



## **FOR DISCUSSION**

SIXTH ITEM ON THE AGENDA

**Follow up of the Officers of the Board meeting  
(25th September 2009, Geneva)**



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1. The report of the Working Party was discussed and its recommendations were adopted at the PFAC at the November 2007 session (GB.300/PFA/6/3). The Working Party proposed that ILO and Centre take measures to ensure closer collaboration, notably by aligning the Centre's work with the ILO's Programme and Budget as well as by engaging in joint programming. Donors were encouraged to increase their voluntary contribution to the ITC-ILO, based on the Development Plan and the "Funding strategy for ITC-ILO" which suggests priority areas and modalities for such contributions. Finally, it was suggested to strengthen collaboration by favouring an exchange of staff.

### **Joint Programming and Closer Alignment**

2. The Director's Report submitted to the Board (doc. CC71/1) contains an extensive overview of the steps taken by the Centre to align its work to ILO priorities and processes (paragraphs 66 through 77). At the time this document is being drafted, the Centre is actively involved in the preparation of ILO outcome-based work plans. Contacts have been made with the five regional offices with a view to reviewing overall priorities for 2010-11 planning in general and, in particular, for the inclusion of training and capacity building components within the proposals being prepared by Regional Offices as inputs to the work of the nineteen ILO outcome coordinators. A parallel initiative has been undertaken by the Centre's technical programme managers vis-à-vis ILO technical sectors preparing global product proposals.
3. The Centre has appointed nineteen outcome focal points whose role is to liaise with the nineteen ILO outcome coordinators in Geneva and provide them with inputs and suggestions on how to assemble training and capacity building components within the global products and country programme outcomes included under the Outcome-based Workplans. A joint Turin/PARDEV/PROGRAM workshop on 8 October 2009 produced a common format for organising the Centre's contributions in response to the identified need for training and learning outputs as part of each outcome capacity building efforts. The format includes an initial assessment of funding gaps by outcome for possible regular budget, extra-budgetary or RBSA funding,
4. These initiatives from the Centre have generally triggered a positive reaction from ILO interlocutors. This is of course a new and complex exercise for the ILO as a whole and it is difficult to anticipate what type of return it will ultimately have on the volume and predictability of resources for the implementation of training programmes. Seeking to mainstream the Centre's inputs across a broad range of technical and regional proposals clearly adds to the visibility of the Centre's contribution to ILO outcomes and DWCP priority. It is however a very time consuming exercise at a time when the Centre is also fully busy with the implementation of this year's programmes.

### **More of the ILO's TC Resources Flowing to the Centre**

5. The Working Party recommended that an increasing share of the ILO's programme of technical cooperation should be channelled through the Centre for specific training and capacity development activities.

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6. The Centre is more and more involved in the preparation, review and appraisal of both DWCP proposals and project proposals for submission to donors or RBSA. The Centre is also informed of and/or associated to the negotiations and review of donor partnerships and RBSA proposals. The result sought by the Centre however is for specific training outputs to be defined as part of ILO technical cooperation proposals. Such outputs would be linked to earmarked resources within project budgets that will give the Centre a basis for planning its work, for instance through a specific budget line to deliver the training outputs.
  7. In terms of funding from ILO extra-budgetary programmes, the Centre received some € 2.4 million in 2008 and expects a similar amount in 2009. The new technical cooperation appraisal mechanism will systematically promote the involvement of the Centre in technical cooperation at the design stage, especially for larger-scale projects and programmes, so that the implementation of specific outputs is systematically built in from the outset. The Centre will then be associated to the implementation of training components in new ILO donor partnerships in 2009. The Centre has also made initial steps for carving a role in the implementation of the new programme funded by the Danish Commission for Africa.
  8. The Centre's involvement in the implementation of RBSA-funded programmes in 2008 was modest (around €112,000 in total). The amount increased significantly in 2009, as a final contribution to the tune of € 800,000 to 900,000 is expected. It is premature to make solid estimates for 2010 and 2011 as this will largely depend, among other things, on the Centre's involvement in the negotiation and implementation of the outcome-based workplans.
  9. On one hand, the awareness and sensitivity to the scope for better collaboration with the Centre is definitely increasing across the ILO. On the other hand, the transaction costs of a large number of decentralised negotiations with individual departments, offices and projects remain very high. The Centre maintains that allocating upfront resources for training and learning activities in the budget of ILO-donor partnerships and RBSA-funded programmes would greatly enhance the cost-effectiveness and reliability of the Centre's planning. This approach however is not in line with the resource strategy outlined in the P&B 2010-2011 and the SPF and adopted by the ILC in 2009. The Office expects that the outcome-based workplans will permit a significant and early identification of RBSA resources for the Centre and sees the workplans as a means of much greater coherence in demands on the Centre. Moreover, the Office has agreed to the need to avoid excessive fragmentation regarding the approximately \$ 6 million of RBTC that is executed by the Centre each biennium and will modify procedures in this light. The Centre continues to have active discussions with the Office about the possible modalities to reconcile relevance to the ILO mandate and priorities with cost-effective planning and delivery.

### **Voluntary Contributions by Donors to the Centre**

10. Since the recommendations of the Working Party were adopted, Portugal is the only new governmental donor making a direct contribution to the Centre for a four-year training project on extension of social protection in Portuguese-speaking Africa. With France and Spain the Centre has initiated a policy dialogue aiming ad

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shifting these donors' contributions from a project approach to a programme approach. The Centre is confident that this more strategic modality will be at least partly adopted in the context of the new partnership agreements to be signed between these two donors and the ILO.

11. In the case of other governmental donors, feedback received pointed out that the funding to the Centre should be part of the broader allocation process within ILO donor agreements. On the other hand, the ILO's resource strategy described in P&B 2010-2011 and SPF mentioned above reduces the scope for direct donor earmarking to the Centre activities.
12. As regards direct contributions from ILO member governments to the fixed costs of the Centre, this was discussed and recommended in earlier Board and Governing Body discussions, but no commitment has been made yet. The Centre has had however some preliminary discussion with a few countries but it is too soon to make any conclusion.

### **Exchange of Staff**

13. At the moment, three Centre officials are posted with the ILO and five ILO Officials are seconded to Centre. The Director of the Centre intends to promote this practice further in collaboration with the Director of the Human Resources Development Department of the ILO. In addition, in recent years a number of Centre professional staff has been recruited by the ILO.

### **ILO Staff Training**

14. This aspect is covered in paragraphs 71 and 206 of the Director's Report (doc. CC71/1). In 2008 over three hundred ILO officials benefited from the Centre training programmes. ILO participants should be around four hundreds in 2009.