projects/activities	Products
Employers' organizations are more valuable to their membership and to potential members		Productivity enhancement for SMEs. Regulations and policies affecting SME development	▪ A tool-kit for developing productivity enhancement as a member service.
		Occupational safety and health – training programmes A workplace dialogue approach to globalization Social protection and social insurance schemes The role of employers' organizations in combating child labour Modernisation for economic and social development in the fishing sector Workshops on HIV/AIDS Corporate social responsibility and the management of the Global Compact	▪ A tool-kit for developing occupational safety and health as a member service. ▪ Training packages

* New activities and related products are listed in red

Management of Development

71. For over ten years, the Centre has progressively expanded its know-how in this area. Its quality, credibility and authority are acknowledged by a growing number of national (technical ministries, parliaments, development agencies), regional (European Commission, development banks) and international (World Bank, OECD) organizations.

72. This judgement applies not only to the quality of training and support. It is amply confirmed by the evaluation of advisory services that back up the training. In 2005, the Management of Development Programme accounted for nearly 18 per cent of the volume of the Centre's activities. It has a further remarkable characteristic: it satisfies its own needs. Put simply, not only does it cover a large part of its fixed costs in staff and operating expenses, but it also makes a contribution which is by no means negligible to the Centre's overall costs. The table below sets out its priorities and major subject areas within the 2007-2011 five-year plan.

73. The essential issue, however, is not the way it operates. The main question is the link between the context¹⁶ and other sectoral priorities in the 2007-2011 Plan, on the one hand, and the Programme's primary objective, on the other. That objective, let us remember, is to make development aid more effective, especially in terms of its management, and to make development policies more consistent, especially among the beneficiaries. In other words, the

¹⁶ See Part I of this document and the references to the Decent Work Agenda, the Global Employment Agenda and the follow-up to the conclusions of the WCSDG.

heart of the matter is the link between the Decent Work Agenda and more effective development aid.

74. The answers to the question can be grouped into three categories. The first is that **effective management of development aid can have notable effects on employment and social matters**, most evidently in the poorest, most vulnerable countries (LDCs), where public development aid (PDA) may account for as much as 25 per cent of the state budget. This budgetary aid comes partly through social transfers. Making aid more effective therefore improves the efficacy of social transfers to the people.

75. A second answer is that the Programme also boosts **the effectiveness of PDA through measures that ensure that public procurement and subsidy procedures conform to international labour standards**. There are four ways of doing this: (a) by incorporating fundamental standards and binding clauses on respecting them into labour legislation concerning workers involved in procurement; (b) by dealing in this framework with issues of discrimination in access to employment; (c) by creating a legal basis for preferential treatment to small businesses, which create employment, in specific public procurement; and (d) by creating the legal bases for a clear preference for regional and local cooperation, favouring suppliers, businesses and institutions from the countries that directly receive the aid or, failing that, from other developing countries.

76. This last point is crucial. It is well illustrated by new measures taken by the European Union's Council of Ministers and Parliament, bearing in mind that the EU (Commission and member states) provides more than 60 per cent of PDA to African countries. In December 2005, the European Council and Parliament translated the spirit of the recommendation by the Development Aid Committee (DAC/OECD) on untying aid to the least developed countries (March 2001) into two regulations.¹⁷ These two regulations on the Community's foreign aid stipulate that, with limited exceptions, when procurement or subsidy contracts are awarded under the aegis of a Community instrument, special attention should be given to observing the fundamental standards of the ILO and to specifying that the subcontractors who are awarded the contracts must thereafter respect those fundamental standards, principles and rights at work. Similarly, the International Finance Corporation (IFC), a member of the World Bank group that specializes in loans to the private sector, is engaged in a first study of the link between its principal missions and the respecting of social and environmental standards. Although it is clearly too early to predict or measure the consequences of these new regulations, one thing seems certain: the institutions, businesses and sub-contractors who tender for development aid projects, public procurement and even subsidy contracts – at least for those of the European Union – will have to get a better grasp of the scope of the ILO's fundamental standards. It is therefore probable that the Centre will face a growing demand for training and assistance in this area which links the ILO's standards-setting action to the management of development. Such questions can only be dealt with through a multidisciplinary approach in which all the Centre's Technical Programmes, especially the one on international labour standards, work together.

77. Third and last answer. One of the WCSDG's recommendations highlighted the relevance of economic and social development through decentralized cooperation and management of development at the local level. In this field, the Centre has also progressively innovated and

¹⁷ (EC) Regulation no. 2110/2005, European Parliament and Council, 14 December 2005, and (EC) Regulation no. 2112/2005 of 21 November 2005 on access to the Community's foreign aid. Official Journal of the European Union L/144/1 and L/344/23.

acquired credible expertise, especially regarding local economic development (LED) programmes and through its DeINet project, which has boosted Internet and distance learning skills among its audience of people directly involved in local development projects. Here again, a link is established between the Decent Work Agenda, the management of development and the role of local development agencies.

Management of Development

Operational objectives	Core areas	Core projects/activities	Products
Increased efficiency and effectiveness of development cooperation	Management of the development process	Project cycle management in World Bank-funded projects.	<ul style="list-style-type: none"> ▪ Public procurement manual. ▪ World Bank – ILO Turin equipment procurement management modules. ▪ World Bank - ILO Turin works procurement management modules.
		Management of technical cooperation projects.	
		Procurement management in the public sector (goods, works and services).	
		Selection and employment of consultants by World Bank borrowers.	
		<ul style="list-style-type: none"> Procurement management training ILS and management of development 	
Improved governance (post- graduate courses)	Management of development	Master’s course in management of development (in conjunction with the University of Turin)	▪ Adaptation of existing curriculum.
		Intellectual property	Master’s course in intellectual property (in conjunction with the University of Turin and the WIPO Worldwide Academy)
	Cultural projects for development	Post-graduate course on cultural projects for development (in conjunction with the University of Turin and the "Consorzio Beni Culturali Italia")	▪ Adaptation of existing curriculum.
			Master’s course on public procurement management

* New activities and related products are listed in red

II. b. THEMATIC STRATEGIES

78. The Centre has incorporated three of the ILO’s “thematic strategies” into its five-year plan. These concern subjects whose nature calls for intersectoral activities and a multidisciplinary approach. They will involve the Centre’s five Technical Programmes in joint projects or other joint action.

Socially responsible globalization

79. Discussions in the wake of the WCDSG's report identified six areas for the ILO to concentrate on: the implementation of integrated local, national and regional policies, and their link to the economic aspects of globalization; the promotion of decent work in global production systems; policy cohesion within the multilateral system; the global socio-economic framework; the multilateral labour migration framework; and strengthening the international labour standards system.¹⁸

80. These questions are vast; they cover a multiplicity of subjects and call for a pluridisciplinary approach. In its essential missions, the Turin Centre is a vehicle for the knowledge and experience of these matters that the ILO has accumulated. It will therefore draw on that knowledge and experience to delineate, structure and conduct training and, at the request of ILO constituents, run programmes to boost their capabilities. Moreover, these questions will be dealt with, to varying degrees, by the Centre's five Technical Programmes. This is currently the case with the running of the programmes on international labour standards and globalization, the trade union training courses on globalization and poverty-reduction strategies, and the seminars on social planning and corporate social responsibility, to give just three examples.

81. The issue of **socially responsible globalization**, however, calls for strong cohesion among approaches, for joint action, and for sharing of knowledge among the Centre's five Technical Programmes. To do this requires finding a common denominator among the Centre's means and missions. This common denominator has two main components.

82. The first of these two components is the improvement of statistical sources and bases, methods of collecting and analysing data, and, most important, producing key decent work indicators that make it possible to grasp and measure the effects of globalization on employment and social questions accurately. This lengthy task requires going even beyond the ILO itself to meticulously gather the output of statistics offices and other international organizations. **This first component is essential as regards training content**, for it adds reliability to diagnoses and credibility to analyses by separating the study of real working conditions affected by the globalization of the ideological or political discourse on the subject. The Centre's task is to transmit such diagnoses and thereby provide its constituents with the tools for critical analysis based on data that are as objective as can be. This first component is already present today in the preparatory activity of study plans and training material on social and employment issues in a free-trade system.¹⁹

83. The second component, similarly, seeks to ensure that the ILO's constituents, especially in developing countries, can achieve a critical grasp and, most important, ownership, of the processes, methods and impact-evaluation tools²⁰ used to identify the potential effects of

¹⁸ ILO: Programme and Budget for the 2006-2007 Biennium. ILO, Geneva, 2005, p. 95.

¹⁹ In the framework of the EC-ILO partnership, the Turin Centre is involved in the work of the ILO's technical services, notably in a pilot project on decent work indicators with which to measure the impact of trade on work. See the unpublished report, "Using decent work indicators to measure the impact of trade on labour", ILO, January 2006. Moreover, the Turin Centre is working with two universities to produce training modules on the impact of free-trade systems on employment and social matters. A significant part of the content has to do with indicators for measuring impact.

²⁰ Several international and regional organizations have produced such tools, often based on simulations, and use them in particular contexts. Such is the case with studies carried out by countries and the World Bank into the analysis of impact on poverty and other social domains, known as PSIA, and with studies carried out with the

globalization on social and employment questions. Here again, the Centre is getting ready to meet the demand for training and capacity-building, especially as regards the effects of international trade liberalization.

Integrating tripartism

84. In spite of very limited means and constraints, which determine the choice among priorities, the Centre made a significant and credible effort to integrate tripartism into its 2001-2005 Development Plan. The results will doubtless be appreciated by the Board, which, in this its 68th session, has before it a document that assesses the previous Plan, certain of whose activities have been completed in the first half of 2006.

85. **Further progress is to be hoped for within the framework of the new Development Plan, for 2007-2011.** We can draw on two sources of information to see how it can be made. The first is the follow-up to the recommendation on tripartism and social dialogue adopted by the International Labour Conference in 2002. The second is the recommendations made by the Committee on Technical Cooperation and the decisions taken by ILO Governing Body in March 2005 at the end of a debate on how to implement the 2002 resolution within the ILO.

86. At this point, let us look at the recommendations of the Technical Cooperation Committee. They were to ask the Director-General of the ILO to ensure: (a) full integration of the principles of tripartism and social dialogue into the entire cycle of a development cooperation programme, from its conception to its evaluation; (b) to establish protocols between the ILO's departments and the two Bureaux responsible for relations with workers' organizations and employers' organizations, namely ACTRAV and ACTEMP, respectively; and (c) training in the importance of tripartism and social dialogue, especially for existing ILO staff and for newly recruited officials.

87. That Committee, however, did not deal with, and never specifically mentioned, the Turin Centre's role and missions at all. Indeed, the representative of the PIEM group²¹ expressed reservations about the practical usefulness of the points for decision and hoped that the PIEM group's interpretation would be properly recorded in the sense of the various parties mentioned only being involved in activities if the need arose.²²

88. Lastly, it is certain that the Centre could play a useful role in training ILO staff in this subject if the ILO were to make financial resources available for the purpose.

89. The debate on implementing the Resolution of 2002 and the recommendations made by the Committee focused mainly on the ILO's development cooperation programme. The mandates entrusted to the Centre as part of that programme accounted for just over 800,000 dollars, in other words 0.6 per cent of total expenditure in 2004. Let us remember, in this regard, that the task force²³ which the ILO set up had, in the same period, identified a number

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backing of the European Commission through its programme to assess the impact of trade policies, known as SIA – “sustainability impact assessment”.

²¹ The PIEM group comprises the vast majority of public development aid (PDA) donor countries. Their voluntary contributions to the ILO's development cooperation programme account for over 90 per cent of the resources made available to the Organization.

²² Report of the Committee on Technical Cooperation. GB 292/13 (rev.) ILO Governing Body, March 2005 session.

²³ The Director-General set up a task force to propose measures for better use of the ILO's Training Centre in the development cooperation activities and programmes of the ILO.

of measures to make better use of the Centre's capabilities in the ILO's development cooperation activities.

90. Those measures were to be implemented as from 2006. They would allow a more consistent effort to ensure that the principles of tripartism were fully integrated into the activities that the ILO entrusted to its training centre and those which it negotiates directly with several donors. Such an analysis should also take features of certain of the Centre's projects and activities into account.

91. The 2007-2011 Plan sees it as desirable to continue the process of integrating tripartism into the Centre's activities. **Three categories of measures, as well as the tools and means that can reasonably be mobilized, will be studied by an in-house working party at the Centre. The questions envisaged include:** (a) how to ensure that the views of governments and the social partners are well reflected in the content of training projects and activities, and in training materials; (b) how to bolster participation by the ILO's constituents in the body of the Centre's activities, and with what means; and (c) how best to incorporate the expertise and experience of the ILO's constituents into the Centre's activities.

Promotion of equality between men and women

92. On the basis of the resolution adopted by the ILC in 2004²⁴, and of the recent decision by the Governing Body on the gender dimension of the ILO's technical cooperation programme²⁵, the Centre, like the ILO, has made that dimension a significant cross-cutting component of its 2007-2011 Plan.

93. Several of the Centre's Technical Programmes specifically tackle gender questions in their activity plans. Although it is well aware of constraints in terms of means, the 2007-2011 Plan proposes three types of action to go beyond this. The first is to continue the in-house effort already launched within each of the Centre's Technical Programmes, in conjunction with its Gender Coordination Unit.

94. The second consists of activities on behalf of constituents. The Centre will act on all the requests made of it, if funding is available. However, in accordance with one of the Technical Cooperation Committee's decisions, this dimension should be brought into relations and possible partnerships with donors. On this particular point, the Board will note with pleasure that the Centre has acquired a very high level of knowledge and good practice through carrying out a specific three-year project on behalf of the European Commission. The main objective of that project was to integrate a gender dimension into the Commission's full development aid cycle.²⁶ This knowledge base will permit the Centre to insert into its new Plan a programme that, in its turn, will target the technical cooperation programmes of national development agencies and the specialist agencies within the United Nations system. Partnerships may be set up with the United Nations' UNIFEM and INSTRAW programmes within the more general framework of the search for cohesion and rationalization of action on the ground by the United Nations system. But it is clear that the Centre, as it is now, can only provide such services if it is paid for them. It counts, first and foremost, on support from the ILO in the form of alerting donors and letting them know of the new capabilities the Centre has acquired in this area.

95. The third and last line of action is to set a growth target for active participation by women in its activities as a whole. Today, an average of nearly 40 per cent of those who benefit from its activities are women. This average, however, masks significant differences among programmes. The Centre proposes to make a more careful, programme-by-programme diagnosis, and to bring the overall average up to almost 45 per cent through its 2007-2011 Plan.

²⁴ International Labour Conference, 92nd session, June 2004. Resolution on the promotion of equality between men and women, equal remuneration and maternity protection.

²⁵ Report of the Technical Cooperation Committee. ILO Governing Body, March 2005.

²⁶ The Board of the Centre will also note that the project was awarded by the EC's EuropeAid after a tender. It began in 2004 and will finish in 2006. It will have targeted over 450 officials and experts in the field and at EC headquarters. It will also have generated several manuals and other tools with which to bring a gender dimension more fully into the cycle of the Commission's development cooperation programmes.

Gender Co-ordination

ILO operational outcomes	Core areas	Core projects/activities	Products	
Improvements in equality between women and men in the world of work	Gender equality	Mainstreaming gender equality in the world of work	<ul style="list-style-type: none"> ▪ On-line modules ▪ CD-ROM 	
		Gender audits	<ul style="list-style-type: none"> ▪ Training manual 	
		A gendered approach to social protection (in conjunction with the Social Protection Programme)	<ul style="list-style-type: none"> ▪ Curriculum and manuals 	
		Gender equality and collective bargaining (in conjunction with the Social Dialogue Programme)	<ul style="list-style-type: none"> ▪ Curriculum validated in English; training module to be developed in FR, SP and AR with Social Dialogue 	
		Gender equality and social dialogue (in conjunction with the Social Dialogue Programme)	<ul style="list-style-type: none"> ▪ Curriculum and manuals 	
		Project on creating an environment conducive to gender equality	<ul style="list-style-type: none"> ▪ CD-ROM : "Gender, poverty and employment facilitator's resource kit" 	
		Capacity-building project and training for gender mainstreaming in development project cycles	<ul style="list-style-type: none"> ▪ Gender help desk ▪ Design and production of a package of gender and development tools ▪ On-line learning programme ▪ Gender briefing notes 	
	Gender, poverty and employment		Gender, poverty and employment: on-line course.	<ul style="list-style-type: none"> ▪ On-line modules and expert services. ▪ CD-ROM ▪ Reader's and facilitator's kit
			Gender, poverty and employment (in conjunction with the Employment and Skills Development Programme).	
		Women's' rights	Course on international labour standards and women workers' rights	

* New activities and related products are listed in red

II. c. FOCAL INITIATIVE: CORPORATE RESPONSIBILITY

96. For the Centre, a “focal initiative” is a multidisciplinary programme devised to create new training products on subjects whose seriousness or newness has generated a demand by constituents.

97. The Director of the Centre intends to put a focal initiative on the agenda in its 2007-2011 Plan: **corporate social responsibility (CSR)**. He will also make proposals concerning it in the five-year investment programme that the Board will examine as a separate item on the agenda of this 68th session. Financial constraints, however, mean that the proposed investment will be limited; it will serve primarily as a lever for negotiating new extrabudgetary resources. The Centre’s capacity to carry out all the activities that the constituents, the Board and the ILO ask it to on corporate social responsibility will thus depend on its ability, and that of the ILO, to raise additional funds.

98. Over the last ten years, this subject has generated a growing interest in sustainable development practice with social responsibility. “Corporate social responsibility” generally refers to practices which lie at the heart of a business’s economic activity, are adopted voluntarily, and go beyond just meeting obligations inherent in social and labour law to present innovatory features. CSR has generated much debate, and the positions taken on it are often in conflict. It frequently rounds off debates on business governance and on socially responsible investment (SRI).

99. The instrument which serves as the basis of the ILO’s work is the **Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy**, known as the MNE Declaration. This is the precise context within which the Turin Centre will place its training and capacity-building missions on behalf of the members of the ILO, in close consultation with the ILO’s Multinational Enterprises Programme (“EMP/MULTI”). Moreover, in March 2006 the ILO Governing Body’s Sub-Committee on Multinational Enterprises adopted action priorities and a line of conduct that would make it possible to determine better the areas of consensus and the Centre’s scope for action on the matter. Since it also involves new training products and programmes, it is worth putting it into a medium-term perspective, namely for 2007-2011. Certain paths, however, can be cleared immediately.

100. The first is the **role of the Centre as the vehicle for a policy of actively keeping the ILO’s constituents informed**. This role is a multiple one: (a) making sure the Declaration on MNEs gets promoted, but also encouraging an analysis of, and training in, the means destined to put its principles into practice; (b) facilitating access by ILO Members to information as critical and complete as possible on other existing international, regional and national instruments, OECD guidelines, measures taken by the United Nations concerning the Global Pact, by the International Standards Organization (ISO) and by the European Union; (c) drawing up and disseminating an inventory of good CSR practice by employers’ organizations, trade unions and governments and its impact on policies and programmes to boost national and local development.

101. A second path is **to devise training programmes and support projects for constituents on promoting the principles of the MNE Declaration**, in coordination with the ILO’s standards-setting activity, for instance, to promote equality between men and women, for training and adaptation to technological change, to promote better working conditions, or to help SMEs that want to get a better grasp of what CSR would mean for them.

102. The Board of the Centre will certainly wish to give its own views on the Centre’s principal missions regarding CSR, on the best way of placing them into the framework outlined by the Sub-Committee on multinational enterprises and, most of all, give the management of the Centre concrete guidance on the extra-budgetary funds that it should raise from donors.

PART III METHODS, MEANS AND INSTITUTIONAL CAPACITIES

III. a. METHODS AND MEANS

103. The special feature of the Centre that makes it so appreciated is that its learning programmes are geared above all to acquiring practical experience and a knowledge of the workplace environment and conditions. This distinguishes it from an academic institution, as does the assistance of experienced practitioners and interaction with its constituents in search of concrete solutions to real problems.

104. Its direct audience consists of managers, executives and trainers of institutions and of players in the field of social policy and labour markets and of the link between such policy and sustainable development. This is the very audience which can ensure that the skills acquired are disseminated, achieving a significant multiplier effect. This makes it very important to put the place of training in the ILO's activities into a more strategic perspective, starting by seeing to it that the ILO's values, principles and knowledge are firmly set in the reasoning and behaviour of the constituents. When communication is instantaneous, the impact of training is destined to last.

105. This strategy only makes sense if it is based on a deep knowledge of the concepts, methods and techniques of learning. A mastery of new information and communication technology, as applied to training, is one of the skills that adds to the Centre's value.

The learning approach

106. **The Centre's learning approach, like its activity as a whole, is learner-centred.** It is geared to the practical needs of participants and their institutions, and hence to the desired impact. It is a structured, inter-cultural, multidisciplinary approach, and draws regularly upon new information and communication technology. It has three striking features: (a) relevance; (b) differentiation; and (c) impact.

107. Relevance refers to the capacity and the instruments that the Centre puts into place to devise training programmes that match the training needs and profiles of both participants and institutions with speed, precision and quality. In the five-year Plan, the Centre proposes to devise a common needs analysis methodology for all its Technical Programmes, and to train their staff to use it. The second characteristic has to do with its specific approach to capacity-building, which sets it apart from other educational or training institutions. It relies on setting up partnerships with internationally recognized centres of excellence which can, moreover, serve as intermediaries in its decentralized operations. The 2007-2011 Plan envisages rationalizing the range of partnerships that it has built up over many years, and keeping only a limited number of them in the regions and in the different disciplines. In addition, the Centre applies a combination of educational methods and technologies that are well adapted to the learners' specific needs and can quickly be used in their daily work. Lastly, given the development potential of the advanced study programmes it intends to launch, and of the sharp competition, the Centre also envisages outlining more clearly a multi-level **certification policy** for its training and setting up a more regular system for **appraising the performance of its network of "external collaborators"**.

108. The impact of its activities is bolstered by the extent to which the Centre's activity is inserted into the medium and long-term development projects or programmes launched by the ILO. This aspect could be strengthened by setting up a before-and-after evaluation system, by systematic follow-up of training and participants, and by regular monitoring and evaluation of the Centre's methods and programme content. Lastly, by developing Internet-based distance access to information and programme content on the part of its constituents, participants and network of former participants, the Centre could sustain learning and its follow-up.

New information and communication technology (NICT): towards the integration and standardization of distance training

109. For nearly ten years, the Centre has invested gradually and prudently, given its limited financial means, in information technology. Today, it has high-quality infrastructure that allows it to support an extensive range of applications to plan and manage activity budgets, to manage participants, to manage finances, and to manage its administration and bureaucracy. Upgrades for certain applications are covered by the new 2007-2011 investment programme.

110. It is, however, in the application of this new technology to training, especially distance training, that the Centre has proved able to harness new capabilities, combine residential and online techniques, develop different concepts and integrated methods of online access to information, to databases, to advisory services and to modular training. It has run numerous pilot projects on the subject, and in a growing number of cases they have led to fully structured programmes and projects. A rather broad project portfolio has thus seen the light of day. It includes: a skills-based training-of-trainers programme; the DelNet project on local development; the Solicomm network for trade union training; distance access to the business development services programme; a distance training programme on integrating gender, poverty and employment; distance training programmes in social protection, industrial relations and local economic development. In addition, the vast majority of the Centre's Technical Programmes have used such technology to set up online information platforms, and Web pages, and to take advantage of CD-ROM support to collect information and make it available to participants.

111. **In its new five-year Plan, the Centre will focus on developing two essential aspects.** The first is training to bring its staff up to scratch on NICT. The second comprises: (a) extending the application of NICT to promotion, marketing, management, follow-up and evaluation of training; (b) the application of NICT both upstream and downstream in residential training; (c) more effective use, better targeted at distance training demand; (d) the development of application guides that will facilitate a certain standardization of methods; and (e) greater mastery of the economics and performance of distance training techniques.

III. b. INSTITUTIONAL CAPACITIES

112. The 2007-2011 Plan offers the ILO, the Board and the management of the Centre the chance to tackle new situations, to take new perspectives and to act on the more structural questions. Consequently, the evolution of the Centre's institutional capacities can be examined from three complementary angles: its financial capacity, its human capacity and its physical infrastructure.

Financial resources

113. There is no need to recall here the basic parameters of the Centre's financial and budgetary management and its dependence upon outside funding sources and channels. A linear projection of the current budget configuration²⁷, assuming a limited rise in costs of three per cent a year, gives the Centre a cumulative budget of some 252 million dollars for 2007-2011. Of this, nearly 190 million dollars will have to be generated externally as income from activities to make sure that the budget balances.

²⁷ Namely a 2006 budget, approved by the Board in November 2005, in which income is estimated at 47.8 million dollars. Of this, nearly 12.9 million dollars, or 27 per cent, are direct contributions to the Centre's fixed costs. Income from activities thus accounts for 73 per cent of the total.

114. Over the last 15 years, it has proved possible to meet this challenge with a two-pronged strategy. The first line of this strategy has been to make the Centre evolve towards a vocation and skills profile different from that of the 1980s. From being a Centre operating essentially in the technical and vocational training sector, it has, since 1991, gradually become a cross-cutting tool capable, to varying degrees, of providing training services and help to the ILO's constituents that relate to the objectives illustrated in Part II above. The second line of strategy has been to create a new, complementary training portfolio that makes it possible to bring the ILO's principles and standards to other audiences. Together, these two lines of strategy have formed a necessary and sufficient condition. They have ensured balanced budgets.

115. Today, the bases of that strategy need to be re-examined in the light both of cost-control and of factors that will inevitably weigh on the choices and leanings of the Board, the ILO and the management of the Centre. These factors were touched upon in the context analysis in Part I of this Plan. They derive particularly from the evolution of public development aid and to strong trends within it.

116. The first factor is **reform of the development pillar within the United Nations system** and hence of its real capacity to influence the debate on development policy coherence issues. Consultations have already started, notably within a high-level panel on the cohesion of the United Nations system. At the heart of the debate is a concern to rationalize the different components of the United Nations system and align their contributions in practice around “the three ones”: one leader, one house, one programme. This need for cohesion, supported by the donor community, also derives from the observation that although cooperation within the system is developing nicely in terms of planning, this calls for work on implementation. Some of the stakeholders also say that the specialized agencies should focus on their essential mandate. In such a context, the Turin Centre, which is above all an operational tool, must clearly and credibly spotlight its missions and its added value. **In the field of training and strengthening the capacities of the ILO's constituents, the questions of coordination, effectiveness and overlapping must also be tackled at the level of the United Nations system by rationalizing means.**

117. A second factor, linked to the first, has to do with the **coherence of policies for development**. It is implicit in the reform of the development pillar within the United Nations system. Coherence is a commitment within the general strategy of sustainable development. The central idea is to understand better the direct impact of other policies in fields like trade, agriculture, food security, energy, transport, migration, the potential of information and communication technology and regional integration on the capacity of developing countries to generate economic growth based on employment and less inequality. Today, such a commitment is supported by a growing number of development agencies and other bilateral and multilateral donors. Its consequence is to modify development programmes and requests for technical assistance, making them significantly more demanding as regards their conception, the perception of expected outcomes, follow-up, monitoring and the assessment of their real impact. Such a commitment strengthens multidisciplinary approaches and means that the Centre must adopt this concern, on which there is convergence, and adapt its activities accordingly. In practice, for the Centre, this commitment translates into networking, rationalizing means and establishing solid partnerships with local institutions in the countries concerned.

118. A third group of factors involves recent developments in PDA. More specifically, **direct budget aid and the decentralization of decision-making will have a notable influence on the financing of the next Development Plan**. In the last few years, bilateral and multilateral development aid has been strongly affected by these two phenomena, as well as by a gradual

transfer towards the field of decision-making authority over the approval and implementation of programmes. To a large extent, the Centre has followed this movement, in technical terms, particularly by further deconcentrating its activities towards the field²⁸ and by developing various systems to provide distance access to information and training. However, the Centre will not shirk an in-depth analysis of its mode of funding, particularly of its resource mobilization strategy, knowing that it is at the level of the field structures that many donors will define activities and negotiate resources. Here, the Centre will inevitably run into a problem of critical mass and of scale that it has neither the means nor the legal capacity to overcome. This will raise the question of its links with ILO and United Nations field structures, and of the authority and capacity that they have to undertake needs analysis and resource mobilization in the name of the Centre. On this point, one path worth exploring is making best use in this context of the network of former participants in the Centre's activities.

Human resources

119. **These are the Centre's biggest trump card. But it is also a complex matter** in which a balance between the needs of the Centre, themselves strongly subject to training demand fluctuations, and the legitimate aspirations of the staff of an international civil service is sometimes hard to strike. All the more so because the way the Centre is funded does not allow it to devote conspicuous means to an active human resources development strategy, particularly by training its staff.

120. **The staff of the Centre has features in common with all organizations, but it is also distinct in several ways.** Its strong points, brought out by studies of the Centre's internal working, include: the polyvalent nature of staff skills, especially a mastery of "training engineering", in other words the ability to run a full training cycle, from training needs analysis through to the assessment of learning; the existence of a group of staff in the Professional category who, as well as teaching skills, have qualifications recognized by their peers in (international) labour law, labour economics, the sociology and psychology of work, education and development, together with work experience in the field; staff in the General Service category (administrative and technical support), usually recruited locally, whose training or academic background is generally better than their job profile calls for; a staff as a whole that is particularly motivated, which has developed a strong sense of sharing the Centre's vocation and objectives, yet is also aware of its constraints and its fragility; and lastly, a network of outside experts who keep abreast of the Centre's activities and whom it can draw upon in a flexible manner.

121. In the new Plan, **the Centre must tackle several important questions.** Among them: the difficulty of bringing the staff's professional profile rapidly into line with training demand; the difficulty of bringing together a relatively small team with all the technical, training, management and linguistic skills required to implement a programme for all the ILO member countries; the fact that the Centre's Professional category staff are more sedentary than those of the ILO or other international organizations, a situation that was indeed normal when the Centre generally brought its participants to Turin, but today is way out of line with demand in the field; the difficulty of reconciling the need for a growing volume of activities with the time the staff needs to be able to devote to regularly refreshing its skills; and, lastly, the gradual retirement between 2006 and 2010 of a notable number of officials who have played key roles in setting out development strategies or in managing the Centre, and the rise in the number of women in the Professional category and above.

²⁸ In 2005, over 55 per cent of its activities were designed and held in the field.

122. The answers to these questions lie first of all in moving from a system previously limited to staff administration to one of dynamic, forward-looking human resources management based on broad staff consultation and on negotiation with staff representatives. Since 1998, the Centre's management has taken a range of measures in this direction. The Board of the Centre, moreover, has regularly noted such measures and advised the Director thereon. Furthermore, a system for mobility between Centre staff and ILO staff has recently been adopted: it should answer several of the questions raised. The new mobility system has been in place since January 2006. It is now a matter of implementing an effective mobility programme. Finally, the system of forward-looking management recently introduced, together with quality recruitment, should make it possible to see the baton pass cleanly from one generation of officials to the next.

Campus management: modernizing training facilities

123. The Centre's future missions and the functions that it can fulfil will affect the strategy for modernizing the campus and the training facilities. The working hypothesis, in this plan, is of a renewed expansion of activities, while taking account of the needs of the other institutions housed on the campus. For the last three years, the Board has been kept regularly informed of the vast infrastructure maintenance and renovation programme that followed the decision to modernize the residential part of the Centre within the more general framework of works for the holding of the Olympic Winter Games in February 2006. This infrastructure work, for a total cost estimated at over 20 million euros, also made it possible to renovate the heating system, the plumbing system and the electricity network, to install more air conditioning, to improve the digital satellite antenna system and the electronic surveillance system, and to refurbish the reception area, to name only the most significant items. The Board will also have taken note, at its 67th session (November 2005), of the decision by the City of Turin to allocate a further 17 million euros to complete the renovation of the campus. This new work will start in 2007 and will last an estimated three years.

124. The Italian authorities will thus have invested a total of 37 million euros in modernizing the campus. The working hypothesis for the coming years is for an annual volume of activities of between 40,000 and 45,000 participant days. This will give the facilities a reasonable occupancy rate. This working hypothesis goes alongside the development of action in the field, mostly with the direct beneficiaries, reaching 60 to 65 per cent of the total audience.

125. This effort to renovate the training facilities will be completed, on a more modest scale, by a financial provision by the Centre as part of its 2007-2011 five-year investment plan. This provision will serve mainly to modernize the computer system, particularly its financial and training management applications. A separate document deals with this question for the Board of the Centre.

126. This third part of the document closes our examination of the perspectives for the Centre's next five-year plan. The action taken by each player and by each partner - the Board of the Centre, the ILO Governing Body, the Government of Italy, the ILO, the management of the Centre and the Centre's staff - will influence the others. Consultations should be held among them to generate a harmonious joint project that goes beyond individual projects. The stakes are high, but it can be done.

127. *In the light of the above, the Board of the Centre is invited:*

- a) *to approve the Centre's Development Plan for 2007-2011;*
- b) *to pass on its recommendations to the Programme, Financial and Administrative Committee of the ILO Governing Body.*