



Programme and Budget Proposals of the ITCILO for 2022-23

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PREFACE

The 2022-23 Programme and Budget (P&B) document presents the work to be carried out by the International Training Centre of the International Labour Organization (the Centre) over the 2022-23 biennium. The Centre's P&B 22-23 is based on the guidance given by Board members at the 84th meeting held in May 2021. The P&B 2022-23 should be read in conjunction with the higher-level 2022-25 Strategic Plan of the Centre.

The 2022-23 P&B is the result of multiple consultations held with internal and external stakeholders of the Centre to identify the needs of the ILO constituents and staff over the next biennium and the elaboration of a corresponding operating model to address these demands.

The provisions of the 2019 Centenary Declaration and the 2021 call of the International Labour Conference for a human-centred recovery from the impact of the COVID-19 pandemic have guided the development of this P&B document. . The document specifies the new operational model with its emphasis on digitalized and diversified capacity development services, and its implications on the Centre's financial sustainability, human resources and its campus and facilities.

This document is presented in three parts, together with a set of appendices; the first part is the executive overview describing context and main components of the Centre's P&B 2022-23. The second part is the expected results indicated by outcomes corresponding to technical, financial and governance performance and cross-cutting drivers. The third part is the revenue and expenditure budget proposals.

The 2022-23 Programme and Budget Proposals presented have translated the Centre's proposed operational model and the guidance of the Board into a result- based actionable process and is intended to consolidate the role of the Centre in serving the needs of ILO constituents' capacity development in the new biennium.

As the environment within which the Centre operates remains uncertain, the management of the Centre will continuously review developments in close consultation with the Board and where required adjust the programme implementation strategy.

Yanguo Liu
Director

1. EXECUTIVE OVERVIEW

Changing context

1. The environment within which the Centre operates is undergoing **fundamental change**, driven by long-term trends and accelerated by the COVID-19 pandemic. Learners are increasingly technology-savvy, wanting to access learning services 24/7, and co-creating their own learning experience; advances in digital technology open new opportunities for learning service providers to upscale outreach and to reduce unit costs; economic measures post-COVID 19 will most likely negatively impact official development assistance resulting in reductions in development budgets, putting further pressure on training activities requiring financial support; and environmental and safety and health concerns will depress demand for capacity development services involving global travel and on-campus activities.

2. These changes in the environment present both **opportunities and risks for the Centre**: On the upside, the fast pace of new knowledge generation and rapid technological change increase the demand of ILO constituents for lifelong learning about human-centred approaches to successfully facilitate Future of Work Transitions. The Centre can readily leverage global alliances and partnerships with ILO constituents to respond to this demand; as an ILO entity, it stands alone as a centre of excellence to deliver training on fundamental labour and employment themes such as International Labour Standards, Social Dialogue and Tripartism. The Centre is acknowledged as a learning innovation leader, enjoys fast growing in-house capabilities in digital learning and collaboration and has highly qualified staff with knowledge and expertise of the key policy areas covered by the ILO mandate, developed in close collaboration with ILO Policy Departments. The Centre has strong support from social partners and is integrated within the United Nations System.

3. On the downside, the economic pressure will likely negatively affect staff development budgets and voluntary contributions of development partners, requiring the Centre to revise its operational model and to place even stronger focus on digital learning and collaboration solutions. The global health risks and efforts to combat climate change could also lead individual learners and institutional clients to opt for online learning or alternatively local training rather than traveling to Turin and attending training on campus. Multi-bilateral development assistance will likely be further concentrated on sectors like education and health, opening funding opportunities linked to an ILO outcome like employment rich growth but making it even more difficult to mobilize resources for other

ILO priority concerns like the promotion of universal respect for International Labour Standards and social protection for all.

4. In response to these changes in the demand for capacity development services, the Centre has for several years already shifted asset weights in its service portfolio; the COVID pandemic has accelerated this change process. Before 2018, the main emphasis of the Centre used to be on individual-level capacity development, with a focus on face-to-face training. The 2018-21 strategy framework set the stage for the **diversification of the service portfolio** to better harness digital learning and collaboration technology and applications, in response to the ILO's renewed focus on institutional capacity development. During the 2018-19 biennium, the Centre expanded its distance-learning outreach and developed a suite of advisory services to complement its training activities. The Centre also invested heavily in learning innovation, piloting Augmented and Virtual Reality (AVR) applications and introduced new training products on future foresight techniques, big data mining, and artificial intelligence. In the wake of the COVID-19 pandemic, **the pace of transformation of the Centre's service portfolio accelerated in 2020**, characterized by a shift in emphasis from face-to-face training to online learning, a stronger focus on institutional-level and system-level capacity development services and the rollout of AVR technologies.

Building blocks of the 2022-25 Strategic Plan of the Centre

5. The changes in the operating environment discussed above imply that social, technological, economic, environmental and political forces will continue to exert pressure on the Centre to progress along this digital transformation path. To grasp this opportunity, **the strategy of the Centre needs to further evolve**, by reinforcing the underlying vision, mission and principles, by adjusting the service mix, by **focusing strongly on capacity-development related aspects of the 2019 Centenary Declaration and the 2021 Call to Action for a human-centred recovery from the COVID 19 pandemic**.

The ILO Centenary Declaration calls upon all Members, taking into account national circumstances, to work individually and collectively, on the basis of tripartism and social dialogue, and with the support of the ILO, to further develop its human-centred approach to the future of work by:

- A. Strengthening the capacities of all people to benefit from the opportunities of a changing world of work through: (i) the effective realization of gender equality in opportunities and treatment; (ii) effective lifelong learning and quality education for all; (iii) universal access to comprehensive and sustainable social protection; and (iv) effective measures to support people through the transitions they will face throughout their working lives.
- B. Strengthening the institutions of work to ensure adequate protection of all workers, and reaffirming the continued relevance of the employment relationship as a means of providing certainty and legal protection to workers, while recognizing the extent of informality and the need to ensure effective action to achieve transition to formality. All workers should enjoy adequate protection in accordance with the Decent Work Agenda, taking into account: (i) respect for their fundamental rights; (ii) an adequate minimum wage, statutory or negotiated; (iii) maximum limits on working time; and (iv) safety and health at work.
- C. Promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all through: (i) macroeconomic policies that have those aims as their central objective; (ii) trade, industrial and sectoral policies that promote decent work, and enhance productivity; (iii) investment in infrastructure and in strategic sectors to address the drivers of transformative change in the world of work; (iv) policies and incentives that promote sustainable and inclusive economic growth, the creation and development of sustainable enterprises, innovation, and the transition from the informal to the formal economy, and that promote the alignment of business practices with the objectives of this Declaration; and (v) policies and measures that ensure appropriate privacy and personal data protection, and respond to challenges and opportunities in the world of work relating to the digital transformation of work, including platform work.

The 2021 **Call to Action for human centred recovery from the COVID 19 pandemic** references the Centenary Declaration as the foundation for a recovery from the crisis that is fully inclusive, sustainable and resilient and supports a just transition. It calls for the ILO, with its mandate for social justice and decent work, to play a leadership role with its constituents and in the international system in advancing a human-centred recovery from the COVID-19 crisis. Through focused and accelerated implementation of the ILO Centenary Declaration, ILO is to strengthen its support of Member States' recovery efforts and leverage the support of other multilateral organizations and international institutions while contributing actively to the efforts of the United Nations system to expedite delivery of the 2030 Agenda.

In order to help governments and employers' and workers' organizations build forward better from the crisis, the ILO is to use all its means of action to support the design and implementation of recovery strategies that leave no one behind. To this end, the ILO is to strengthen its support of Member States' efforts to:

- A. create inclusive and sustainable economic growth, employment and social development, increasing support for the development of policies and approaches that:
 - i. generate employment-intensive investment;
 - ii. strengthen active labour market policies;
 - iii. promote an enabling environment for entrepreneurship and sustainable enterprises;
 - iv. boost productivity through diversification and innovation;
 - v. harness the fullest potential of technological progress and digitalization, including platform work, to create decent jobs and sustainable enterprises, enable broad social participation in its benefits and address its risks and challenges, including by reducing the digital divide between people and countries;
 - vi. promote skills development opportunities that are responsive to labour market needs and support effective transitions for young people from education and training to work; and
 - vii. promote guidance, training and employment services that provide older workers with the facilities, advice and assistance they may need to expand their choices, optimize their opportunities to work in good-quality, productive and healthy conditions until their retirement, and to enable active ageing;
- B. protect all workers, including by strengthening policy advice, capacity- building and technical assistance in support of sound labour relations and the promotion of legal and institutional frameworks based on international labour standards, including fundamental principles and rights at work, and a particular emphasis on occupational safety and health in the light of the experience of the COVID-19 pandemic;
 - ii. prioritizing and mainstreaming strategies to address the informal economy and insecure forms of work, which have been particularly affected by the crisis, including through research, development cooperation and policy interventions and guidance; and
 - iii. preserving jobs and increasing the resilience of labour markets to crises and pandemics;
- C. achieve universal access to comprehensive, adequate and sustainable social protection, including floors, that ensures income security and health protection and enables people, including the self-employed and workers in the informal economy, to cope with challenges in life and work such as those precipitated by the COVID-19 crisis;
- D. strengthen the capacity of labour administrations, labour inspectorates and other relevant authorities to ensure implementation of rules and regulations, especially regarding social protection and occupational safety and health;
- E. use social dialogue to design and implement recovery strategies, strengthening the capacity of employers' and workers' organizations to engage in national recovery strategies and to support their members in the recovery, including through the International Training Centre of the ILO and its training partners.

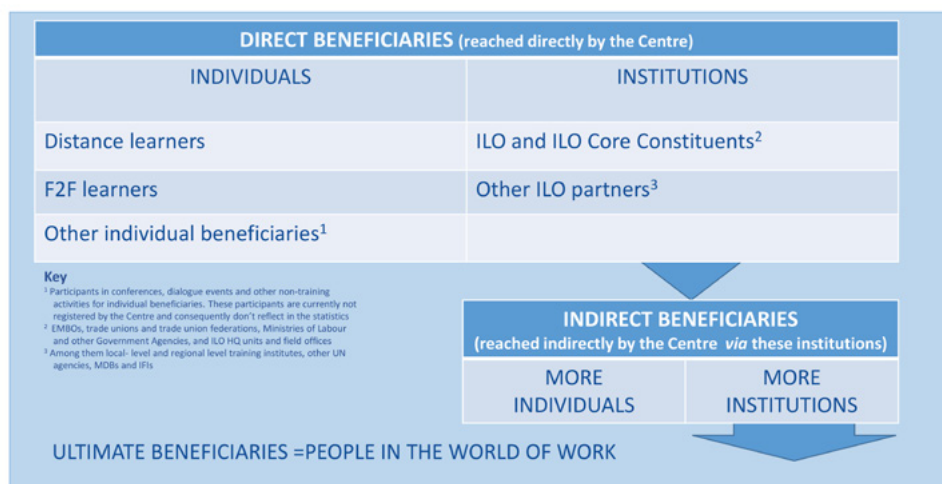
6. The vision and mission of the Centre remains firmly rooted in the achievements of the past but also applies the provisions of the Centenary Declaration for a human-centred recovery from the impact of the COVID-19 pandemic. With this in mind, the vision of the Centre is to be the global center of excellence for ILO constituents to source capacity development services on social justice for decent work. The mission of the Centre is to provide people across the world of work directly and via ILO constituents with access to digitally enhanced capacity development services to successfully manage their Future Work transitions.

7. The following **principles** will guide the work of the Centre in coming years:

- Human-centred: Putting people first in the transition towards the Future of Work and promoting International Labour Standards, Social Dialogue and Tripartism, sustainable business practices, social inclusion, non-discrimination and digital inclusion.
- Emphasizing employment-rich growth: The Centre will advocate for employment intensive investment approaches that maximize the job creation impact of these Future of Work transition processes, including the transition towards a Green Economy.
- Embracing diversity: Embracing diversity among participants in learning activities offered by the Centre, among staff of the Centre, and among resource persons and partner organizations co-delivering capacity development services.
- Connected: Working in partnership and blending the expertise of the Centre with the expertise of partners, including employers and workers organizations, universities and research institutions.
- Quality focused: Adopting a more data-driven approach to monitoring and evaluation, and on widely sharing results for evidence-based decision making.
- Participant-centred: Co-creating learning services with the participant.
- IT-enhanced: Harnessing digital technology to achieve pedagogical aims, scale up outreach and reduce the financial burden on contributors and participants.
- Innovative: Continuously adapting learning applications and technology.
- Safety First: Ensuring that the health and safety of learners and staff are overarching concerns.
- Sustainability: Empowering local partners to independently and effectively provide capacity development services to their membership.

8. The **ultimate beneficiaries of the Centre** are the people in the world of work. The Centre reaches its ultimate beneficiaries directly or indirectly via ILO constituents and other institutional intermediaries that effectively multiply and sustain local outreach. The Centre will continue to provide learning services for ILO staff and to other ILO partners with a mandate for the implementation of the Centenary Declaration and to promote Future of Work Transitions.

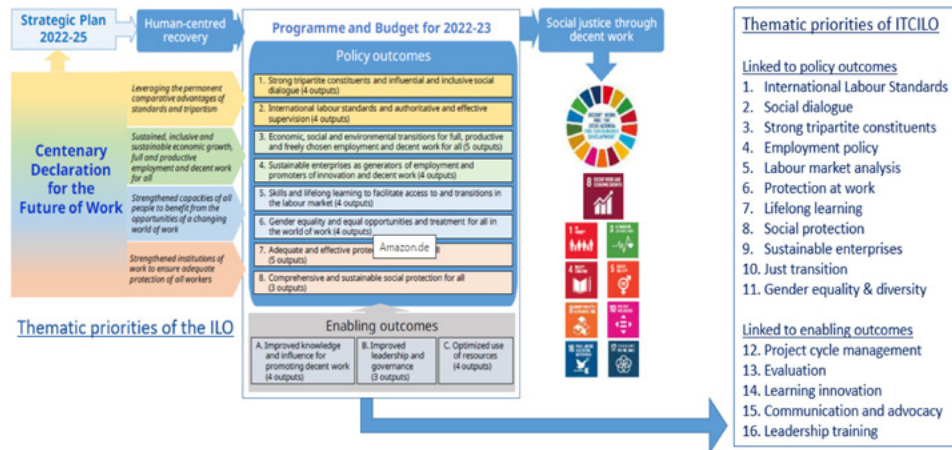
The beneficiary universe of the Centre



9. The traditional focus of the Centre on face-to-face (F2F) training will shift towards a more diversified **portfolio** of training activities, blending face-to-face training and online learning, and complementing it with non-training services for organizations representing the ILO core constituency constituents. The main implications of this shift in the service portfolio will be: less F2F training on the Turin campus and more F2F training delivered in partnership with local organizations in the field; more online training and more training using Augmented and Virtual Reality; and more institutional capacity development services for ILO constituents and other ILO partners with a mandate to promote Decent Work and Social Justice. Refer below for more information on the service mix of the Centre.

10. The **areas of expertise** of the Centre are shaped by the ILO 2022-25 strategic plan and the thematic priorities specified in the ILO 2022-23 P&B that in turn are guided by the 2019 Centenary Declaration and the 2020 UN system wide COVID recovery plan. The Centre is extensively referenced in the ILO 2022-23 P&B as a partner of the ILO to strengthen the capacity of constituents at the global level and the results of the work of the Centre can be reported under the corresponding P&B output indicators. Within this framework, there is room to leverage the core expertise of the Centre in the field of capacity development on human-centred approaches to Future of Work transitions and on strategies for promoting employment-rich growth post COVID 19.

Thematic priorities of the Centre in 2022-23



Source: Adapted from ILO P&B 2022-23

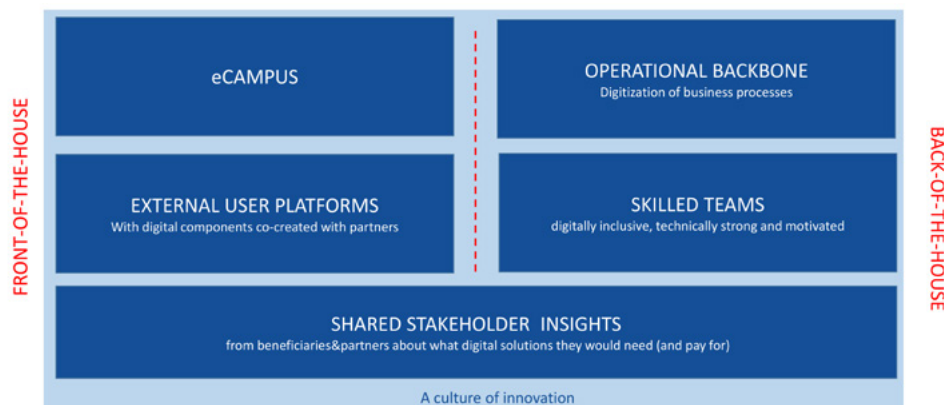
11. The Centre is already widely used by ILO constituents to operate online knowledge management systems and to deliver online learning and collaboration solutions including online fairs and AVR conferences. The Centre has also achieved recognition as a **learning innovation champion** across the UN system, developing inter alia, on-line training courses and VR training simulation platforms. To consolidate this role as an innovation hub, the Centre, with financial assistance from the Italian Government, is currently building a learning innovation laboratory that will expose participants as of fall 2022 to next generation learning innovation technology such as deep learning with the help of holography. Synergies will be derived through engagement with units at ILO Headquarters responsible for innovation and business improvement. This will make it possible to bundle and more systematically leverage this in-house capacity to support ILO constituents in their own learning innovation transitions and to add value to the capacity development interventions of other UN agencies. The work of the Centre will be embedded into the wider United Nations Innovations Network and draw more systematically on partnerships with academic bodies and other training institutions to share global best practice in learning innovation.

12. To successfully deliver participant benefit – both for individual learners and constituent organizations – the Centre will accelerate its **digital transformation** along six paths:

- expand the digital platform of the Centre (called the **eCampus**) through which individual learners can access online learning and collaboration offers;
- build **external platforms** set up under commission from, and sometimes managed on behalf of institutional clients; via these external platforms, partners can make selected digital assets available to their own beneficiaries;

- strengthen the operational backbone, where the aim is to further streamline and **digitalize internal processes** linked to the Centre’s support services (Human Resources, Finance, IT and Facilities management) in order to improve efficiency and cost effectiveness;
- implement measures to **upskill the staff** of the Centre and to ensure that they are motivated to embrace change, become technically skilled, digitally inclusive and information-literate;
- scale up the use of digital learning analytics and artificial intelligence to **systematically collect and analyze stakeholder insights**, prototype minimum viable products and crowdsourcing views of participants and institutional clients; and,
- nurture **a culture of innovation and quality** that embraces digital learning technology and applications and harnesses artificial intelligence to evaluate service quality. This culture of innovation is to transcend the boundaries of the Centre and to connect the Centre with other training organizations and academic bodies in the global learning innovation eco-system.

Vectors for the digital transformation of the Centre



A closer look at the new service mix

13. The primary function of the Centre – the provision of capacity development services - is modelled on the UN common capacity development approach and takes guidance from the ILO capacity development strategy released in 2019. Where in the past the sole focus was on individual learners, a distinction is drawn in the future between **individual capacity development services** meant to improve the performance of individual learners and **institutional capacity development** services meant to strengthen the capacity of ILO constituents and other ILO partners – two sides of the same coin but calling for distinct interventions.

The new service mix illustrated

TRAINING	NON-TRAINING SERVICES		
STANDARD COURSES (including Master Programmes)	TRAINING PRODUCT DEVELOPMENT	TRAINING MANAGEMENT CONSULTANCIES	MEETING AND EVENT FACILITATION
CUSTOMIZED COURSES	PROJECT MANAGEMENT SUPPORT	COMMUNICATION AND ADVOCACY SERVICES	KNOWLEDGE MANAGEMENT SOLUTIONS

14. As indicated in the graph above, the emphasis of individual capacity development services lies on training while the institutional capacity development services encompass advisory services, product development support, knowledge management solutions, the design of communication and advocacy campaigns and the facilitation of dialogue events and meetings for ILO constituents and other institutional intermediaries. The new service mix meets the demands of ILO constituents for a combination of individual capacity development and institutional capacity development services, blending face-to-face training and online training, and complementing it with advisory services.

15. Face-to-face training would continue to be an important element of the service mix, but the main growth will be in on-line training and digital learning, and collaborative solutions for institutional beneficiaries.

16. The new service mix puts the Centre on **a sustainable growth path**: For individual beneficiaries, the Centre will be able to take full advantage of the scalability and instant replicability of online learning services to **reach out to participants worldwide**; the 2020-21 outreach figures show that with the new portfolio structure, the Centre can **reach more than 50,000 participants per year with training** – twice the number achieved before the 2020 pandemic. Also, by shifting focus away from smaller group training events on campus towards large-scale academies and global retreats, dialogue events and conferences, the Centre can unlock scale effects even in F2F training and promote blended learning on a global scale. By blending online learning and face-to-face training, the Centre empowers participants to embark on multi-step learning journeys better synchronized with their own work schedules, easily spread across calendar years and with stackable credentials that might lead to executive education certificates.

17. For ILO constituents and other institutional beneficiaries, the Centre will be in a position to expand the depth and breadth of its institutional-level capacity development services in line with the role and functions assigned to it by the ILO 2019 Institutional Capacity Development Strategy. One area where the Centre faces particularly **high demand is for digital learning and collaboration solutions for constituents**. These

demands include online conferences and fairs, and the development of online learning platforms through which the Centre has shown in the 2020-21 biennium to have indirectly reached out via its partners to at least 30,000 more people in the world of work. Starting in 2022, the Centre will systematically track and report to the Board its indirect beneficiaries in close collaboration with its institutional partners.

18. The new service mix will also further **improve the impact of the capacity development services of the Centre** due to the additional focus on institutional capacity development support for ILO constituents. By combining training and technical advisory services, the Centre puts local partners in a stronger position to independently and effectively provide capacity development services to their own membership, to make their voice heard in national policy dialogue and to effectively advocate for decent work and social justice in programming at local level.

19. The new service mix also has **implications for the support functions of the Centre**. The success of the new model relies on the further **upskilling of staff** by exploring new ways of working and bringing about changes in the structure, job profiling and the skills set of the Centre's work force. The changes in skills, profiles and structure will be achieved through a phased approach avoiding forced redundancies. The total number of full-time equivalent staff is anticipated to remain at a similar level although there will be changes in the staffing profile and in the distribution of staff between support functions and training delivery roles. Generally, the changes will involve a redefinition of roles and responsibilities rather than a fundamental change to any job description with an increased focus on digital competencies and the new delivery modalities. These changes will be implemented by the Centre's Management in consultation with staff representatives and in accordance with the ILO Guidelines on Managing Change and Restructuring processes and the Centre's Staff Regulations, HR policies and procedures.

20. The Centre will also need to right-size its campus facilities and continue investing in the accommodation and training infrastructure in order to **provide a world-class but affordable service experience**. For example, the new model results in a different need for classrooms on campus and reduced hotel occupancy for the Centre's activities: It is estimated that once the pandemic is over, operating under the new model will require an average annual hotel-bed-night capacity of some 27,000 compared with 50,000 in 2019. In anticipation of this shift, and following renovation, the Centre will **engage with partner organisations to utilise redundant office and accommodation space**.

21. Another example is the Information and Communication Technology (ICT) Infrastructure of the Campus: in the past, this infrastructure was mainly geared towards face-to-face training on campus while in future it needs to support a more diversified service portfolio including online training and digital learning and collaboration solutions.

ICT services of the Centre need to be digitally inclusive, accessible worldwide in a fast, reliable and secure manner, calling for further investments in:

- The Centre's Digital Learning Ecosystem, especially the eCampus, making sure that it is expandable and flexible, with the possibility to plug and play learning and communication technologies as needed;
- Analytics and data management for better insights, stronger decision-making, greater data accessibility with robust data protection and privacy;
- Cloud solutions to further extend the Centre's digital infrastructure beyond the closed wall of the Campus and to better reach out to beneficiaries;
- Digital workplace technologies to facilitate communication, connection and collaboration among staff, constituents and with external partners.

22. Institutional agility and empowered staff necessitate the devolution of decision-making authority and call for a shift in management approach away from controlling processes towards exercising **effective oversight**: Line managers will act with more autonomy and be held accountable against results rather than actions, and they will be entrusted to facilitate regulatory compliance at unit-level.

23. On their part, senior managers will focus more on managing risk at system-level, feeding the lessons learned from the pandemic into the design of better early warning systems. Next to the heightened sensitivity for public health, other threats that need to better reflect in the risk register of the Centre are digital exclusion of participants, internet disruption and data safety breaches.

Pillars of the performance measurement framework in the 2022-23 biennium

24. The strategy of the Centre rests on **three pillars or dimensions for sustainable institutional performance**, namely a technical dimension, a financial dimension and an organizational dimension. The technical dimension captures the performance of the Centre against its mission; the financial dimension refers to the financial performance of the organization and the organizational dimension captures the quality of the internal and external oversight processes guiding the organization. The three dimensions of sustainable performance are **interdependent and mutually reinforcing**; while the technical performance of the Centre is clearly central, any weaknesses in the financial performance or governance performance could affect the overall sustainability of the organization.

The three pillars of the sustainability strategy of the Centre



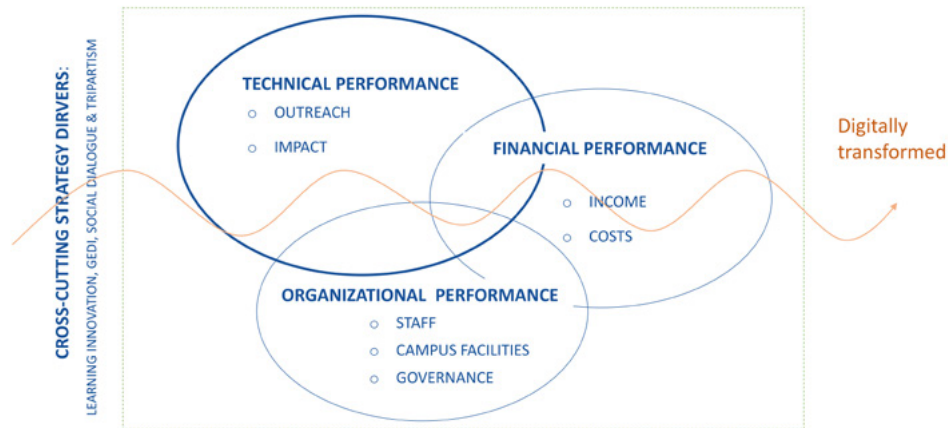
25. In each performance dimension and for each cross-cutting strategy driver, a number of critically important result areas have been determined. In the technical performance dimension, the Centre is expected to further grow service outreach and to further improve service impact. In the financial performance dimension, the Centre will strive for a more diversified finance mix and a leaner cost structure, to provide sufficient funding to cover all fixed expenditure including institutional investments, and to ensure the Centre's financial sustainability in the long term.

26. In the organizational performance dimension, renewed emphasis will be laid on empowering staff, providing a world-class but affordable learning experience, assuring digitally inclusive Information Communication and Learning Technologies to leave no one behind in the digitation transformation process and to maintain effective oversight.

27. With regards to the cross-cutting strategy drivers, three result areas have been identified, namely the promotion of a culture of learning **innovation**, the promotion of **Gender Equality and Diversity** and the promotion of **International Labour Standards, Tripartism and Social Dialogue**.

28. Each result area is captured with an outcome statement and at least one outcome-specific Key Performance Indicator (KPI). Refer to chapter II and to the results framework in Annex I for more information on each outcome, and the KPI to capture progress during the next biennium.

Result areas during the 2022-25 reporting period



Resource allocations

29. Based on the new operational model, priority areas where resources are required are continuously evolving. One of the main differences of the Centre with other UN organizations is that the Centre must earn a significant portion of its revenue to cover its fixed expenditure, as opposed to being funded through assessed contributions. Thus the focus of the budget must be to support the new service mix of activities while remaining competitive, cost effective and efficient to ensure the sustainability of the Centre to deliver its goals and mandate.

30. The Centre will continue to face various financial risks in the 2022-23 financial period, and the approach taken in the budget preparation remains prudent. The impact of the pandemic continues and may drive further changes to the operational model during this coming biennium. The levels of funding provided in the 2022-23 budget have been set based on the 2022-23 Programme priorities to allow growth in the outreach as well as the implementation of various changes outlined in the Board paper on “The Centre’s proposed Operational Model”¹. The budget also includes funding for institutional investments in the areas of fellowships to enhance the tripartism character of the Centre, innovation, IT infrastructure to support its operations as well as digital inclusion, and the campus infrastructure.

31. Staffing levels are anticipated to remain at approximately the current level of 2020-21. However to maintain agility to transition to the new operational model, the Centre will create a temporary pool of budgeted resources from the savings of the current vacant positions. These will be used to allocate financial resources to the priority Programme areas throughout the period, to assist in obtaining professional expertise to deliver the

Centre's technical programmes and the adaptation and modernization of the support services to facilitate delivery of the new operational model.

32. The 2022-23 budget is presented using a new format to provide clearer financial information for a better understanding of the financial operations of the Centre and how expenditure relate to the various types of revenue. It will also permit readers to see the direct links between the net results of the external sources – training and non-training revenue, multimedia revenue and miscellaneous revenue – and how these, jointly with the Centre's voluntary contributions, finance the Centre's fixed expenditure.

2. RESULT AREAS

2.1 TECHNICAL PERFORMANCE DIMENSION

OUTCOME 1: The Centre has further expanded its service outreach

Opportunities and challenges

33. The changes in the environment synthesized in the executive review provide the Centre with **opportunities** to boost its relevance to its ultimate beneficiaries by making its services accessible worldwide to a far greater number of people (scale) and including via a greater number of local partners (sustainability). The key to success will be the continued digital transformation of the service portfolio of the Centre as far as training and non-training services are concerned, calling for the expansion of the eCampus of the Centre, the rollout of external learning platforms and other digitally enhanced support services for ILO constituents and other institutional intermediaries. A separate but interlinked success factor is the expansion of the operations of the Turin School of Development as the ‘academic lighthouse’ connecting the Centre with universities around the world.

34. One of the major **challenges** for the Centre in the 2022-23 biennium will be to rebuild its face-to-face training activity base while expanding its distance learning outreach. A related challenge will be to find the right balance between service outreach and service quality. Refer to outcome 2 (impact) for more information on the results framework underpinning the work of the Centre over the next two years. A tactical concern associated with the growing number of indirect beneficiaries reached by the Centre via ILO constituents and other institutional intermediaries is to capture and report the data footprint of this work.

Deliverables in 2022-23

Output 1.1. A rebuilt portfolio of face-to-face training activities

35. As a direct result of COVID 19, all face-to-face training activities had to be suspended and campus facilities remained underutilized in the 2020-21 biennium. The Centre’s operations had to be repurposed and staff were retrained and in some cases redeployed while external services like catering, cleaning, maintenance and reception were scaled down. Once travel restrictions are lifted, this ‘service engine’ behind the face-to-face training will need to be restarted without compromising distance learning activities,

delivery of non-training advisory services and bearing in mind that health concerns, environmental concerns and budget constraints will very likely negatively affect travel for business and learning purposes in coming years. The key to success will therefore be to **right-size the portfolio of face-to-face training services**.

36. As indicated in the paper on the future direction of the Centre presented to the Board in May 2021, the new service model of the Centre post COVID 19 foresees that:

- two-thirds of the activities will relate to training activities with the balance being non-training services such as capacity development services, provision of on-line conference facilities, development of online learning platforms etc.;
- of the training activities two-thirds will be online learning while the balance will be F2F training;
- of the F2F training, one-half of activities will take place on the Turin campus while the other half will take place in the field (mostly as tailored activities); and
- the total hotel bed-nights required per year would be some 27,000².

37. This means that during the 2022-23 biennium the Centre will reach fewer people with face-to-face training – likely a 50 per cent reduction on the figures recorded during the 2018-19 biennium. The Centre will plan for fewer face-to-face training activities involving small groups travelling to Turin but conduct these events either online or in the field. In turn, the Centre will market its Turin campus as a destination for interregional larger-scale academies, conferences and dialogue events where ‘the world meets on one campus’ - and the benefits of scale effects can be reached. The Centre will furthermore position its new learning innovation laboratory as a global innovation hub where participants can experience learning technology and learning applications not accessible in the field. There is consequently a reduced need for small classrooms on campus and a reduced need for basic accommodation facilities but increased need for meeting space for larger groups and higher quality hotel rooms, calling for continued campus improvement investments over the coming years (also see outcome 6). Many staff assigned to face-to-face training in the past will perform tasks related to online training and non-training advisory services in the future (also see outcome 5).

Output 1.2. Expanded eCampus operations

38. The eCampus of the Centre has grown in the last biennium to become the main pillar of the digital learning ecosystem of the organization, hosting both the distance learning offer of the Centre and the online learning platforms linked to face-to-face training activities, and being the main source of data to monitor and evaluate service quality.

39. During the 2022-23 biennium, the eCampus of the Centre will be further upgraded:

- The capacity of the eCampus will be increased to facilitate further growth in numbers of learners concurrently accessing services;
- An accessibility toolkit will be integrated in order to monitor and ensure accessibility of e-learning content and activity, contributing to a more digitally inclusive learning experience;
- The learning platforms linked to face-to-face courses advertised in the calendar will be further enhanced to provide a world-class blended learning experience; as part of this exercise, all platforms will be equipped with pre- and post-event evaluation surveys and knowledge tests, and a range of free self-guided learning modules on cross-cutting ILO policy concerns like International Labour Standards, Gender Equality and Diversity and the promotion of Social Dialogue and Tripartism (the corresponding modules have been developed during the 2020-biennium);
- All self-guided distance learning modules will be aligned with the Open ECBCheck, an accreditation and quality improvement scheme for e-Learning programmes initially developed by the European Foundation for Quality in Learning (EFQUEL);
- A suite of new mobile learning products will be developed and piloted (see section on learning innovation for further information);
- The webinar functionalities of the eCampus will be further strengthened to facilitate in future more seamless integration of this service;
- The quality control processes and tools used along the online service delivery cycle will be firmed up and further automated to monitor implementation progress in real time (refer to outcome 2 for more information);
- Tailored face-to-face training activities will be explicitly promoted to always include online learning platforms, for quality management reasons;
- Members of the learning faculty will be trained to create multi-media content for the training courses, drawing on the learning technology and applications available from mid-2022 in the learning innovation laboratory of the Centre and the multimedia capabilities built in the Learning Innovation Programme of the Training Department;
- A secure, mobile-ready video platform will be integrated to facilitate recording, management and streaming of videos, including measuring engagement;
- External resource persons will be vetted upfront against their current capabilities of offering e-learning services and where applicable monitored and assessed during training in order to facilitate compliance with set facilitation standards;
- Integration of other learning technologies will be further facilitated by improving the support for the Learning Tools Interoperability international standard.
- The **eCampus is inextricably linked to the website** of the Centre, as the latter is the principal source of information on the learning offer of the organization and also the first-time access gate to the online learning environment. In 2020, the Centre registered more than 700,000 website visitors, meaning that more than 95 per cent of all people inquiring about the organization enter online first (in more than one out of three cases

using their mobile phones). Also, all course enrolments take place online via the course page in the website catalogue (effectively directing learners on to the eCampus).

- The examples illustrate that the growth of the eCampus user base will in part depend on the **quality of the Centre's website**, and the digital marketing mix deployed to reach out to potential learners. Therefore, the Centre will continue expanding the functionalities of its website and improving the experience of website visitors in support of a smoother click-through journey towards conversion. The Centre will furthermore introduce elements of digital marketing analytics and more strongly emphasize on digital channels to reach out to the right people at the right time with the right awareness raising messages (also refer below).

Output 1.3. Digitally enhanced support services for institutional intermediaries

40. Cornerstones of the non-training capacity development support services of the Centre are the learning platforms developed under commission from ILO constituents and other ILO development partners. ILO constituent organizations can choose from a spectrum of options including the development of stand-alone training courses or the development of complete eCampus solutions with multiple learning applications and including back-office functions like digital marketing, digital learning analytics and digital certification.

41. In the 2022-23 biennium, the Centre will scale up the scope of this **training product development** support service by defining platform standards and developing a platform toolbox following the same principles adopted for the Centre's eCampus: flexibility, interoperability and capacity to plug and play learning and communication technologies. This toolbox will contain, among other things, standard default modules like self-guided and tutor-supported learning courses, and optional modules like trainer development functionalities, learning analytics, digital certification, gamification, videoconference integration, etc. Those platforms and services will continue to benefit from the experience gathered by the Centre through the ongoing development of its own digital platform, including access to unique features, and more generally from the staff capacity to (re) use and adapt technologies already part of the Centre's digital learning ecosystem to tailor those platforms to the needs of our beneficiaries.

42. This product development drive will be informed by a stock-taking exercise of the learning platforms set up by the Centre of its institutional clients since 2019, including the e-OSH platform for EBMOs and several learning platforms for ILO constituents commissioned by ILO development cooperation projects in countries like Myanmar and Bangladesh.

Empowering EBMOs to deliver online training

In order to accelerate the response of EBMOs to their members concerning the delivery of relevant services to their members during the COVID-19 pandemic, the ACTEMP Turin Programme came up with two important institutional support initiatives that would add value to their membership.

Access to one of the Programme's flagship products, the 29 modules online digital platform on the ***Essentials of Occupational Safety & Health (EOSH)***, was rolled-out to a selected group of EBMOs in Latin America under a licensing agreement. EBMOs market, organise and deliver their own trainings using the digital contents in the EOSH platform and adding value to the package by including local experts' trainers who provide the needed national context and contents. Thus far, in 2021, four partner EBMOs in 3 countries reaching out to 228 indirect participants. These three EBMOs are Desarrollo Económico Ciudad Juárez & Consejo de Cámaras Industriales de Jalisco (México), Sociedad Nacional de Industrias del Perú, Confederación de Empresarios Privados de Bolivia (CEPB). This successful model will be replicated with EBMOs in Africa and Asia in 2022.

In an effort to assist EBMOs with longstanding experience in the delivery of training services, the ACTEMP Programme is providing local ***eCampus platforms*** to enable them to enter the space of online training services delivery and position themselves as leaders at the national level. The platforms allow EBMOs to find new ways to engage with their members and to diversify their income streams. By the end of 2021, a total of 12 eCampus Learning Management Systems will have been delivered to EBMOs in Philippines, Kuwait, Bahrain, Trinidad & Tobago, México, Honduras, Guatemala, Ecuador, Bolivia, Pacific Islands Private Sector Organizations-PIPSO.

“Being able to offer the ITCILO's EOSH digital training package is having a direct impact in our objectives. Through this product our members have discovered the value that the ILO brings to their table. Our staff has adopted EOSH as their own, as we firmly believe in the quality it offers. .”

Claudia T. Ochoa
Competitividad Laboral
Desarrollo Económico de Ciudad Juárez, México

“The *eCampus platform has given us a competitive advantage* by allowing us to become one of the few, if not the only, business organization in the Philippines to also be a training institution that makes use of an e-learning platform.»

Jose Roland A. Moya, Director General
Employers Confederation of the Philippines

43. The Centre will furthermore offer **technical advisory services** and where applicable also training services for ILO constituent organizations and other institutional clients, including institutional capacity assessments with focus on digital transformation readiness and where applicable follow-up consultancies and training on independently setting up and running a given application. In this context, the Centre can readily draw on strong in-house capacity with this type of consulting services for ILO constituents across the world (see textbox below for a brief capacity profile). The Centre can also readily leverage its expertise in the development of customized Customer Relationship Management (CRM) applications, digital training monitoring and evaluation systems and digital certification solutions.

Capacity profile of the Centre in the field of institutional advisory services

Asia

In Viet Nam, the Centre carried out a feasibility study about the establishment of a Labour Inspectors Training Institute under the Ministry of Labour, Invalids and Social Affairs and with funding from the ILO Hanoi Office (2016); in Myanmar, the Centre carried out a feasibility study about the establishment of a tripartite Industrial Relations Training Institution (2019) under commission from the ILO Myanmar Industrial Relations project. In Bangladesh, the Centre currently advises the Engineering Staff College Bangladesh on the development of a sustainability strategy and capacity development plan with funding from the World Bank. The Centre is also involved in the provision of follow-up training and advisory services in support of ESCB during the plan implementation stage (2020-21). In the framework of the same project, the ITCILO furnishes also management advisory services to the Central Procurement Technical Unit in the Ministry of Planning, which administers the country's public procurement professionals' training and accreditation, as part of a capacity development package financed by the World Bank. Also in Bangladesh the Centre rendered in the first half of 2019 training and advisory services to two Vocational Teachers Training Colleges with funding from the ILO SKILLS 21 project to set up an electronic campus for distance learning. In Nepal, the ITCILO has signed a contract with the Public Procurement Monitoring Office of Nepal under a World Bank funded project to deliver capacity development services to the Nepal Administrative Staff College starting mid-2019. In the first half of 2021, the ITCILO has implemented a capacity development needs assessment for the Capacity Development Resource Centre (CDRC) in the South Asia Regional Department of the Asian Development Bank.

Africa

In 2017 the ITCILO was commissioned by the ILO Regional Office for Africa to prepare a re-engineering strategy for the African Regional Labour Administration Centre (ARLAC) based in Zimbabwe. In addition, in 2018 the ITCILO was contracted by the same Regional Office to develop a similar re-engineering strategy for the Centre Régional Africain d'Administration du Travail based in Cameroon. In Zambia, the ITCILO was

commissioned by the local ILO office to deliver in the second half of 2019 advisory services to the Kafue Gorge Regional Training Centre (KGRTC); since 2020, the ITCILO has implemented a series of follow up capacity development measures, with focus on the rollout of online learning services and the introduction of Augmented Reality applications in KGRTC courses.

Arab States

The ITCILO has held a long-standing collaboration with the Staff Training Programme for the Technical and Vocational Training Corporation of Saudi Arabia. Under this programme, the Centre has designed and delivered capacity building programmes on the Evaluation of training impact, Quality management and accreditation, Performance indicators and balanced scorecard for TVET institutes. In 2020, the Centre has been commissioned by the ILO Doha project office to provide advisory services and product development support services to the Ministry of Labour of Qatar. The assignment is ongoing.

Europe

ITCILO has provided capacity building activities to the European Commission's services in different areas related to: gender mainstreaming and mainstreaming decent work into EC operations. In addition, the ITCILO has rendered on repeated occasions advisory services (and Training of Trainers seminars) for the European Trade Union Institute (ETUI), the independent research and training centre of the European Trade Union Confederation (ETUC) which itself affiliates European trade unions into a single European umbrella organization. This is a partnership that is aimed at improving the teaching and learning practice of professional trainers and brings mutual benefits to both ETUI and ITCILO. In 2020, the ITCILO ran an institutional capacity scan for AGRITERRA.

Latin America

In 2018 the Centre has renewed its partnership with the Vocational Training Institute (INSAFORP) of El Salvador for an additional four years (2018-2021), offering the Institute an opportunity to strengthen its staff competencies through an online modality. The Employers' Activities Programme is developing learning management systems modelled on the ITCILO eCampus for the employers and business members' organisations (EBMOs) participating in a capacity development project financed by the Walt Disney corporation. Establishing local eCampus platforms for EBMOs enables them to enter the space of online training services delivery and position themselves as leaders at the national level. The platforms allow EBMOs to find new ways to engage with their members and to diversify their income streams. In the Americas, the project reaches out to EBMOs in Mexico, Honduras and Guatemala. With the support from the Regional Office for the Americas, two more digital learning platforms were created for the Employers' Consultative Association of Trinidad and Tobago (ECATT) and the Consejo Nacional de la Empresa Privada (CoNEP) in Panama.

44. Another field where in the 2020-21 biennium the Centre has experienced a fast growing demand from institutional clients for non-training capacity development services is the design and facilitation of **advocacy and communication** campaigns. Here, the main differentiator of the services of the Centre is the deployment of digital media, including video, website design and other digital media to package the advocacy message, and the use of social media to deliver it to a global audience. The Centre will continue investing into its in-house capabilities in the field of digital media design and use its new learning innovation laboratory to demonstrate the application spectrum of augmented and virtual reality learning technologies.

45. The Centre will continue expanding its offering in the field of **conferences and events** facilitation. The Centre has traditionally been a global meeting place for physical ILO retreats and conferences and intends to resume this role for interregional activities once the travel restrictions caused by COVID 19 have been lifted. Having learned the lessons from the pandemic, being mindful of growing environmental concerns related to large- audience events involving intercontinental travel and again taking advantage of digital learning and collaboration technology, the Centre will, in parallel, roll out the virtual conferencing and meeting applications successfully piloted in the 2020-21 biennium. The Centre will furthermore pilot the use of holographic technology for spatial projections of resource persons in a classroom environment.

46. Another field where the Centre has responded in the 2020-21 biennium to growing demand from its constituency for non-training capacity development support is knowledge management support. The focus, again, has been on **knowledge management solutions** that harness digital learning and collaboration technology by customizing the plones of what used to be online learning platforms for the purpose of information transfer and peer-to-peer exchange. In the 2022-23 biennium, these in-house capabilities will be better differentiated in function of the knowledge management strategy of the ILO. The process may involve the integration of advanced digital (multimedia) file management applications, online communities of practice in virtual reality and the blending of knowledge management activities with training and training product development support.

47. As indicated in the introduction to this executive summary, the fast growth of non-training capacity development services for institutional intermediaries has created the challenge of **capturing the indirect service outreach on the ultimate beneficiaries of the Centre**. The traditional training indicators do not apply for services like communication & advocacy, facilitation of meetings and conferences and knowledge management solutions. To address this challenge, the Centre will track as of 2022 its indirect beneficiary outreach with a new indicator that monitors the size of the digital footprint of the services rendered by institutional intermediaries as a direct result of capacity development support by the Centre. More in particular, the indicator will report

enrolments in online training courses run by institutional intermediaries but co-created, hosted and where applicable curated by the Centre.

Output 1.4. The operations of the Turin School of Development have been consolidated

48. In the biennium 2022-23, the Turin School of Development will consolidate its role within the training offer of the Centre.

49. In line with the requests of the global educational market, the TSD will develop **new Master courses** in partnership with the Universities in Turin and training institutions across the world on topics of collective interest (such as the new technologies), aligned with the core themes of the ILO (also see textbox overleaf about the new Master Programme on innovation, New Technology and the Global Economy). In conformity with the current practice, the new Masters' structure will be designed in close cooperation with universities and research institutes, with a view to meeting the demand of the new generations at international level. The new Masters' structure will further enhance learning innovation for higher education.

50. The TSD will furthermore aim for **enhanced visibility** by introducing the following measures:

- **Networking:** In addition the current partnership between the TSD and the two Turin Universities, the School will establish new cooperation agreements with international universities and research institutes, with a view to further expanding its outreach.
- **Diversification of donors:** In addition to the Foundation Compagnia di San Paolo, which is currently the main contributor of the TSD, the School will diversify its donor support. This can be reached through a more inclusive collaboration with potential institutions that can be involved in the design and implementation of the Masters.
- **Development of a marketing plan:** Since the TSD is active on the worldwide higher education area, a yearly dedicated communication plan will allow the School to be more effective with a view to increasing the promotion of its Masters. The Masters, under the supervision of the TSD Director, will each have a designed promotional plan, taking into account the timing schedule and the target audience for each Master.

Master in Innovation, New Technologies and the Global Economy (INTEGE)

The Masters Programme targets young graduates, public officials operating in the sector of economic and social policies, professionals in the field of industrial and labour relations from the public and private sector, officers and staff from the ILO and other international organizations, managers of companies with a social vocation, experts in the branch of the circular economy and sustainability, and experts in the field of innovation and new digital technologies who wish to expand their knowledge and transform the new economic and social challenges posed by innovation and digitization at global level into new opportunities for all.

The new Master consists of a distance learning module and five frontal ones, each of these aimed at examining in depth the mechanisms underlying the innovation processes and the link with economic and social dynamics.

- Module (A). Introduction to economics of innovation, new digital technologies and social challenges (distance learning module). Objective: Understanding the economic relevance of innovation and new digital technologies, by analysing the incentives and economic, social and legal impacts.
- Module (B). Innovation, employment and labour markets. Objective: Delving into the complex relationship between innovation, skills, unemployment and the creation of new job opportunities.
- Module (C). Entrepreneurship, finance and innovation. Objective: Examining the role of entrepreneurship and the financial system in generating innovation and change.
- Module (D). Innovation, environment and the circular economy. Objective: Analysing the role of environmental pressures in the dynamics of innovation, and the role of the latter in opening strategies to new paradigms, such as the circular economy.
- Module (E). Artificial Intelligence and ethical, legal and social dilemmas. Objective: Analysing the crucial aspects of artificial intelligence, with an in-depth study of the legal and social aspects related to the respect for fundamental rights.
- Module (F). Project management. Objective: developing skills in defining and coordinating projects related to innovative strategies aimed at enhancing digital technologies and improving the environmental performance of relevant activities.

OUTCOME 2: The Centre has further increased its service impact

Opportunities and challenges

51. The new operational model of the Centre opens **opportunities** to better reflect the effective scope of its capacity development services across the different levels distinguished in the UN common capacity development framework and the ILO institutional capacity development strategy. More in particular, the clearer distinction between direct and indirect outreach channels sharpens the focus on the results of the non-training capacity development services for institutional intermediaries. This institutional capacity development dimension went largely unreported in the past. The Centre will define channel-specific result chains and refine existing or introduce new channel-specific digital quality control processes and tools, with focus on distance learning and selected non-training capacity development services. The Centre will furthermore seek to more systematically connect these result chains to unlock synergies and scale effects, inspired by a theory of change founded in systems thinking.

52. The **challenges** linked to the further differentiation of the quality management system of the Centre is not to lose sight of the results-based management framework when zooming deep into the web of interactions between the component parts of each service delivery cycles, and the interconnectors between service cycles. Linked to the above, the quality management costs will further increase in the 2022-23 biennium as a result of investments into digital learning analytics applications and the time costs of performing the quality control tasks.

Deliverables in 2022-23

Output 2.1. A results framework inspired by the ILO capacity development strategy

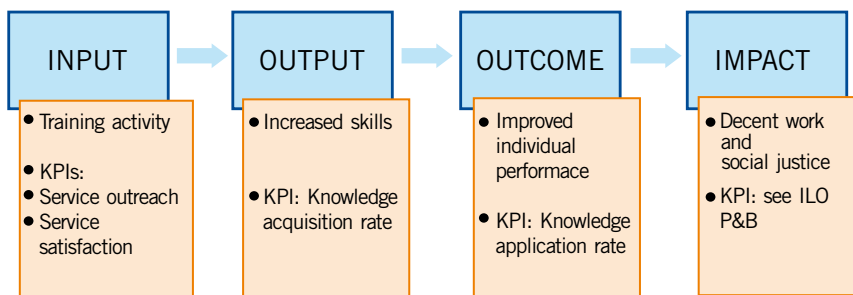
53. The Centre's portfolio of capacity development services is framed by **the ILO institutional capacity development strategy**³. Capacity development is understood as a process through which individuals, organizations and societies obtain, strengthen, and maintain the capabilities to set and achieve their own development objectives over time. Capacity development is conceived as a long-term investment whose benefits and impact might only become apparent in the medium and long run. Capacity development can involve technical capacities and functional capacities and it can be implemented in several ways, including but not limited to training.⁴ Three mutually reinforcing and interdependent levels of capacity development are distinguished: individual, organizational, and resulting from the enabling environment. "The first means increasing the skills and abilities of individuals; the second focuses on increasing the capacity of organizations to fulfil their mandates; and the third involves improvements in policies, legislation, regulations, labour market institutions, and societal

systems.”⁵ Particular attention is given to coordinated action at all three levels through a dynamic cycle of interventions based on constituents’ evolving needs.

54. In line with the systems thinking advocated by ILO, the Centre will in the 2022-23 biennium **further elaborate the results framework underpinning its capacity development service portfolio**. More specifically, the Centre will take the theory of change underpinning its training services as a starting point to develop result chains for its non-training capacity development services. Next, these channel-specific result chains will be ‘woven together’ into a systemic theory of change that seeks to better connect individual-level, organizational-level and system-level capacity development interventions for improved service impact.

55. The result chain for training used by the Centre is illustrated below. While the inputs, outputs and outcomes along the result chain for non-training services will often differ, the theory of change underpinning these services remains the same - the capacity development interventions are meant to improve individual-level, institutional-level or system-level capabilities that result in increased performance of actors and ultimately contribute to lasting positive change. With this observation in mind, the Centre will from 2022 onwards track satisfaction rates for non-training capacity development services at the input level and next define the parameters and indicators for tracking outputs and outcomes.

The results chain for training



56. For example, to track the results of the communication and advocacy campaigns run under commission from ILO and ILO constituents, it is envisaged to distinguish between outreach, engagement (response rate) and conversion (behaviour change). Similar parameters might be applied for knowledge management services and the facilitation of meetings and events on behalf of third parties. For consultancies, project management services and product development support different success criteria will need to be applied since the direct beneficiary are institutional intermediaries. Here, outputs and outcomes are a function of the increased capacity of the intermediary to reach out with impactful services

to its own constituency. To assess the relative contributions of its product development services and the performance of intermediaries, the Centre will from 2022 onwards track the enrolments on external user platforms set up and run by institutional intermediaries with support from the Centre. Thanks to the digital footprint of these platforms, user traffic can be monitored while strictly maintaining data security and -privacy.

Solving the attribution challenge between institutional capacity development support and improved performance of constituents

The digital footprint of institutional capacity development services can serve as objectively verifiable proof of impact. For example, the results of the capacity development interventions of the Workers Programme in the Training Department of the Centre can be reported under ILO P&B output 1.2. (Increased institutional capacity of workers' organizations) that in turn links to ILO P&B outcome 1 (Strong tripartite constituents and influential and inclusive social dialogue). More specifically, and pending the type of service rendered, the contribution of the Centre may be counted under ILO P&B output indicator 1.2.1. (Number of national workers' organizations with innovative strategies to attract new groups of workers and/or to improve their services).

57. Once the result chains for non-training services have been elaborated, and to better connect different types of capacity development interventions across system-levels in future, the Centre will push for the following measures: (i) promoting learning journeys with several learning activities under the umbrella of diploma, (ii) bundling individual-level, institutional-level and systems-level interventions under the umbrella of projects; and (iii) combining consultancies with follow-up institutional-level capacity development services.

58. Further to the refinement of its results framework, the Centre will in 2022-23 refine the quality management processes and tools for distance learning, by drawing on the findings and recommendations of the 2021 external evaluation of its distance learning impact. From 2022 the Centre will furthermore carry out separate annual external evaluations of its distance learning activities and its face-to-face training activities (in the latter case starting in 2023 after face-to-face training has resumed in 2022).

59. Also, the Centre will seek to 'close the loop' of the learning service cycle for both training and non-training services by **more deliberately seeking feedback from constituents and by involving them** from the outset in the design of next-generation services. For this purpose, the Centre will introduce in the 2022-23 biennium the concept of an annual online symposium to present the results of its work and to inquire about upcoming needs.

The focus of the 2021 external evaluation was on the distance learning activities of the Centre, mindful of the massive shift of the organization towards fully online distance learning in 2020 during the COVID-19 pandemic. The purpose of the evaluation was to provide the leadership and management of the Centre with evidence of the relevance, validity of design, effectiveness, efficiency, impact and sustainability of its fully online training activities. The evaluation was carried out from May to August 2021 and focused on a sample of online training activities reaching out to more than 9000 participants.

The evaluation concluded that “in regard to effectiveness, the online training activities reviewed in this evaluation effectively achieved to strengthen the capacity of ILO constituents and other ILO development partners—especially during the COVID-19 Pandemic. The Centre has a very good overview of the needs of their target learners and their organizations. In terms of individual learners, 98.3 per cent responded that they would recommend the training activities to their colleagues. Participants perceive courses that provide structured and tutor-guided opportunities to use new skills in their work settings and to share their experiences with other participants more effective.(...) In regard to the impact of online training activities, this evaluation measured an impressive 94.3 per cent of participants agreed or strongly agreed that they can apply what they learnt in their work setting. 54.6 per cent shared a concrete example of their application of knowledge after the online training in an open text question in the survey. Furthermore, the participants reported that they made large or very large improvements in terms of their competencies (85.6 per cent) and job performance (69.0 per cent) as a result of the training activities.” (p.4)

The evaluators recommended that the Centre should:

- develop **an operational plan on how to best reach their target groups in different regions** with appropriate educational technologies and media to get the right mix of online training activities.
- **focus on the development of tutor-based distance learning** that facilitates interaction between tutors and learners as well as among participants. Self-guided course content can be used in combination with tutor-guided instruction.
- review and **improve its technical support provisions**, both processes and information, to help training participants smoothly join and navigate their online courses.
- **consider more student-centred evaluation methods** such as a self-rating scale of knowledge application, participant panels, or self-reflective learning journals.
- consider develop and use Open Educational Resources and **publish its training materials under a Creative Commons license** that allows its users to retain, reuse, revise, remix, and redistribute.
- expand its role to provide educational ‘consultation’ and online training packaging services, helping its partners to build their online training capacity as a knowledge hub.
- **develop a dual online training provision model**—i) specialised long-term training courses and ii) general short-term training activities. The Center can consider re-structuring or re-packaging their online training activities with a programme or a degree perspective.
- **invest in its marketing strategies**, thinking more about its future competitiveness after the COVID-19 pandemic when online training becomes more mainstream, and learners have more choices.
- **recognize and reward its staff’s hard work and dedication** during the COVID-19. The Centre also needs to provide its staff with reflective learning opportunities, creating and nurturing an supportive learning culture across the units.

- develop a **systematic course design framework and an effective operational model**, taking into account the full spectrum of target groups, content areas, technological tools, pedagogical methods—including corresponding instructional design templates.

Source: 2021 external evaluation of the distance learning activities of the Centre. Full report accessible via <https://www.itcilo.org/about/board>

Learning from the example of the 2021 digital inclusion forum

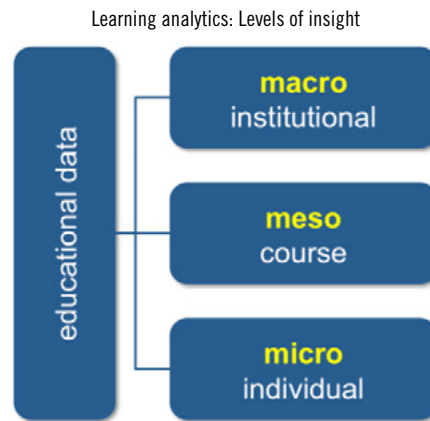
On 7-8 July 2021, the Centre piloted the concept of an online symposium with tripartite participation. The purpose of the event was to jointly analyse the implications of digital transformation for the world of work. The symposium format has proven successful to stimulate debate and make the voice of beneficiaries better heard. In early 2022, a follow-up one-day event is envisaged to interrogate constituents about the implications of online learning and how to better tailor the online learning experiences of the Centre to their needs. The topics for discussion might include advantages and disadvantages of time flexibility of online learning, (lack of access to digital devices and internet connections, digital skills training needs and data privacy and –security concerns. Also refer to the cross-cutting strategy driver A (learning innovation) for more information about the work of the Centre to promote digital inclusion.

Output 2.2. More sophisticated learning analytics

60. Learning analytics refers to the measurement, collection, analysis and reporting of data about learners and their contexts, for purposes of understanding and optimising learning and the environments in which it occurs. Up the recent past, gathering data was purely done by using surveys, interviews, and assessments with a selected representative number of students. The amount of data gathered was constrained by the cost of such activities, by the time it took to collect the data and by worries about the scope and authenticity of the data. Learning in digital learning environments has made data collection part and parcel of delivering educational content to the participants. With the **advent of learning analytics** the mining of learner data and their analysis no longer need to be limited to representative pilot studies: now an entire student population may be studied and can be monitored on demand.

61. Learning analytics can provide insights at the micro-, meso- and macro-level. The micro-level mainly addresses the needs of individuals, e.g. the students, within a course; the meso-level addresses a collection of courses and provides information for course managers; the macro-level takes a bird view on a directory of courses and can provide insights for a whole community by monitoring learning behaviour across courses and even across different scientific disciplines. Depending on which level the

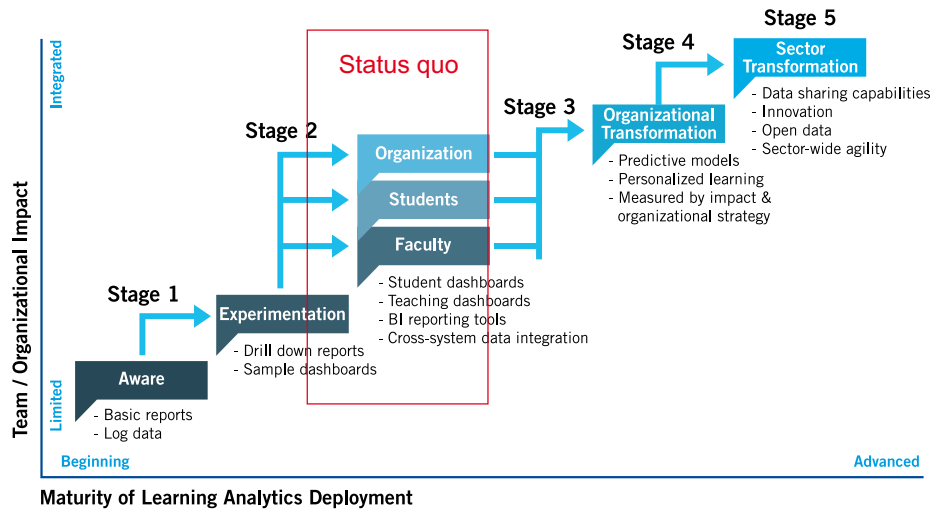
learning analytics takes place different objectives and information are of relevance and can be monitored. The macro-level, for instance, often is closely connected to the strategy goals of an organisation and is reported according to core Key Performance Indicators of an organisation. With learning analytics new metrics from data bases can be gathered and reported.



Source: Buckingham Shum, S. (2012). Learning Analytics Policy Brief. UNESCO Institute of Technologies in Education. Available at: http://iite.unesco.org/files/policy_briefs/pdf/en/learning_analytics.pdf

62. An analysis of the learning analytics processes and tools used by the Centre in early 2021 positioned the organization halfway between step 2 and step 3 along the five step sophistication pathway.

The learning analytics sophistication pathway



Source: Siemens, G., Dawson, S., & Lynch, G. (2014). Improving the Quality and Productivity of the Higher Education Sector – Policy and Strategy for Systems-Level Deployment of Learning Analytics. Canberra, Australia: Office of Learning and Teaching, Australian Government. Available at: http://solaresearch.org/Policy_Strategy_Analytics.pdf

63. In the 2022-23 biennium, the Centre will aim to raise its learning analytics capabilities to level 3. In the mid-term until 2025, an organizational transformation towards stage 4 is envisaged but this will require more key user involvement in order to change the collective mind-set towards a data and learning analytics driven organization. As part of the effort to move toward level 3, the Centre will shift from an interpretation paradigm to an intervention paradigm. In the interpretation paradigm, data is primarily used for getting insights into past performance of the organization and to deduct actions from interpreting these data. A critical role in this paradigm lies in the process of developing indicators as proxies for decision making. The intervention paradigm, in turn, focuses on developing evidence-based interventions and the measurement of effects based on these interventions. Such an intervention paradigm would use the Plan-Do-Check-Analyze cycle promoted by the International Standards Organization for the implementation of changes on a course-level to increase the quality of the learning experience. For this intervention-paradigm, the huge increase of demand for digital courses is an ideal scenario to transfer the idea of A/B-testing from the world of marketing to the course development world. By A/B-testing, changes in the course design can be tested during running courses.

64. More specifically, the following steps will be implemented:

- **Consolidation of data streams:** The technical infrastructure for data collection including the data-warehouse and the intelligent use of external services and functionalities delivers a good basis for data-driven monitoring of performance of the

Centre. On the other hand, the digital ecosystem of the Centre has some blind spots that hinder the Centre from producing a holistic aggregation of all data from the different parts of operations. An example of such a blind spot in the ecosystem is the current practice of manually processing the data collected from the online end of activity surveys. In the 2022-23 biennium, these processes will be digitalized.

- **Cross-exploitation of tools:** A variety of methods and approaches are used in different parts of the Centre. For example, the Centre uses Mouseflow to analyse the click-and browse behaviour in the websites of the Centre to improve its information flow and outreach activities. This approach would be very powerful if it could be exploited on the eCampus as well to create a better impression of the learner activities in the courses. This would also contribute to the general goal to increase the data-richness towards less reactive data and more behavioural data.

- **Extension of available data and indicators for knowledge acquisition and learning:** The current approach to learning analytics is focusing on reactive data rather than behavioural data. Newer approaches to learning analytics combine those two types of data to have a more holistic picture of what learners are doing and about the outcomes of the learning process. In this sense, the Centre will more systematically exploit log-data even more in the future and to not rely on the use of single data points but include procedural measurement approaches like process mining into the general portfolio. This will increase the likeliness of getting a more objective picture of the learner.

- **Stronger focus on behavioural data:** The Centre currently uses two different types of measurements, some of them like end-of-activity satisfaction surveys tracking reactive data and some of them like knowledge application tests tracking behavioural data. Reactive measurements are less powerful to produce an objective picture about the learning gain and learning transfer due to participation in courses provided by the Centre. The Centre will therefore emphasize more strongly on behavioural change measurements, and further roll out knowledge-tests to verify knowledge gains and knowledge application surveys and behaviour change surveys after treatment to verify performance improvements. The Centre will furthermore experiment integrating techniques from experience sampling into their mobile app which has been developed to provide access to the eCampus.

2.2 FINANCIAL PERFORMANCE DIMENSION

Outcome 3: The Centre has further diversified its revenue mix

Opportunities and challenges

65. The COVID 19 pandemic has triggered shifts in the demand for capacity development services that translate into **opportunities** for the Centre to diversify its service mix. The growing acceptance of digital learning and collaboration solutions significantly broadens the scope for reaching out to more people in the world of work with cost-effective learning services. Due to the scalability of these digital learning and collaboration solutions, the unit costs per learner have gone down, making the service more affordable for self-paying learners and where applicable, sponsors. Also, the pressure on adult learning service providers to transform digitally translates into fast growing demand among institutional intermediaries for non-training advisory services.

66. The Centre will aim to grasp these opportunities in the 2022-23 biennium by making a clearer distinction between services for individuals and services for organizations. In case of services for individuals, the Centre will further segment the learner universe into self-paying online learners and learners in continued need of transaction subsidies; in the first instance, the Centre will reach out directly to potential learners with digital marketing campaigns while in the second instance, the Centre will promote its services directly to sponsors to indirectly reach out to learners. In the case of services for organizations, the Centre will stress its comparative advantage in the facilitation of digital learning and collaboration solutions and bundle non-training services under the umbrella of projects. The Centre will expand its competitive bidding operations for development cooperation projects and as part of this effort seek pillar assessment with the European Union.

67. The evolution of the marketing mix of the Centre poses also **challenges**: The Centre needs to upgrade its approach to digital marketing analytics and evolve its channel-specific outreach strategies. This observation applies in particular to the promotion of the Centre's services to sponsors where post COVID budget cuts in official development assistance could mean that the Centre will need to tailor its promotional messages to reach out to non-traditional development partners in the private sector.

Deliverables in 2022-23

Output 3.1. More and stronger development partnerships

68. In the 2022-23 biennium, the Centre will introduce an actor network mapping application to more systematically capture current and potential development partners of the Centre and to next determine intervention points for **resource mobilization** strategies.

69. To mobilize voluntary contributions, the Centre will maintain **close liaison with the traditional development partners**, among which the governments of Italy, Portugal, Ireland, Japan and Wallonie-Bruxelles are prominent. The Centre will aim at consolidating existing voluntary contributions and then expanding these to provide more diversity to this source of financing. New development partnerships will continue to be sought for un-earmarked funding for projects or other types of contributions. As part of this approach, closer involvement of member states, in particular those represented on the Board, will be sought through targeted outreach campaign directed at permanent missions to illustrate the full potential of the Centre as an innovation learning hub and seek further engagement to support its new service portfolio, with special focus on digital learning and collaboration solutions, in the context of their development cooperation strategies.

70. In addition, the Centre will seek to mobilize contributions through **new forms of engagement** with governmental development partners; these may include in-kind contributions, such as the temporary secondment of training experts, or grant contributions either from their budget or through trust funds. An example to be replicated is the long-standing partnership with the Government of Japan, which has allowed the Centre to strengthen its training programmes by benefiting for more than a decade from the contribution of experts in the field of employment policies and occupational safety and health to strengthen its training programmes. Similar in kind or specifically earmarked contributions will be sought from governments who are willing to support the Centre's strong drive towards innovation and technology enhanced learning and collaboration solutions, by making expert knowledge, staffing resources or funding for joint projects available to the Centre. Governments are also the first largest group of funding partners providing support to individual projects, tailor-made activities, through earmarked funding in line with country-specific thematic and geographic priorities. The Centre aims to implement targeted outreach campaigns to promote its new array of services in emerging economies with a potential to invest in the capacity development of ILO constituencies both at the public and corporate level.

71. Stronger emphasis and efforts will be placed on the **active search for new non-traditional development partners**, through the promotion of dynamic, inclusive and strategic partnerships that involve a variety of stakeholders and on innovative financing modalities, including SSTC. New approaches will be sought to engage with the private sector; with civil society organizations and private foundations with a specific focus on socio-economic development; with IFIs and development banks at regional, sub-regional and national level. The identification of non-traditional development partners will be accompanied by an in-house clearance process that ensure the public nature of the Centre and takes into account the corresponding ILO guidelines for Public Private Partnerships.

72. Development cooperation seeks to achieve impact and result directly where beneficiaries need it. The majority of resources for development aid are directly managed at local level through decentralized cooperation. The Centre will proactively seek to pilot initiatives to reach out to EU delegations and local offices of development agencies with which the Centre has had close cooperation in recent years (e.g. AICS, AFD, NORAD). This approach will require building strong triangular partnerships with local ILO offices and local CSOs or NGOs.

Output 3.2. A more systematic approach to digital marketing analytics

73. The initiatives described above will be supported by a **stronger emphasis on digital marketing analytics**. Marketing analytics is a function of the broader field of business analytics and refers to the analysis of multiple-source information in order to reach out better to beneficiaries with services that satisfy their needs.

74. *Digital* marketing analytics harnesses the data streams generated during past and ongoing service transaction processes to identify by way of causal inference individuals and institutions with high demand and need for the Centre's services, and development partners with high potential to be won over as sponsors.

75. In the past, the outreach activities of the Centre were more likely to rely on decentralized initiatives at the level of Technical Programmes, with compartmentalized access to data about learners and individual network connections. In the same vein, the services of the Centre would usually be developed in-house or through consultants in close collaboration with ILO and with a lead time to market of up to one year. The future beneficiaries were less frequently directly involved in the product development process. Going forward, **the Centre will build an in-house digital marketing analytics function** in the Office of the Director Training to shift the focus away from this more reactive approach **towards an approach with stronger emphasis on prediction and co-creation**. The exercise is meant to leverage the work of Technical Programmes with supportive action at the level of the training department. The process will involve the following steps: Establishment of a central customer database by way of pooling and cleaning existing data in MAP, the eCampus and administered at the level of Technical Programmes; the profiling of stakeholder groups drawing on activity reports and activity evaluations (learners), capacity scans (institutional intermediaries) and funding agreements (sponsors); and the development of algorithms to filter the data lake for potential leads (predictive analysis).

76. Equipped with this information, the Centre will move to **refine the digital marketing mix** underpinning its services, with focus on the following channels.:

- Stimulating search through Search Engine Optimization (organic search) and Search Engine Management (paid search);
- Mobile phone outreach activities;

- Social Media outreach activities;
- Online stakeholder panels and focus group discussions;
- Customized outreach activities for key accounts (direct responses marketing).

77. The digital marketing mix will have a different focus for each stakeholder segment of the actor network map. For individual learners, the Centre will place strong emphasis on search engine optimization, mobile apps and social media in its digital marketing mix, acknowledging that the website is the first point of contact for nine out of ten learners, that mobile phone is fast becoming the principal tool of interaction with stakeholders and that social media are the main channel to raise service awareness and stimulate engagement with millions of people at a time. For institutional clients, the mix will focus on mobile, social media and online stakeholder panels and focus group discussions, mindful that the stakeholder universe is smaller, the scope of the service transaction different (service bundles rather than a single activity) and the decision-making process likely to involve more steps. For development partners, the main focus will be on stakeholder panels, focus group discussions and customized individual outreach activities,. Through these consultation mechanisms, the Centre intends to **tap more deliberately into the technical expertise of ILO constituent organizations**, including the groups secretariats and bureaux, to co-create its services together with its clients and thus to ensure that its services are demand-driven.

Outline of the digital marketing strategy for non-traditional development partners

The term non-traditional partners encompasses a variety of entities of a different nature. These may range from state entities not included in the DAC list of countries to diverse non-state actors such as civil society organizations, development banks and agencies, the corporate sector and foundations.

While outreach and marketing approaches to build partnerships with non-traditional partners may vary according to their thematic, geographic and specific priorities, it is assumed nonetheless that, with its focus on promoting digital learning and collaboration solutions, the digital marketing strategy being outlined here will rely, with the necessary adjustments for each specific audience and target groups, on a common foundation and scalable and replicable digital marketing tools and channels.

First and foremost, the digital marketing strategy is there to serve organizational goals and mandate, here to ensure that our leaning and non-learning capacity development services reach out to our constituents in the world of work, where they are more needed, by securing support from development partners. What will change is how we will engage with partners using the ITCILO digital landscape and eco-systems to increase our outreach leverage and our capacity to predictively anticipate the needs of our constituents and, in so doing, build more effective compelling cases for support that can be presented to new non-traditional funding partners.

The digital marketing approach will follow the different stages of any marketing strategy, but strongly supported and guided by marketing analytics, and harnessing powerfully the digital content and communication channels available in the Centre digital landscape (web, social medias, eCampus, CRMs) to ensure that constituents and development partners are not only aware, but familiar with the capacity development services that best respond to their needs or are aligned with their development strategies.

The different means made available by digital marketing analytics for each market segment are more extensively described in the following sections of this document, the ultimate goal of the digital marketing strategy here is to promote successful conversion of, and direct engagement with, non-traditional donors, identified through predictive marketing analytics, in order to define jointly and co-build customized service bundles or projects that would be successful candidates for funding.

An example of a possible future digital marketing strategy relates to the activities the Centre is pursuing to promote further engagement with the private sector and multinational enterprises, building on a promising pipeline of demand-driven services that emerged pre- and post-COVID 19. The Centre is building a dedicated web page to illustrate the different services and learning solutions that have been developed in areas such as responsible business conduct in global supply chains, the Multinational Enterprises Declaration, social dialogue and industrial relations, conflict management, occupational safety and health. Besides providing content and information, and being per se a traffic data point for digital marketing analytics, the dedicated web page will be the landing page for communication campaigns through different digital and social media channels that can take many forms (institutional messages and advocacy campaigns; status post for specific activities; free content and contributions). Communication activities at this stage may provide numerous opportunities for data analysis through available marketing analytics tools (e.g. Google Analytics, LinkedIn for the corporate sector) to spot preferences and interest, or evidence of conversion (downloading information resources; signing-up for an email list; registering for an event; requesting more information). Thorough analysis of all the data gathered through marketing analytics would make a wealth of information available to feed service and product development, but also to promote direct engagement with global companies to assist them in addressing their needs and promote decent work in their production cycles and through their global supply chains.

78. Marketing focuses on but does not stop with promotion. An integrated approach to marketing extends to the active involvement of the individual learners and the institutional intermediaries, where applicable also the sponsor and the facilitators, into the process of **co-creation of the learning product and later the assessment of its outcomes**. For example, the Centre might build on good practice of the Employers Activities Programme in the Americas and further explore the niche for executive education for business professionals and union leaders in the Americas and co-create courses on innovative areas of knowledge together with local ILO core constituents and universities. Digital learning and collaboration technology opens multiple opportunities to facilitate this active involvement of the stakeholders across the learning cycle in a cost-effective manner. The co-creation of the learning products is further described in the section on cross-cutting policy driver A (learning innovation), including the crowdsourcing of ideas by way of innovation challenges and hackathons, the co-creation of Minimum Viable Products (MVPs) through design sprints and the prototyping of these MVPs with the help of A/B. Refer back to the section on outcome 2 (better impact) for more information on joint assessment of learning outcomes and how to feed findings back into the design of the next learning cycle.

Output 3.3. Strengthened in-house bidding capacity

79. The Centre has in recent years significantly expanded the scope of its participation in competitive bids for development cooperation projects issued by multi-bilateral agencies like the World Bank, United Nations agencies and the European Union. The Centre has expanded and diversified its search and scope for competitive bidding opportunities issued by development banks, national development agencies, public and private entities, foundations and other inter-governmental institutions. As a direct result, the budget envelope linked to these projects had increased from 702,000 Euro in 2018 to 3,176,000 Euro in 2020, which also witnesses the shift from micro to larger scale project submissions. This increased effort is also reflected in the higher number of full proposals submitted with an approval rate standing at 45 per cent. The preceding does not include non-competitive project proposals directly negotiated with development partners, such as the 2 million Euro ARPEJ project awarded to the Centre by the Agence Française de Développement (AFD) at the end of 2020.

80. In the 2022-23 biennium, **the Centre will continue building this in-house project management and bidding capacity**, by setting up and strengthening a dedicated team with the necessary resources and skills to further develop services in two main functional areas: The first function will focus on the provision of both standard and tailored project cycle management training services for individual learners combined with digitally enhanced non-training advisory services for institutional clients along each step of the project management cycle, including aspects like digital monitoring and evaluation systems, learning analytics, digital marketing analytics and digital certification. The second function of the Programme will be dedicated to the preparation of project proposals, from reconnaissance to scoping and on to project design in line with agency-specific terms of reference; this project management support service is internal to the Centre, i.e. accessible in-house by Technical Programmes only and financed through service commissions – along the same model for eCampus services and multimedia design services.

81. To boost the capacity of the Centre to participate in larger bids, the Centre will furthermore continue its preparation to seek a **pillar assessment from the European Union**, a multi-step external certification process that is meant to ensure that the governance system of the organization is compliant with EU standards.

Outcome 4: The Centre has improved its operational efficiency

Opportunities and challenges

82. The proposed new operational model provides the Centre with **opportunities** to further decrease its share of corporate overhead within its fixed expenditure envelope. Its share of overhead has decreased over the past years, however further actions will be explored, so that the resulting savings can be invested in other priority areas such as the development of the Centre's service portfolio and the information technology supporting the training services. The biggest opportunity resides with the implementation of the resized campus, whereby the campus-related costs of the Centre will decrease, either due to the smaller footprint of the campus or by welcoming new partners that will contribute to the common area costs, thus reducing the Centre's portion of the overall liability. During the pandemic, the Centre has also increased its use of automated workflows and communication applications, resulting in various decreases in its many fixed expenditure. Where feasible, the expenditure have been aligned to the forecasted 2020-21 results within the 2022-23 budget. Certain decreases also align with the Centre's objective to be environmentally conscious.

83. The **challenges** faced by the Centre in terms of its cost structure continue to be the high cost of maintaining an aging campus as well as the future renovation of the full campus; measures to right size the campus infrastructure and realize savings are described under outcome 6. Another cost driver relates to corporate overhead of the Centre. This generally includes costs relating to matters of governance, fixed expenditure to manage the campus and its IT infrastructure, as well as support services required to provide financial, human resources and facility services. During the 2022-23 biennium, the Centre will continue to seek reductions in its corporate overhead through further process reviews, digitization and where possible by shifting resources from internal support services to the Training Department.

Deliverables in 2022-23

Output 4.1. Further business processes streamlined and digitalized

84. The Centre has already strengthened its approach to digital transformation prior to the pandemic, streamlining and digitalizing various small and larger processes. With remote work, digital workflows are no longer a goal but a priority.

85. In 2022-23, to further provide efficient support services to the training programmes that anticipate growth in the outreach, certain processes relating to activities will require a new approach. The Centre has automated certain features relating to invoicing over the past few years, however it will now need to proceed with the expansion of the full

enrolment process, invoicing and payment by way of an **e-commerce application**. This will permit a large number of the Centre's learners to enrol, pay and access automatically eCampus, the platform on which the selected digital training courses are available. This will have a significant impact on several support services as well as the training programmes with the elimination of various manual tasks.

86. The Centre will also explore the operational and financial impact of **using the ILO IRIS system for services relating to Human Resources and payroll**. It will further expand its digitalization to achieve increased efficiencies, and possibly financial savings. Other areas currently under consideration include the revision of the travel rules and a new automated system with built-in workflows, the budgeting process for activities that will include a new way of working using new templates, and a fully automated workflow for review and finalisation, and this will link to the newly created approval process. Another area of priority will be the continued efforts to complete various manuals detailing internal processes including those with project implementing agencies, thus getting closer to being able to seek the Pillar Assessment by the European Union. Others such as the integration of e-signature where needed as well as further streamlining of digital certificates are also planned.

87. The Centre will also reassess its current choice of ERP system, Oracle Financials, as this is a costly application for a small organization while not meeting all our financial and reporting needs. Alternatives better suited to the Centre's size and needs will be explored.

88. The Centre will review the direct costs associated with activities and other services under the new operational model to ensure that these are recovered through updated cost recovery mechanisms to its activities. Such recoveries include direct costs for the use of hotel beds, training facilities, activity-related applications and evaluations, among others.

89. One objective in the continued streamlining of its internal processes is to see the Centre move to a paper-free working environment by the following biennium.

Output 4.2. Reduced indirect staff costs

90. Efficiencies from the continued streamlining and digitalization in 2022-23 will permit the Centre to shift selected positions linked to internal support services to the training programmes. For more information on the alignment of the human resources structure of the Centre refer to Outcome 5.

2.3 ORGANIZATIONAL PERFORMANCE DIMENSION

Outcome 5: The staff of the Centre have been upskilled to perform their new roles

Opportunities and challenges

91. The digital transformation of the Centre brings **opportunities** for the staff of the organization. The further diversification of the service portfolio opens new lines of work and new opportunities for career development of staff including in the field of advisory services, multimedia design and online event facilitation. Occupational profiles will in future rely less on repetitive tasks often associated with residential group training activities and more on empowering aspects like self-initiative and creativity with a higher level of autonomy for both professional and general service staff. The stronger reliance on online learning allows staff to perform their work in a more flexible manner including through telework and puts them thus in a stronger position to better balance work and life.

92. One of the **challenges** of the transformation process is that the boundaries between work and private life become more fluid since particularly online training activities do not always align with traditional work schedules from 8 a.m. to 5 p.m. Staff will need to go on acquiring new digital skills, to keep them in line with the new working model, as the Centre proceeds with its institutional transformation.

93. Office spaces need to be redesigned. Social interaction among staff during working hours could become more distant in a world where off-campus telework has become the new normal.

94. Therefore, and as indicated earlier in this document, the success of the new model relies on the further empowerment of staff by exploring new ways of working and changes in the structure, job profiling and the skills set of the Centre's work force. The 2022-23 biennium will be a critical time period to facilitate the corresponding change processes. The implementation of any changes will build on lessons learned navigating the pandemic in 2020 and 2021 and be guided by objectives of efficiency and cost effectiveness, respecting the values of the organisation in contributing to the delivery of its goals and mandate.

Deliverables in 2022-23

Output 5.1. A new human resources management strategy

95. The Centre's human resources management strategy will be reviewed in the context of the next strategic plan to address the needs of the new model, improve human

resources organizational agility and support the change management process. As appropriate, vacant higher-level positions will be considered for re-profiling into mid-level technical roles to widen the internal pool of technical expertise and increase outreach and delivery.

96. Key HR management areas such as job design, staff development and performance management will be aligned with the needs of the new model to ensure that the Centre's staff are provided with the necessary support to address these changes and that their efforts in this respect are duly recognized.

Output 5.2. A revised performance management system

97. A new performance management system for the Centre' staff shall be identified and implemented. There is a need for a more targeted performance management with an emphasis on an up-front system with agreed clear objectives that would better serve the purposes of the ITCILO's mandate. As part of this exercise, the Centre will explore the space for cascading the performance metrics guiding the results-based management framework of the organization to the level of individual staff, by assigning performance targets derived from outcome indicators. This way, the link between individual performance and organizational sustainability becomes more evident.

Output 5.3. Re-profiled staff positions

98. The alignment of the Centre's human resources structure in the 2022-23 biennium will be achieved through a phased approach with no forced redundancies although there will be changes in the staffing profile and in the distribution of staff between support functions and training delivery roles. The current and forthcoming vacancies provide opportunities to accelerate the implementation of changes in support of the new model; the Centre may decide as part of the process to increase its use of consultants, short-term contracts and service contracts to maintain agility, to adapt expertise and profiles to meet evolving needs, and to reduce its fixed cost structure.

99. The new operational model will impact the Service Units as well as the Training Department. Generally, the changes will involve a redefinition of roles and responsibilities rather than a fundamental change to any job description with an increased focus on digital competencies and the new delivery modalities. For example, in the Training department there will be a reduced demand for functions supporting on-campus F2F activities but greater needs to support delivery of training activities through distance learning platforms and other digital tools. As a result, many staff primarily involved in the facilitation of face-to-face training on campus in the past will in future be primarily linked to online learning activities. For some reasons, the **staff regulations governing working time at the Centre will need to be reviewed** in light of the new operational

model as it calls for more flexible working hours but also provides potentially more room for teleworking arrangements.

100. Certain vacant General Service positions may need to be reprofiled as Professional positions to better support the Centre's evolving needs. Also, selected positions in the Support Services will be re-profiled and transferred to the Training Department to expand delivery capacity and contribute to cost effectiveness. Some of these positions are currently vacant, others will be transferred following retraining of incumbent staff and others will be subject to mutually agreed redeployment or retirement of the incumbent. The net benefit of these transfers will ultimately be a reduction in the number of positions in support functions, facilitating the productivity growth envisaged under outcome 1 and paving the way for a reduction of corporate overhead described under outcome 4. It is anticipated that during the next two years, a reduction of some 10,3 per cent of the staff working in support functions would be possible. A process will be established for re-profiling positions and for using vacancies in a cost-effective way, taking into consideration the gender and diversity implications in support of gender equality and diversity.

101. Throughout this phased approach, the Centre's current skills set will continually be assessed against the needs of the new model. A functional review of existing roles and a temporary redistribution of selected roles began in 2020 and continued in 2021 in order to successfully address the need to deliver the evolving range of activities in the context of the pandemic. The review and implementation of related changes will continue throughout 2022-23. Almost all job descriptions will require updating in some form to reflect the new tools and methods of work under the new operational model. As necessary, professional expertise will be retained to ensure that all the Centre's technical programmes are appropriately equipped.

102. The Centre will launch a dedicated staff development programme, within the current budgetary allocations for staff training and development, to nurture a culture of innovation and learning and strengthen in-house capacity in the design and delivery of digital learning and collaboration solutions. The programme will build on the outcomes of the staff development activities on e-learning carried out in 2020-21, and will combine in-service training, self-learning and coaching support in the use of advanced digital learning technology, such as augmented virtual reality. Thematic emphasis will be laid on change management, inclusive leadership strategies and activities that foster team spirit and co-operation. The Centre also aims to be a champion in **promoting the benefits of a multicultural and diverse organization** through the promotion of advanced initiatives that raise awareness, address any form of bias, promotion of inclusiveness and respect.

103. The Centre's organizational structure will continue evolving to ensure optimal allocation of its human resources and that professional staff profiles and structure are

aligned to the ILO's mandate for the implementation of the Centenary Declaration and to promote Future of Work Transitions. Following guidance from the Board on the proposed new operational model, these changes will be implemented by Centre Management in consultation with staff representatives and in accordance with the ILO Guidelines on Managing Change and Restructuring processes and the Centre's Staff Regulations, HR policies and procedures. This process will include seeking opportunities to further align the Centre's human resources policies with the ILO's in order to improve internal mobility and increase career development opportunities for staff.

Output 5.4. Enhanced in-house leadership skills

104. The quality and effectiveness of the leadership of the Centre both at senior level and middle management level is key to the success of the institutional transformation process. Managers need to lead and drive the change. The Centre will continue developing the skills of its managers by facilitating access to world-class and cutting-edge leadership and management training opportunities. The Centre will furthermore design an in-house talent scouting programme to groom a cadre of young leaders in anticipation of retirements and transfers of line managers.

Outcome 6: Part of the campus has been upgraded in terms of the new operational model

Opportunities and challenges

105. The COVID 19 pandemic has meant a phased change for the Centre. The suspension of all face-to-face training activities forced a fundamental rethink of the business model underpinning the operations of the Centre and the success of the online training modalities offered instead has raised the issue of 'rightsizing' the campus facilities.

106. The **opportunities** linked to this rightsizing process are evident: The Centre can divest from aging infrastructure surplus to requirements, such as selected Pavilions, focus on upgrading other assets like bedrooms and training rooms, and invest strategically in new assets such as the learning innovation laboratory. As a result, participants in future face-to-face training activities will have a world class yet affordable learning experience in an eco-sustainable campus.

107. The **challenges** linked to the rightsizing of the campus are the need for upfront investments including a decentralized distribution network for campus utilities, and the refurbishment of selected pavilions in a multi-year rolling implementation approach as funds become available. In the 2022-23 biennium, the Centre will embark on this

multi-year refurbishment programme to consolidate its operations in Turin and make the campus fit for future purpose.

Deliverables in 2022-23

Output 6.1. Phase 1 of the renovation of the Campus is completed

108. As guided by the Board at its meetings held in October 2020 and May 2021, **the Centre proposes retaining overall responsibility for the full campus** in the period of 2022-23 (scenario 3 described in paper on the future direction of the Centre). The retention of the full campus in the future will be subject to successfully establishing partnership agreements with other international, regional, training or innovation organizations. If these agreements have not been confirmed by mid-2023, then the feasibility of maintaining responsibility for the full campus will once again be reviewed.

109. The scenario is contingent on the **renovation of campus facilities in three phases through to 2027 starting with the refurbishment of Pavilions Africa 10 and 11** in 2021-22 for which funding is already secured. In 2023-25, renovations would focus on Pavilion Americas 2 where financing has yet to be secured by the Centre (see below) and Pavilion Americas 5 where funding would need to be secured. In the last phase, Pavilions Asia 14-15 and Oceania 17-18 are tentatively scheduled for refurbishment and would be made available to future partners. Staff would be moved between Pavilions as refurbishment works progress.

110. As part of the refurbishment, the infrastructure for utility supply and management for all pavilions would be decentralized. Oceania 19 would eventually be vacated due to its exposure to flooding and restrictions within the Turin Zoning Plan and National Flood Prevention Risk Plan and based on advice provided, the authority to renovate or rebuild would not be forthcoming. The future use of Pavilion Italy by a third party is to be determined.

The campus of the Centre



111. Following renovations, within the right-sized space occupied by the Centre, there would be in 2027 space for up to 700 simultaneous participants in F2F activities in conference layouts, or alternatively up to 400 simultaneous participants with more flexible layouts. A range of large classrooms would be available to cater for global events and meetings. Hotel accommodation on campus would amount to **171 rooms or 220 beds in 2023** (once renovation work on the Americas Pavilions begins), **down from 260 rooms or 340 beds in 2021**. The reduction in the contribution to fixed expenditure from reduced hotel operations compared with 2019 would be compensated through the increase in revenue from online learning activities and lease agreements with other organizations hosted on campus. No modifications would be required to meet United Nations Security Standards for the perimeter of the facility, there would be no reduction in the level of outsourced services foreseen during the 2022-23 biennium with none of the almost 100 employment opportunities linked to these services needing to be terminated due to rightsizing. Outsourced services include catering, hotel management, cleaning, security, maintenance, transport and gardening all provided under competitively bid contracts with local suppliers.

Output 6.2. The design concept for the refurbishment of Pavilion Americas 2 has been elaborated and funding secured

112. The work scheduled for phase II of the refurbishment plan requires the elaboration of the design concept for Pavilion Americas 2. The design concept and technical specifications of the work will be commissioned in 2022. Subject to the mobilization of funding from the host Government (see below), the renovation work will be put to tender in 2023.

113. The continuing commitment of the Host government to cover costs as set out in the standing agreement with ILO is essential to ensure the viability of maintaining the Centre and a reasonable level of activities in Turin. That commitment would need to include the capital investment required to ensure the campus remains a safe, modern and environmentally responsible facility. The initial investment for the Centre's requirements beyond the funds already approved for Pavilions Africa 10 and 11 relate to Pavilion Americas 2, estimated at €6.5 million.

114. The expectation is that the Centre would be required to contribute, in particular for complementary costs such as design, furniture and equipment, to the extent of 20 per cent of the total project cost. The Campus Improvement Fund would be proposed as the source of any contributions from the Centre.

115. The scenario also requires strong support from the Host government in pursuing partnerships with compatible organisations and in developing related refurbishment plans. For legal and practical reasons the preference would be for partner organisations

that share the privileged status of United Nations and multilateral institutions. A number of partnership possibilities have been identified and informal discussions with the Host government have indicated a readiness to engage in pursuing this matter for the benefit of both parties. Furthermore, the Centre will rely on continuing commitment on the part of the City of Turin local authority – the owner of the campus to meet all extraordinary maintenance costs while the Centre would finance regular maintenance of the facilities.

Outcome 7: Inclusive and resilient ICT

Opportunities and challenges

116. New and rapidly evolving frontier technologies (like AI, big data, augmented and virtual reality, blockchain) hold great **opportunities** to accelerate the achievement of the UN SDGs. At the same time, they also have the potential to generate more inequality. It will therefore be important to strengthen the Centre's capacity to engage with new technologies: by training staff, increasing the knowledge and staying current with the major technological advancements, to better understand the benefits and the risks as they relate to the Centre's mandate and apply them to better serve our beneficiaries.

117. Although some digital divides have narrowed in recent years, others have not followed the same pace, leaving some behind due to the COVID-induced accelerated digital transformation. The Centre will have to put inclusivity at its digital core to develop digital services which work with devices meeting everyone's needs (therefore supporting the use of Assistive and Accessible Technology and inclusive learning technologies), which go through an inclusive design process (Universal Design), and which work in low-bandwidth context. The Centre will also need to keep improving the ability of people (staff, individual and institutional beneficiaries) to use an increasingly variety of digital solutions (digital dexterity).

118. The digital transformation and increased reliance on digital solutions, combined with growing cyber-threats, have increased the **challenges** around data privacy and digital security. Initially in the sphere of ICT, cybersecurity can no longer be viewed through the narrow lens of ICT alone due to the deep impact with most business activities: it should be integrated in the broader organizational risk management and business continuity planning. The Centre being certified under ISO 27001, an international certification and industry standards, already has experience with an accepted industry standard. The challenge will be to adjust and find the most relevant controls based on the level of protection required, taking into consideration remote work, the increased variety of tools needed to provide digital services, and the need to ensure security and data privacy also with cloud-based services.

Deliverables in 2022-23

Output 7.1. Digitally inclusive information and communication technologies

119. As the demand for digitally enhanced services evolves and increases, so does the demand for Information and Communication (ICT) Technologies. Outcome 1 already covers the expansion of the eCampus and the digitally enhanced support services for institutional intermediaries. The required **digital technologies will be further developed and** aligned with characteristics adopted during the 2020 digital acceleration. On one hand, the associated IT costs are covered by the activities and projects to ensure the financial sustainability. On the other hand, those platforms will be developed in such a way that they are easily extensible, flexible, with the possibility to plug & play learning and communication technologies.

120. ICT accessibility is a key to inclusive digital learning, communication and collaboration services. The Centre will ensure that its services are digitally inclusive, i.e. leave no one behind, whether staff or participant, digital learning and collaboration technologies and -applications that have low barriers for learners with vulnerabilities: Examples for such technologies are mobile learning, bite-size learning, video and coaching via social media applications like WhatsApp and WeChat. The Centre will offer tailored capacity development services to institutional intermediaries to in turn support their digital inclusion efforts, including the facilitation of global dialogue events like the 2021 digital inclusion summit and institutional capacity scans that mainstream digital inclusion concerns. Furthermore, all the new public-facing web sites and platforms will go through accessibility testing. The procurement process around IT services, especially development, will also include accessibility requirements. Refer below for an illustration of the building blocks to ensure digital inclusion for all.



Output 7.2. Higher resilience thanks to cloud-based services

121. The Centre’s digital infrastructure is already extending, and will further extend, beyond the closed wall of the Campus to support the Centre’s digital transformation and digital growth beyond 2021. When defining a new project or developing new digital services, the Centre will consider adopting a cloud paradigm before any other technology (“Cloud first” principle).

122. Moreover, additional existing **IT services**, such as email, **will be moved to the cloud**. The Centre will also assess the capabilities offered by the cloud in the area of Disaster Recovery and Backup, with a view of increasing reliability, decreasing the time to recover, and decreasing the IT footprint on campus. The use of cloud-based solution to more quickly deliver e-learning content to our participants will also be tested out (which would also contribute to decrease the digital divide).

Output 7.3. Enhanced cybersecurity

123. As the Centre moves toward digital and cloud-based services, gathering more data from its beneficiaries, more attention will be required with respect to personal data protection, the protection of privacy and, more generally on **cybersecurity**. The Centre will develop its policies and procedures in this area based on its ISO 27001 Security certification.

124. Addressing privacy and security in digital development involves careful consideration of which data are collected and how data are acquired, used, stored and shared. As the Centre is developing digitally enhanced services, special attention and specific measures will be taken to minimize collection and to protect confidential information and identities of individuals represented in data sets from unauthorized access and manipulation by third parties, including and especially when using cloud-based services.

125. The IT Security Awareness Training for the staff will also be updated to reflect the new threats and the evolving IT landscape. The vulnerability scanning process will be reviewed with objective to automate to the extent possible the identification of vulnerabilities.

126. The use of Artificial Intelligence, especially Machine Learning, will be investigated with the objective to improve risk predictions and improve the Centre security posture efficiently and effectively.

Outcome 8: The Centre complies with global standards of good governance

Opportunities and challenges

127. As an international public service organization, the Centre is subjected to the highest level of governance standards. Its financial management practices are reviewed to ensure a proper internal control framework is in place and its financial statements are audited annually to ensure that the information provided to the Board is in compliance with the International Public Service Accounting Standards. Its internal processes are also subject to audit generally twice a year by the ILO's Office of Internal Audit and Oversight.

128. These stringent oversight mechanisms **challenge** the Centre with its significant compliance burden but at the same time translate into an **opportunity** since they provide assurance to the Board, the ILO and the Centre's development partners that the Centre meets or exceeds its governance obligations. Over the past ten years, the Centre has received unqualified external audit opinions on its annual financial statements presented to the Board and both the External and Internal Auditors have not found the Centre to have been in breach of its Financial Regulations. This governance standard is to be maintained in the 2022-23 biennium.

Deliverables in 2022-23

Output 8.1. The Centre has received unqualified audit opinions

129. The Centre will continue to maintain the highest level of financial governance to ensure that it receives an **unqualified external audit opinion** on its financial statements presented to the Board. This document provides the Board with transparent and complete information about the Centre's financial performance and financial position to assess its financial sustainability for the future as well as assess the stewardship of the Centre's management and facilitate the Board's decision-making process. New developments in the reporting standards issued by the IPSAS Board will be monitored to ensure that they are adopted in its financial statements within the set deadlines.

130. The Centre will also strive to ensure that its Framework of Internal Controls is maintained and revised as required in order to maintain a robust governance framework that rests on high quality internal controls and oversight mechanisms to promote transparency and integrity. The implementation of the external and internal auditors' recommendations will continue to be prioritized to ensure that its internal control framework remains effective to mitigate its corporate and operational risks.

Output 8.2. Improved communication about the Centre's performance

131. The Centre will seek to further **strengthen the existing oversight processes** by communicating more systematically with Board members, sharing information on a more regular basis, and engaging more frequently with the Officers between Board meetings in informal consultations. More specifically, the Centre will convene induction/briefing meetings for newly elected Board members and organize online feedback sessions and focus group discussions to periodically solicit views and expectations.

132. The Centre will also upgrade its existing knowledge management system to make information about its outreach and impact available in a more timely and transparent manner. As part of this **communication campaign**, the Centre will visualize outreach and impact data in real-time on data dashboards linked to its in-house quality management systems and accessible via the public website.

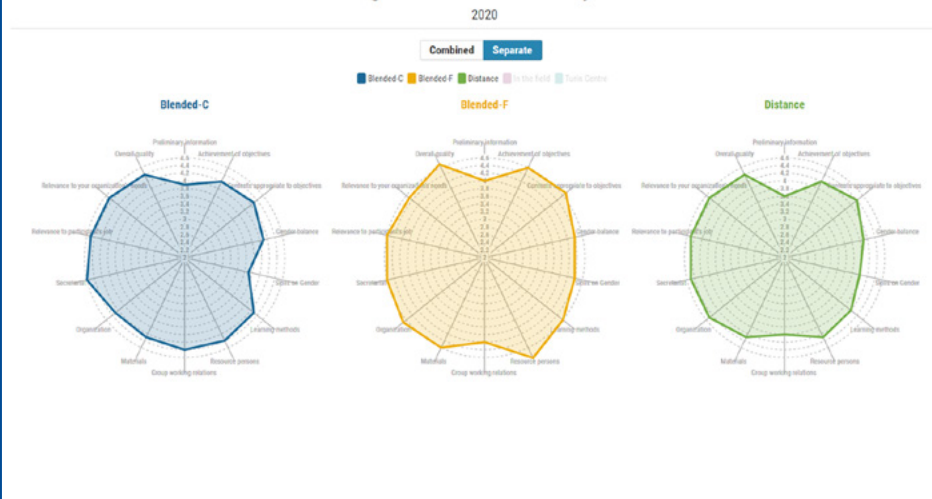
Data dashboards to communicate the Centre's performance

With the rapid evolution of our digital platforms has come a massive amount of data and information about our learners, participants, beneficiaries, activities, credentials, online engagement and promotional efforts. To harness this big data lake, the Centre has piloted in 2020 the Flourish software application (www.flourish.studio). Flourish is an online tool that can present data using elegant interactive visualizations. The visuals can then be published, embedded, presented and downloaded. It allows the Centre to easily turn data into living charts, maps, animated slideshows and interactive stories. The visuals can easily be accessed from all devices and displayed on all screen sizes.

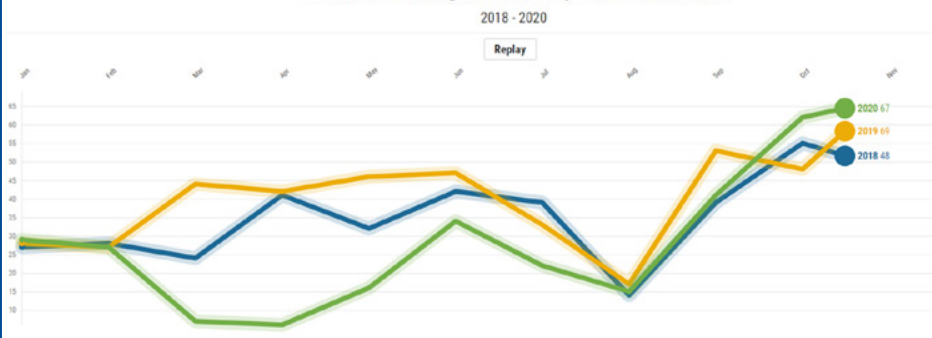
Flourish is an important building block in the upgraded knowledge management system of the Centre as it paves the way to professionally and seamlessly present our progress and results, as well as to make data publicly available on the institutional website using an easy, user-friendly and understandable approach.

Screenshots of interactive Flourish charts, accessible online via www.itcilo.org

Average satisfaction scores by venue



Count of training activities by calendar month



2.4 Cross-cutting strategy drivers

Opportunities and challenges

133. International Labour Standards, Social Dialogue and Tripartism: The COVID 19 pandemic has exposed the decent work deficits experienced by hundreds of millions of people in the global economy, affecting particularly harshly workers in the informal sector including migrants. The pandemic has also accelerated the pace of transformation of workplaces and employment relationships in the formal economy and including in better protected sectors like the public service or financial services . These transformation processes in the formal economy bear both risks and opportunities, with the promise of better work-life balance and more autonomy but also the risk of undermining workers' rights. Countries relying on social dialogue and with established tripartite structures have typically shown a more robust response to the pandemic and go better equipped into the ensuing debate about the way forward in the socio-economic recovery processes. In the 2022-23 biennium, the Centre will facilitate the transfer of this knowledge on global good practice in the protection of workers' rights, social dialogue and tripartism.

134. Gender equality, diversity and inclusion: The COVID 19 pandemic has exacerbated existing gender inequalities, often to the greater detriment of women in the world of work; case in point, the share of women in online training courses offered by the Centre in 2020 was lower than their share in face-to-face training courses (40 per cent compared to 43 per cent).The pandemic has furthermore brought new challenges for lifelong learning services providers like the Centre, particularly linked to the digital inclusion of learners with vulnerabilities. Age could be another factor, as the learners enrolled in the online activities of the Centre in 2020 were several years younger than their peers in face-to-face training activities run before the pandemic. At the same time, the digital learning and collaboration solutions newly introduced by the Centre under the pressure of the pandemic have opened up new opportunities for promoting gender equality and diversity. For example, the figures for 2020 show that online learning has significantly democratized access to the services of the Centre because of lower course fees and because people could more easily connect even from overseas. In the 2022-23 biennium, the Centre will seek to both better harness the benefits and better mitigate the risks of digital learning and collaboration in support of gender equality and diversity.

135. Innovation: The COVID 19 pandemic has demonstrated that the environment within which the Centre operates is volatile, uncertain, complex and often ambiguous. The Centre needs to continuously evolve its capabilities in response to, or anticipation of further inevitable change, whether caused by new health scares or other external forces like demographic change, climate change or technological advancements. The Centre also needs to strengthen the capacity of ILO constituents to effectively respond on their own part to these challenges. Learning innovation is a means to accelerate the

evolution of existing or invention of new practices, products and processes in the field of capacity development. With its Learning Innovation Programme, the Centre had put already before the pandemic a structure in place to systematically promote learning innovation. In the 2022-23 biennium, this structure will be expanded and leveraged to support the implementation of the higher-level innovation strategy of the ILO in support of its constituents.

Deliverables in 2022-23

Output A. ILS, Social Dialogue and Tripartism reflected as core values in the curriculum

136. In the 2022-23 biennium, the Centre will increase the number of **training activities on the nexus between the socio-economic recovery post COVID 19 and respect for workers' rights, social dialogue and tripartism**. These activities will be spearheaded by the Workers Activities Programme, the Employers Activities Programme and the International Labour Standards and Gender Equality and Diversity Programme and **financially supported through the newly established Fellowship Fund** of the Centre.

137. The Centre will offer tailored advisory services for institutional intermediaries promoting a rights- based approach to the socio-economic recovery of their own membership base. More in particular, the Centre will offer ILO constituents an online platform for the **facilitation of online social dialogue events** using virtual reality technology.

138. The Centre will upgrade the existing in-house peer-to-peer review mechanism to mainstream core ILO messages on ILS, Social dialogue and Tripartism and monitor progress through the existing **in-house coordination group**. The Centre will expand the suite of **free self-guided distance learning modules** on ILS, Social Dialogue and Tripartism, Gender Equality and Workplace Inclusion with new modules on Occupational Safety and Health conventions and workers right in the platform economy.

139. The Centre will explore how to leverage the ILO comparative advantages of standards and Tripartism. More in particular, in line with the ILO P&B 2022-23, the Centre will engage with NORMES to “develop and deliver programmes to stimulate responsive reporting on standards and mainstream standards into UN Cooperation Frameworks and for staff and constituents to use standards to enhance engagement with development banks and other multilateral partners.”⁶

Output B. Equitable access to the Centre's training activities

140. In the 2022-23 biennium, the Centre will continue promoting Gender Equality, Diversity and Inclusion along the functions assigned to it by the higher-level ILO Action Plan. The Centre will continue paying particular attention to ensure that **women have equitable access to both face-to-face training and online learning**, in the latter case and where needed with **targeted financial support** and through **tailored services**. The Centre will reach out specifically to institutional intermediaries with an explicit mandate to promote Gender Equality and Diversity. The Centre will continue promoting Gender Equality and Diversity among its own staff by seeking to recruit and support the career development of women and people with disabilities and by reflecting the regional diversity of its participant universe in the composition of its teaching faculty

141. The Centre will furthermore advocate for **gender-based budgeting in ILO staff training activities** delivered by the Centre and centrally financed by the ILO HR department. The initiatives of the Centre to promote gender equality and diversity will be linked to the ILO Action Plan for the promotion of gender equality in the world of work; the Centre reports directly into a number of outreach-specific indicators of the Action Plan.

142. The Centre will mitigate against the risk of new inequalities caused by digital exclusion and seek to unlock synergies and scale effects to further democratize access to its services for all Genders and across age groups. More specifically, the Centre will amend the existing gender auditor training programme package to incorporate the aspect of gender-specific barriers to digital inclusion. Another aspect to be explored in this context is the **inclusion of people with disabilities** into online learning activities.

143. These learning innovation initiatives will be directed internally at staff from ILO and the Centre, and externally at individual learners and learning service providers linked to the ILO constituency. The Centre will elaborate an **organization-wide action plan** on gender equality and diversity to structure its initiatives and monitor implementation progress through its in-house **Gender Equality and Diversity Council**.

Output C. The Centre is acknowledged as a pillar of the ILO Knowledge and Innovation Hub

144. The learning innovation initiatives of the Centre are integral part of the **ILO Knowledge and Innovation Hub**, comprised of a network of units across the organization. The learning innovation initiatives of the Centre are coordinated through its **Learning Innovation Programme** and will in 2022-23 focus on **capacity building activities on methodologies and tools for innovation** and the establishment of a **learning innovation laboratory** on campus where participants can experience frontline learning technologies.

145. These learning innovation initiatives will be directed internally at staff from ILO and the Centre, and externally at individual learners and learning service providers linked to the ILO constituency and across the wider UN system. The Centre will elaborate an **organization-wide action plan** to structure its learning innovation and knowledge management initiatives, to monitor implementation progress and to ensure that constituents have always equal and fair access to the innovation laboratory. The Centre will also run annual **online surveys and focus group discussions with core stakeholder groups** (ILO staff, Centre staff, institutional intermediaries, individual learners) in order to evaluate the outcomes of its learning innovation initiatives.

The role of the Centre in the wider ILO knowledge and innovation network



Source: ILO 2020: New Horizons: ILO Innovation strategy, p.9

3. REVENUE AND EXPENDITURE

BUDGET PROPOSALS FOR 2022-23

146. The Board requested the Centre to develop an operational model that would expand its online learning activities while reducing face-to-face learning and providing for financial stability and growth in the delivery of services by the Centre. In this section of the document, the Centre is proposing a budget for the period of 2022-23 based on this new operational model and aligned to Scenario 3 of the May 2021 Board document. Considerations were given to the future implications of right sizing its campus, the impact on its human resources, establishing institutional investments in its current Campus Improvement and Innovation Funds, in a new ICT Development Fund, to provide funding to ICT infrastructure and application renewals, and a Fellowship Fund, to provide secure funding for fellowships to the tripartite learners. The overall objective of the new operational model is to grow the Centre's outreach and achieve its mission while ensuring financial and institutional sustainability for the longer term.

147. The Centre will continue to face various financial risks in the 2022-23 financial period, and the approach taken in the budget preparation remains prudent. The impact of the pandemic continues and may drive further changes to the operational model during this coming biennium. The levels of funding provided under each Item of the budget have been set based on the 2022-23 priorities to allow growth of outreach as well as the implementation of various changes outlined in the Board paper on "The Centre's proposed Operational Model"⁷ and the 2022-23 Programme contained herein.

148. It is important to note that during 2020-21, the Centre is still operating in a transitional mode; work is underway on the right-sizing of the campus; and preliminary staff reskilling and reassignments have commenced. As a result, the 2022-23 budget was developed with a prudent approach, balancing the overall financial needs while ensuring that resources are provided in priority areas, such as growth of its outreach.

149. In the 2022-23 period, the Centre will continue to evolve in terms of its delivery of training and non-training services. It will complete the renovation of the Africa 10/11 pavilions and the opening of the Innovation Laboratory as well as professing other right-sizing measures of the campus – notably the planned renovation of Americas 2 pavilion – the move of staff to the new offices in the newly renovated pavilions, changes in the structure, job profiling and skills set of the Centre's work force.

⁷ Board document CC/84/1

150. To maintain agility to adapt expertise and profiles to meet evolving needs in the implementation of the changes needed to further transition to the new operational model, the Centre will create a temporary pool of budgeted resources from the savings of some of the current vacant positions. They will be used to allocate financial resources to the priority areas of the Programme throughout the period, to assist in obtaining professional expertise to deliver the Centre's technical programmes and the adaptation and modernization of the support services to facilitate delivery of the new operational model.

151. The 2022-23 budget is presented using a new format to provide clearer financial information for a better understanding of the financial operations of the Centre and how expenditure relate to the various types of revenue. It will also permit readers to see the direct links between the net results of the external revenue - training and non-training revenue, multimedia revenue and miscellaneous revenue – and how these finance more than one-half of the Centre's fixed expenditure.

152. The revenue and expenditure proposals are based on the following assumptions:

- the training and non-training activities revenue is based on a prudent approach and considers the activities already in the 2022 calendar for which funding has been secured, together with those for which ongoing or forthcoming negotiations seem likely to be successfully concluded as well as projections of anticipated external revenue based on the 2020 and 2021 performance by the Centre under the new operational model. As with any budgetary process, there is a degree of uncertainty and a conservative approach has been applied to derive the final 2022-23 figure;
- the direct expenditure relating to all external revenue are based on an average costing structure similar to the operating results of 2020 and the forecasted results of 2021;
- staff expenditure is based on the current number of positions existing at the time of the preparation of the budget proposals, for both the regular budget and variable budget staff categories and includes standard increases prescribed by the International Civil Service Commission known in early May 2021;
- non-staff fixed expenditure have been established based on the priority areas to deliver the Programme of Work as well as the financial information provided to the Board in its paper "The Centre's proposed Operational Model"⁸ on the current campus size and occupancy in a pre-renovation context;
- a prudent approach has been adopted in forecasting the USD/EUR foreign exchange rate, considering current trends and predictions made by various European sources; and
- an average inflation increase in line with European and Italian forecasts has been applied to the 2022-23 budget proposals.

⁸ Board document CC/84/1

153. In accordance with Article 4 of the Financial Regulations, the budget proposals for 2022-23 are set out below.

TABLE 1: 2022-23 BUDGET PROPOSALS AND 2020-21 BUDGET PROPOSALS AND FORECAST					
(in thousands of Euro)			2020-21 Budget	2020-21 Forecast	2022-23 Budget Proposals
Chapter	Item				
I		Earned revenue			
		<i>Training and non-training activity services</i>			
		Total revenue	54 149	45 179	49 065
		Direct expenditure			
		Project Budget (PB) staff	1 347		
		External collaborators	9 864		
		Missions	1 364		
		Participants' costs	13 926		
		Books, training aids and materials	1 160		
		Training facilities and services outside Turin	2 321		
		Other	378		
		Total expenditure	30 360	18 635	21 765
	10	Net contribution from training and non-training activities	23 789	26 544	27 300
		<i>Multimedia services</i>			
		Revenue	1 600	1 326	1 600
		Direct expenditure	800	397	480
	11	Net contribution from multimedia services	800	929	1 120
		Miscellaneous			
		Revenue	2 100	1 908	1 900
		Direct expenditure	210	204	190
	12	Net contribution from miscellaneous sources	1 890	1 704	1 710
		Total net external contribution from earned revenue	26 479	29 177	30 130
II		Voluntary contributions			
		International Labour Organization	7 168	8 552	8 398
		Government of Italy (ex-lege)	15 700	15 700	15 700
		Piedmont Region (Italy)	-	13	-
		Government of Portugal	500	500	500
		City of Turin	-	180	-
	13	Total voluntary contributions	23 368	24 945	24 598

cont. ►

(in thousands of Euro)			2020-21 Budget	2020-21 Forecast	2022-23 Budget Proposals
		Total net contribution available to cover fixed expenditure, contingency and institutional investments	49 847	54 122	54 728
III		Fixed expenditure			
	14	Regular Budget (RB) staff	32 253	32 325	31 902
	15	Variable Budget (VB) staff	4 999	4 866	5 257
	16	ASHI contribution for retirees	-	850	1 500
	17	Consultants	1 057	982	1 085
	18	Campus related costs	4 910	4 540	4 723
	19	Security	927	802	851
	20	General operating costs	734	706	657
	21	Missions and representation	565	69	468
	22	Governance	709	165	652
	23	Information and technology costs	3 101	2 939	3 201
	24	Depreciation of property and equipment	1 192	952	1 118
		Total fixed expenditure	50 447	49 196	51 414
IV	25	Contingency	600	-	600
V		Institutional investments			
	26	Innovation	-	400	400
	27	Information and communication technology	-	300	300
	28	Fellowships	-	1 200	1 200
	29	Campus improvements	-	500	500
		Total institutional investments	-	2 400	2 400
		Total fixed expenditure, contingency and institutional investments	51 047	51 596	54 414
		Excess prior to the use of past surpluses	(1 200)	2 526	314
VI	30	Use of past surpluses	1 200	401	-
		Budget surplus	-	2 927	314

Financial Assumptions Supporting the Budget Proposal

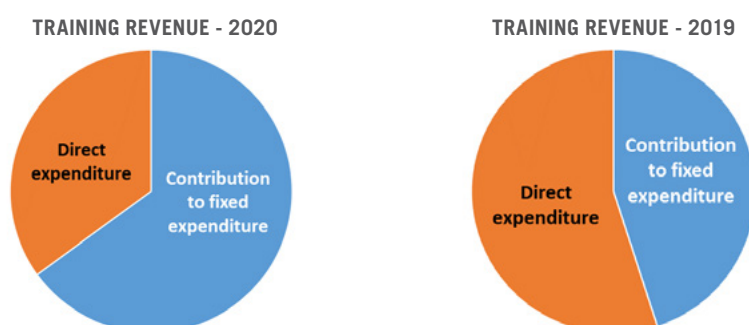
EARNED REVENUE

Item 10 – Net contribution from training and non-training activities

154. The training and non-training activities revenue is based on the portfolio of services provided for under the new operational model, whereby two-thirds of the activities will relate to training activities and the balance will relate to non-training activities such as capacity development services. It is anticipated that about two-thirds of the training activities will be online learning and the balance would be equally distributed between face-to-face in the field, and on campus with approximately 27,000 bed-nights forecasted per year.

155. The direct expenditure relating to the delivery of these activities and its weighting in individual activity's revenue can vary, depending on the modality of delivery and the types of expenditure required for the delivery of the activity. For example, the expenditure involved in the delivery of face-to-face on campus will necessitate a higher level of direct expenditure than online training. This has an impact on the net contribution from each category of activities. The estimated direct expenditure is based on an analysis of the historical patterns of both 2020 and 2021.

156. To explain further, for example, the Centre earns €1 000 for a training activity. In 2019, on average, approximately 55 per cent of the revenue was used to cover the variable or direct expenditure incurred to hold the activity, such as external collaborators, training facilities, travel, etc. The contribution to fixed costs (CFC) resulting from this activity represented about 45 per cent of the total revenue to cover the fixed expenditure of the Centre, such as the staff costs preparing, managing and delivering the activity. In 2020, with the new operational model where the modality used was mostly distance learning, for the same amount of revenue, the Centre incurred approximately 35 per cent in direct expenditure and the CFC achieved was 65 per cent. Direct expenditure is expected to normalise to an average of approximately 45 per cent in 2021 with an expected CFC of 55 per cent.



157. The total net contribution budgeted in 2022-23 for training and non-training activities reflects a moderate growth of some 3 per cent when compared to the current forecasted results of 2020-21. However it shows a significant growth of more than 14 per cent when compared to the previous 2020-21 approved budget. Due to the shift in the Centre's portfolio of services during the past two years as a result of the pandemic, the Centre is able to achieve higher net contribution from its training and non-training activities with less expenditure, while maintaining a significantly higher level of outreach. While the outreach in 2020-21 is expected to double when compared to the 2018-19 levels. Rebuilding the portfolio of face-to-face training activities in 2022-23 will not impact significantly the levels of revenue and expenditure, as the proportion of this type of service is expected to remain small within the overall portfolio.

Item 11 – Net contribution from multimedia services

158. Since the beginning of the pandemic there has been a fast-growing demand for development of training-material and multimedia. It is anticipated that these services will continue to grow as the Centre scales up the scope of its digitally enhanced support services and expands its offering in the field of conferences and events facilitation.

159. The direct expenditure have been estimated based on the historical average pattern of the forecasted results of 2020-21 and adjusted for the level of revenue included in the budget. This revenue derives from graphic design, layout and editing and interpretation and publication work performed by the Centre for the ILO and external clients.

160. For 2022-23, the net contribution from multimedia services shows a forecasted growth of approximately 20 per cent when compared to the forecasted results of 2020-21, under the new operational model.

Item 12 – Net contribution from miscellaneous sources

161. This category includes revenue from various non-training sources, including rental of training and hotel facilities to third parties, the partial recovery of campus occupancy costs from UNICRI and UNSSC as well as investment revenue. In 2022-23, it is anticipated that the level of the net contribution from this source will be maintained at a similar level as that forecasted for 2020-21. However this represents a decrease of €200 000 or 9.5 per cent when compared to the approved 2020-21 budget, as a result of lower returns on investments, a decrease in the possible rental of the training and hotel facilities and the overall reduction in maintenance costs of common areas (and their consequent recovery).

VOLUNTARY CONTRIBUTIONS

Item 13 – Revenue from voluntary contributions

162. The Board has frequently called for increased voluntary contributions and the positive impact this source of revenue brings to the Centre has been demonstrated, however the Centre has observed a decreasing level of funding in this category of revenue over time, especially in real terms. While diversification of the Centre's revenue will continue to be sought in order to mitigate financial risks, uncertainty remains concerning the current level of voluntary contributions if these or current agreements are not extended.

163. The ILO Programme and Budget for 2022-23 includes a voluntary contribution to the Centre's operations. In accordance with ILO's budgetary policies the real value of this contribution is maintained through adjustments for inflation and partially for foreign exchange. However as the ILO budget is adopted in US dollars and Swiss francs there is always some movement when converted to euros. Using projected euro exchange rates, the ILO contribution in euros may be slightly less than in 2020-21. A modified presentation of the ILO's contribution in respect to After Service Health Insurance (ASHI) for Centre retirees has been reflected in the budget. A yearly amount of approximately €850 000 is included in the 2020-21 forecast for the 2021 year only and in the 2022-23 budget. In prior years, this contribution was solely disclosed in the Centre's financial statements and was not included in the biennial budget. After consultations with the ILO, it has been deemed appropriate to reflect both the biennial cost of this benefit as a cost of the Centre and the compensating contribution from the ILO in the budget as additional revenue so as to provide readers with **a more complete and transparent presentation**. There is no overall impact on the final budget results.

164. It is expected that the ILO will continue to provide technical staff and specialized support to training activities as well as various administrative services at no cost. In addition, while the ILO has often been able to waive charges for the reimbursement of oversight services, a prudent approach has been followed, and as in the past budgetary provisions have been included for these services.

165. Article 1 of the Agreement between the ILO and the Government of Italy, signed in December 1983, states that "the Italian Government undertakes to contribute to the Centre's budget in the form of an annual contribution to the Centre's general expenses, the said contribution to be assessed in related to both the Centre's requirements with respect to the said general expenses and the annual contribution made by the International Labour Organization towards financing of the Centre." Article 2 of the same Agreement states that a Joint-Committee composed of representatives of the Centre and the Italian Government shall "make an assessment of the Centre's requirements for general expenses for the following year and express an opinion concerning the amount

of the Italian Government's contribution to the Centre for the said following year in light of the criteria laid down in Article 1 of this Agreement.”

166. Although the Joint-Committee has yet to meet and approve the contributions to the Centre for 2022 and for 2023, an amount of €15.7 million has been included, representing an annual contribution of €7.85 million and in nominal terms remains unchanged. No adjustment for inflation has been anticipated.

167. In January 2019, a new agreement was signed with the Government of Portugal to provide the Centre with an annual voluntary contribution of €250 000, for the period of 2019 to 2021 inclusively. While this agreement does not cover the period of 2022-23, the annual contribution is being maintained at the current level for each year of the biennium, on the assumption that a new agreement will be signed.

168. The annual voluntary contribution from the City of Turin of €180 000 to cover extraordinary maintenance undertaken on the campus is based on having first spent these funds, as it is received on a recovery basis. In May 2019, the Centre signed a new agreement with the City of Turin for the years 2019 to 2021. This amount is considerably less than is desirable given the age of the campus and amounts contributed in earlier biennia. This agreement has not been extended nor has a new agreement been signed at the time of the preparation of the budget. As per past practice, a prudent approach has been taken and the contribution is not included in the 2022-23 budget.

169. Any reduction in the voluntary contributions during the 2022-23 period would have an impact on the Budget Proposal and would require adjustments to the level of fixed expenditure as provided for in Article 7 of the Financial Regulations. Depending on the significance, all categories of expenditure would need to be reviewed to identify reductions to make up the shortfall.

FIXED EXPENDITURE

Items 14 and 15 – Regular budget (RB) staff and variable budget (VB) staff expenditure

170. These two items concern the staff required for the development, execution, technical and administrative support to the delivery of training and non-training activities, multimedia and miscellaneous services. For budgetary purposes, the current number of positions has been maintained to the level of 2020-21 in both categories for a total of 176 positions and remain in their respective units, based on the current situation in July 2021. Expenditure under these items reflect the cost adjustments on the latest salary-related policies and decisions on the base salary scale of staff and education

grant levels approved by the UN General Assembly further to the recommendations of the International Civil Service Commission (ICSC) for general application throughout the UN Common System. As part of the UN Common System, the Centre has an obligation to apply any such statutory increases. The Pensions Board has not recommended any changes to the total rate of contribution to the United Nations Joint Staff Pension Fund. Contributions made to the Fund are based on the level of pensionable remuneration for each grade. The latest table of pensionable remuneration issued by UNJSPF in February 2021 has been used to forecast the total contribution of the Centre. Pensionable remuneration of Professional and higher categories of staff changed on 1 February 2021 and this is expected to remain unchanged.

171. Staff expenditure are estimated based on the current grade levels of the persons occupying the positions in both the Professional and General Service categories including all elements of cost envisaged in the Staff Regulations, together with a provision to contribute towards the benefits due to staff members upon termination of employment, as required under Article 12 of the Financial Regulations. In 2022-23, the staff expenditure relating to the vacancies in both categories have been estimated based on the level of the existing position.

172. At its 76th Session (October 2014), Board members reiterated their concerns that the high proportion of staff employed on fixed-term project-based contracts (called Variable-Budget (VB) category of staff) linked to a series of training activities called for clearer policy and the establishment of better and more stable working conditions, thus tasking Management to find appropriate solutions. After a long negotiation process, agreement was reached on measures to harmonize conditions of employment and approved at the 79th Session⁹. The main point was that the Staff Regulations would apply to all officials with fixed-term contract irrespective of the sources of funding. As a result, these positions are considered fixed expenditure and are now reflected under this chapter in the new presentation of the 2022-23 budget. The table below shows the total regular budget and variable budget staff expenditure broken down by category. A more detailed account of the estimated staff resources, the distribution of the positions as well as the corresponding expenditure is set out in Appendices III and IV.

(in thousands of Euro)	2020-21 Budget	2020-21 Forecast	2022-23 Budget Proposal
Regular Budget (RB) staff			
Professional category and above	17 813	18 327	18 100
General service category	13 786	13 998	13 802
Total	31 599	32 325	31 902
Total full-time equivalent	290	290	290
Total positions	145	145	145
Variable Budget (VB) staff			
Professional category and above	2 552	2 519	2 715
General service category	2 447	2 347	2 542
Total	4 999	4 866	5 257
Total full-time equivalent	62	62	62
Total positions	31	31	31

Professional and higher categories

173. Based on on-going discussions, a net base salary increase for Professional and higher categories of staff is foreseen in January 2022 pursuant to the pending UN General Assembly decision, however this is on a “no gain, no loss” basis.

174. At the time of the budget, the future outcome was still unknown and the increases in base salary resulting from statutory entitlements relating to the length of service have been applied.

175. Changes in the post adjustment indices arise from the exchange rate fluctuations and movements in the cost of living as determined by the ICSC. The budget was prepared by applying the May 2021 UN operational rate of exchange and post adjustment multiplier.

General Service category

176. Based on a decision taken by the Food and Agriculture Organization of the United Nations (FAO) in 2012, the General Service salary scale will remain frozen until further adjustments to fill the 9.2 per cent salary average resulting from the survey of the best prevailing conditions of employment conducted by the UN Secretariat for Rome based organizations (including the Centre) is completed.

177. Arising from this decision, a second salary scale for General Service staff recruited on or after 1 February 2013 was created and proposes a 0.6 per cent per year increase, which was included in 2022-23.

178. Pensionable remuneration remains the dollar equivalent of the sum of the local gross salary, plus any language allowance.

Item 16 – ASHI contributions for retirees of the Centre

179. The Centre’s retiring staff who meet certain qualifying criteria are entitled to subsidized health care in retirement. This post-employment benefit is earned during employment and should be reflected as an expense during the period when it is being earned.

180. The actuarial estimate of this subsidy is currently €118 million¹⁰. The liability relates to the subsidy to be paid over the estimated life in retirement of eligible staff and their eligible dependents. Currently, the Centre discloses this information in a note to the Financial Statements and the liability is not funded. Consistent with the approach followed by the ILO, the subsidy is currently met on a pay-as-you-go basis.

181. Up to December 2020, the subsidy was an item of expenditure against the ILO Regular Budget and in 2020, the amount of subsidy was approximately €804 000 (equivalent to USD 850 000). In order to provide greater transparency, as of 2021, the Centre is now recording both the ASHI contribution for retirees of the Centre in its expenditure and an equivalent additional contribution from the ILO, resulting in no impact on the final budget surplus in the year.

182. The 2022-23 budget proposal includes an amount of €1.5 million as a matching contribution to its anticipated expenditure of €1.5 million, based on levels similar to those for 2021, converted at an average exchange rate.

Item 17 – Consultants

183. Two categories of consultants are included under this heading:

	2020-21 Budget	2020-21 Forecast ¹¹	2022-23 Budget Proposal
Medical service	515 000	480 000	529 000
Consultants	542 000	502 000	556 000
Total	1 057 000	982 000	1 085 000

184. The medical service provides medical care to participants attending training activities on campus. It also provides medical services and advice on the request of the Centre’s management on occasions when this is required by the Centre’s administrative

¹¹ Certain costs recorded under General Operating Costs concerning consultants have been moved to this Item for comparability of information

procedures. The part-time physicians and part-time nurses provide these services on an external collaboration and service provider basis. They are assisted by a senior nurse who is an official of the Centre, and whose expenditure is included under budget item 14. The Centre will implement a cost recovery process in 2022-23 for any other type of medical visits by staff and third parties on campus.

185. Other consultants are retained to provide the Centre with external expertise in various fields. In 2022-23, the level has been maintained at zero-real growth to ensure that the necessary external expertise is available for priority areas such as the development of the digital marketing strategy, the design of various internal IT tools such as the creation of a database of learners, sponsors and institutional intermediaries, to assist in profiling these groups for more focused marketing and predictive analysis, the digital transformation of processes to increase efficiencies in services to permit re-deployment to the Training Department, reviewing several HR-related matters as a result of the new operational model, such as the job descriptions of almost all staff, external expertise to technical programmes in the development of new and innovative services, among others.

Item 18 – Campus related expenditure

186. The Centre occupies, together with two other UN organizations, a campus measuring approximately 100 000 square meters on which there are 21 pavilions. The various buildings include offices, classrooms and accommodation facilities. These buildings and installations are the property of the City of Turin, which leases them to the Centre at a nominal rent. Under the terms of the Convention signed in July 1964, major repairs and extraordinary maintenance work, such as the restoration of facades, repairs of damage caused by weather, and the upkeep of gardens and roads are the responsibility of the City of Turin.

187. The new operational model will result in a reduced need for classrooms on campus and reduced hotel occupancy for the Centre's activities. It is estimated that once the pandemic is over, operating under the new model would require an average annual hotel-bed night capacity of approximately 27 000 as compared to some 50 000 in 2019. This revised level of hotel-bed nights reflects a possible mix of face-to-face training activities, large academies, global dialogue meetings, leadership and other special events. It is highly unlikely that the Centre's campus activities would return to the level of 2019.

188. Two scenarios were presented to the Board in May 2021¹² under the new operational model. The assumption used for this budget is that until the Africa 10/11 pavilions and Americas2 are fully renovated, the Centre would retain the overall responsibility of the full campus and would continue engaging third parties in utilising the available space in order to offset as much as possible, the high costs associated with maintaining the campus.

¹² Board document CC/84/1 – 24 May 2021

189. In this budget proposal, the funding to be allocated to the Centre’s facilities has been kept at a similar level of funding indicated in the May 2021 Board document for the current campus size and occupancy (based on the forecasted 2020-21 results). The assumption is that the Centre will conditionally retain the responsibility of the overall campus (Scenario 3 of the document) subject to finding new partners to occupy the campus and successfully signing agreements with other international organizations within the biennium as well as successfully procuring the necessary funding from the Italian Authorities to renovate Americas2 and Americas5. If agreements are not achieved by mid-2023, the Centre would be required to once again review its infrastructure requirements.

190. For the 2022-23 period, the budget presents the campus-related expenditure in line with the presentation of the May 2021 Board document. The item includes the following:

	2020-21 Budget	2020-21 Forecast	2022-23 Budget Proposals
Utilities	1 661	1 258	1 591
Garbage disposal	237	181	303
Maintenance including gardening and repairs	1 631	1 537	1 577
Cleaning	453	392	465
Other costs (previously reported under Other general costs)	928	728	787
Reception	-	444	-
Total campus-related expenditure	4 910	4 540	4 723

191. The 2022-23 campus-related expenditure are expected to be higher than the 2020-21 forecast as a result of the anticipated increases in the utility prices and the garbage removal costs, for which environmental rules have changed and become more stringent. The Centre has no plan to invest in any significant improvements of a capital nature to the campus during the period. The Centre will continue to identify savings through the procurement of the various services by adapting the level of services to the new operational model requirements.

Item 19 – Security

192. This item represents the cost of the security services provided by a specialized security firm and the annual maintenance cost of security systems. The 2022-23 budget assumes a similar level of service as in 2020-21. The increase of 6 per cent when compared to the 2020-21 forecast takes into consideration of annual inflation and the rebates passed on to the Centre by the service provider who received government assistance to temporarily cover its own salary costs.

Item 20 – General operating costs

193. This item includes expenditure relating to service providers to support both training programmes and support services, courier and transportation, subscriptions, bank charges, among others. Savings have been identified for the period 2022-23 as a result of the new ways of working under the new operational model and IT application licenses costs previously shown under this item have now been centralised under item 23 – Information technology. To improve presentation, certain expenditure previously shown under this item are now included in item 18 as they relate to the campus expenditure.

Item 21 – Missions and representation

194. This item relates to missions of a technical nature aimed at promoting the Centre's activities and maintaining its close link with the ILO and other UN organizations, as well as missions to further contacts between the ILO's administrative services and those of the Centre. This item also includes a provision to cover hospitality.

195. During the 2020-21 period, the Centre carried out the majority of its business in a digital manner, using various new IT tools that offer meeting and conference services, thus incurring very lower expenditure in this area. The use of these communication tools will continue in 2022-23 where feasible. As a result, the level of funding for 2022-23 has been decreased by 17 per cent when compared to the 2020-21 biennium. Several missions are planned in the period for reasons such as the promotion of the Centre and ensuring that the links built in the past remain strong with the ILO, other UN organizations and our other funding partners.

Item 22 – Governance

196. This item covers to the expenditure relating to the services provided by the external auditor, the ILO's internal audit and legal services, as well as to the Board and the Trade Union and Employers' Training Committees meetings. The foreseen budget for 2022-23 results in a minimal increase mainly due to inflation and changes in the biennium's different exchange rate from that of the previous biennium.

Item 23 - Information and technology costs

197. This item covers expenditure relating to training technology, maintenance and development of information systems, office automation, computer hardware maintenance and purchase of non-depreciable computer hardware. This line is broken down as follows:

	2020-21 Budget	2020-21 Forecast	2022-23 Budget Proposals
Internet and cloud costs	126 000	108 000	141 000
Maintenance of computer hardware	141 000	115 000	126 000
Application software, licenses and maintenance	682 000	686 000	881 000
Expendable computer hardware and materials	227 000	171 000	211 000
Technical assistance	1 925 000	1 839 000	1 870 000
Total	3 101 000	2 919 000	3 229 000

198. This item shows a budget proposal for 2022-23 with 2.3 per cent growth. To successfully deliver its mandate, the Centre will accelerate its digital transformation to expand its eCampus platform, the main pillar of the digital learning ecosystem of the organization, and will roll-out other external learning platforms and collaboration solutions, while ensuring that these are digitally inclusive. The Centre will also continue the digitalization of its internal processes to improve efficiency in its workflows. In 2022-23, the Centre will also be expanding the functionality of its website and introducing digital marketing analytics. Various other initiatives are planned during the biennium, such as the continued investment in digital media and design, the use of new learning Innovation Lab and the creation of a centralised customer database. While growth is anticipated in this line item, the costing of several of its services to activities is currently under review to ensure that cost recovery of all direct expenditure is in place in order to minimize the Centre's fixed expenditure.

Item 24 - Depreciation of property and equipment

199. As required by Article 13.2 of the Financial Regulations, a provision is estimated to cover the depreciation of all property, equipment, leasehold improvements as well as intangible assets. In 2022-23, a provision was included for the depreciation provision relating to the newly renovated Africa 10/11 pavilions. The calculation is based on the assumption that the buildings will be occupied from September 2022.

Item 25 – Contingency

200. Financial risks increase with greater uncertainty concerning levels of inflation and currency exchange rate fluctuations estimated over a two-year period. This would be the case if a higher than estimated rise in the rate of national and local inflation and/or a significant increase in the value of the euro, particularly vis-à-vis the USD, could impact negatively on the financial results of the Centre. A contingency has been included again at the same level as that of 2020-21 to mitigate the financial impact on such risks.

Items 26 to 29 – Institutional investments

201. The Programme and Budget of the Centre has always focused on its short-term operational needs with little budgetary capacity available to systematically provide for:

- the long-term maintainance of those components of the infrastructure that are the responsibility of the Centre;
- sustainable funding in innovation in training delivery, new course development and other initiatives;
- periodic investments in information technology hardware, software and development costs;
- a stable source of funding to support fellowships and complement external funding;
- adequate financing of accumulating long-term liabilities as their funding is currently based on a short-term pay-as-you-go approach.

202. It has only been through challenging negotiations that limited amounts of funds have been made available to partially address these needs from **unanticipated surpluses** at the end of each financial period. Under the new operational model, systematic funding of all these items is now included, reducing the uncertainty of past practice and contributing to ensure the future sustainability of the Centre.

203. Institutional investments to a range of reserve funds earmarked for specific purposes have been included in the 2022-23 Budget Proposals, in Table 1. These include systematic funding to two existing Funds – Campus Improvement and Innovation – and funding to two newly created Funds – ICT Development Fund and the Fellowship Fund. The level of funding proposed for the 2022-23 is as follows:

Reserve	Purpose	2022-23 Budget Proposals
Campus Improvement Fund	To meet capital investment needs in campus and refurbishment not covered by ordinary maintenance budgets or host country complementary contributions.	500 000
Innovation Fund	To promote innovation in learning and knowledge sharing tools, develop new training activities in response to emerging ILO policies and invest in other innovative actions deemed beneficial to the Centre.	400 000
ICT Development Fund	To provide for periodic investments in Information and Communication Technology infrastructure and software renewal that are not part of the normal operating expenditure.	300 000
Fellowship Fund	To provide for partial participation by constituents in the Centre's activities and enhance its tripartite character.	1 200 000

204. The use of these funds would not be restricted to the current financial period as they would accumulate over a longer timeframe providing stability to meet less regular expenditure without impacting ongoing operations. At the end of the financial period, the funds would be subject to a pro-rated adjustment should the surplus from operations be insufficient to ensure their full funding. After funding of these Funds, any budget surplus for the financial period would automatically remain in the General Fund, as defined under Article 7.4 of the Financial Regulations, be applied to unfunded liabilities or to other purposes, at the discretion of the Board.

205. The Board would consider and approve the level of resources for each fund as part of the Programme and Budget Proposals process. For each of the funds, the Centre has defined criteria to be applied in evaluating proposals as well as the internal process to govern their use with the Director having full approval authority, thus ensuring compliance to their purposes and the added-value to the operations of the Centre. With respect to the Fellowship Fund, allocations would be subject to a separate consultative process with the Officers of the Board when required. Information on their funding, use and available balances would be included in future Programme and Budget Proposals as well as the annual Financial Statements.

206. At this time, the two existing Funds show the following resource availability:

Institutional Investment Funds	Balance available as at 31 July 2021 (Euro)
Innovation Fund	21 000
Campus Improvement Fund	1 114 000

207. The Campus Improvement Fund includes funding reserved for the campus infrastructure (€800 000) which will be utilised as part of the renovation of Pavilions Africa 10 and 11 as well as some funding yet to be spent relating to past allocation to the Oracle upgrade and business reviews.

208. The Centre will also seek the Board's endorsement to initiate the systematic funding of the two existing Funds – Innovation and Campus Improvement Funds – as well as the two newly created Funds – Fellowships and ICT Development Funds in the 2020-21 Budget Proposals. This would provide the Centre with the initial resources as of 1 January 2022.

209. The Board is requested to adopt the Programme and Budget Proposals for 2022-23.

Points for decision: paragraph 209.

October 2021

APPENDICES

APPENDIX 1 – RESULTS FRAMEWORK FOR 2022–23

This appendix presents the results framework for 2022–23.

210. The expected overall outcome of the work of the Centre in the 2022-23 biennium is a sustainable organization that contributes with its capacity development services to the achievement of the higher-level outcomes and outputs specified in ILO P&B 2022-23. This overall contribution can be captured with the help of the ILO P&B indicators. For example, the Centre’s capacity development interventions for Workers and Employers organizations contribute to the results reported by ILO under P&B output indicator 1.1.1. (Number of EBMOs with improved governance systems, strategies to widen representation and/or enhanced service provision) and ILO P&B output indicator 1.2.1. (Number of national workers’ organizations with innovative strategies to attract new groups of workers and/or to improve their services).

211. The immediate outcomes and outputs in the results framework of the Centre are expressed along 11 outcome indicators and 25 output indicators listed below. All figures will be disaggregated by higher-level ILO outcome and -output under which the capacity development activity is reported, Furthermore, figures reported under outcomes 1-3 will be disaggregated by Gender, constituent group and type of capacity development service, to ensure Gender balance, priority access for ILO constituents and a mix between face-to-face training and distance learning and training and non-training services respectively.

Level	Indicator	Baseline 2020-21 (as of 4 th August 2021)	Endline 2022-23	Source of verification	Comments
DIMENSION					
TECHNICAL PERFORMANCE					
Immediate Outcome 1					
The Centre has further expanded its service outreach					
Outcome indicator	Growth in training outreach over the previous biennium (in %) <ul style="list-style-type: none"> among direct training beneficiaries among indirect training beneficiaries 	87% N/A	26% 150%	MAP and eCampus	Counting <u>ENROLLMENTS</u> in courses (This will count repetitions of the same learner if she/he joined several courses)
Outputs linked to outcome 1					
Output 1.1. A rebuilt portfolio of face-to-face training activities Output 1.2. Expanded eCampus operations Output 1.3. Digitally enhanced support services for institutional intermediaries Output 1.4. Consolidated operations of the Turin School of Development					
Output indicators	No of enrolments in training activities offered by the Centre	86,775	120,000	MAP	With specific targets for <ul style="list-style-type: none"> Type of training (at least 20,000 enrolments in face-to-face training activities and at least 100,000 enrolments in distance learning activities); Gender (at least 45% women for both face-to-face and distance learning); and affiliation to ILO core constituents (at least 30% of all learners enrolled into both face-to-face and distance learning activities are affiliated with the ILO core constituency For computation of ratios, use count of unique users to avoid distortions from multiple enrolments of the same person
No of enrolments in activities run by institutional intermediaries via online platforms hosted by the Centre					
		5,000	15,000	eCampus and MAP	Capturing indirect outreach via online learning platforms co-created with institutional intermediaries and hosted by the Centre.
Share of non-training services in the capacity development portfolio of the Centre					
		36%	36%	MAP	Disaggregated by sub-category of non-training service and type of institutional clients - at least 30% of them should belong to the ILO core constituency
No of TSD enrolments					
		375	450	MAP	

Level	Indicator	Baseline 2020-21 (as of 4 th August 2021)	Endline 2022-23	Source of verification	Comments
Immediate outcome 2					
The Centre has further increased its service impact					
Outcome indicators	<p>Service satisfaction rates with</p> <p>Training services</p> <p>Non-training capacity development services</p> <ul style="list-style-type: none"> • Training product development • Consultancies • Communication & Advocacy campaigns • Knowledge management support • Meeting and event facilitation • Project management services <p>For training services only:</p> <p>Knowledge acquisition rate</p> <p>Knowledge application rate</p>	<p>4.45</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p>	4.5		<p>On a scale from 1-5 where 1 denotes strong dissatisfaction and 5 denotes high satisfaction</p> <p>Requires development of a surveying system for non-training services!</p>
		82%	85%	MAP	Disaggregated by type of training (face-to-face and distance), by direct and indirect beneficiary, by gender, and by constituency group
		73% (2020)	75%	External evaluations	
Outputs linked to outcome 2					
Output 2.1. A results framework inspired by the ILO capacity development strategy					
Output 2.2. More sophisticated learning analytics					
Output indicators	Share of Centre's training activities bundled as diploma	10% (confirm)	25%	MAP	No of open courses linked to diploma studies over total number of open courses in the catalogue x 100.
	Rating of the Centre's LA system on the LA sophistication pathway	Level 2,5	Level 3	LA system sophistication matrix	<p>Leaning back on the model developed by Siemens, G., Dawson, S., & Lynch, G. (2014). Improving the Quality and Productivity of the Higher Education Sector – Policy and Strategy for Systems-Level Deployment of Learning Analytics. Canberra, Australia: Office of Learning and Teaching, Australian Government. Accessible here: http://solaresearch.org/Policy_Strategy_Analytics.pdf</p>

Level	Indicator	Baseline 2020-21 (as of 4 th August 2021)	Endline 2022-23	Source of verification	Comments
DIMENSION					
FINANCIAL PERFORMANCE					
Immediate outcome 3					
The Centre has further diversified its revenue mix					
Outcome indicator	Share of total net contribution from earned revenue to total net contribution to cover fixed expenditure, contingency and institutional investments	54%	56%	ORACLE	
Outputs linked to outcome 3					
Output 3.1. More and stronger development partnership linkages Output 3.2. A more systematic approach to digital marketing analytics Output 3.3. Strengthened in-house bidding capacity					
Output indicators	Growth in no of funding agreements p.a.		5%	PRODEV	
	Return on marketing investment Definition: The ratio of gross (additional) revenue from capacity development activities over gross marketing investment to promote them.	N/A	5:1	ORACLE	Open courses promoted with targeted marketing investments from the Office of the Director Training only
	No of bids with a budget exceeding 500,000 Euro awarded to the Centre	4	6	internal database	
Immediate outcome 4					
The Centre has improved its operational efficiency					
Outcome indicator	Ratio of support service staff to total staff	33%	30%	HRS	
Outputs linked to outcome 4					
Output 4.1. Further business processes streamlined and digitalized Output 4.2. Reduced indirect staff costs					
Output indicators	No of business processes streamlined and digitalized during the reporting period	4	6	FINANCE AND ICTS	Focus on enrolment , invoicing and payment processes through e-commerce
	Share of indirect staff costs in total staff costs	31,4%	29,75%	ORACLE	

Level	Indicator	Baseline 2020-21 (as of 4 th August 2021)	Endline 2022-23	Source of verification	Comments
DIMENSION	ORGANIZATIONAL PERFORMANCE				
Immediate outcome 5	The staff of the Center have been upskilled to perform their new roles				
Outcome indicators	% of recommendations from the 2021 skills gap survey implemented	N/A	100%	HRS	
Outputs linked to outcome 5	Output 5.1.A new human resources management strategy Output 5.2. A revised performance management system Output 5.3. Re-profiled staff positions Output 5.4. Enhanced in-house leadership skills				
Output indicators	HR strategy document released	N/A	By 06/22	HRS	
	Performance appraisals linked to indicators cascaded from this results framework	N/A	By 12/22	HRS	
	Share of job descriptions reviewed in consultation with incumbents and supervisors	N/A	100%	HRS	
	No of staff graduating from the in-house 'leadership accelerator' programme	N/A	5	HRS	
Immediate outcome 6	Part of the campus facilities have been upgraded to meet the requirements of the new operational model				
Outcome indicator	Level of participant satisfaction with refurbished campus facilities in Pavilions Africa 10&11	4.26	4.5	FIS	The baseline refers to the average satisfaction rate with campus facilities in 2019
Outputs linked to outcome 6	Output 6.1. Phase 1 of the renovation of the Campus is completed Output 6.2. The design concept for the refurbishment of Pavilion Americas 2 has been drawn up and funding secured				
Output indicators	Implementation of phase I of the refurbishment plan completed	N/A	By 07/2022	FIS	
	Tender for Phase II of the refurbishment plan issued	N/A	By 07/2023	FIS	

Level	Indicator	Baseline 2020-21 (as of 4 th August 2021)	Endline 2022-23	Source of verification	Comments
Immediate outcome 7	The information and communication technology deployed by the Centre is inclusive and compliant with global security standards				
Outcome indicator	ISO 27001 Security certification	Certified compliant	Retain certification	ICTS	ISO 27001 Security certification
Outputs linked to outcome 7	Output 7.1. Digitally inclusive information and communication technologies Output 7.2. Higher resilience thanks to cloud-based services Output 7.3. Enhanced cybersecurity				
Output indicators	% of open online courses compliant with the WCAG 2.1 at level AA	N/A	70%	ICTS	WCAG= Web Content Accessibility Guidelines
	Share of cloud-based communication and digital collaboration services.	30%	100%	ICTS	
	Reduction in Service Level Agreement downtime (the no of days IT services are down)	3 days	2 days	ICTS	
Immediate outcome 8	The Centre complies with global standards of good governance.				
Outcome indicator	Board confirmation of senior managements' proper discharge of duties		annually	DIR	
Outputs linked to outcome 8	Output 8.1. The Centre has received unqualified audits Output 8.2. Improved interim reporting about the Centre's performance				
Output indicators	Annual unqualified audits	obtained	To be retained	FINANCE	
	Periodic performance updates for Board members	N/A	Quarterly updates	DIR/TDIR	Using a publicly accessible online dashboard that visualizes Centre's performance viz selected KPI of the results framework

Level	Indicator	Baseline 2020-21 (as of 4 th August 2021)	Endline 2022-23	Source of verification	Comments
DIMENSION	CROSS-CUTTING STRATEGY DRIVERS				
Outcome	The Centre is aligned with higher-level ILO guidance documents to promote Innovation, Gender Equality and Diversity, and International Labour Standards, Tripartism and Social Dialogue				
Outcome indicator	ILO Governing Body acknowledges the alignment of the Centre with ILO strategy		annually	GB notes	GB notes covering the institutional segment
Outputs linked to CCSDs	Output A. ILS, Social Dialogue and Tripartism reflect as core values in the Centre's curriculum Output B Equitable access to the Centre's training activities Output C. The Centre is acknowledged as a pillar of the ILO Knowledge and Innovation Hub.				
Output indicators	% of ILO staff acknowledging the Centre to be a learning innovation leader	N/A	90%	LIP	Annual perception surveys
	Compliance with the outreach target for female participants set out in the ILO Gender Equality Action Plan (45%)	43%	45%	MAP	Baseline relates to 2019 figures
	% of open courses of the Centre explicitly referencing ILO messages on ILS, Tripartism and SD	35% (ILS) and 24% (SD+T)	40% and 30%	MAP	Baseline data for 2018-19

APPENDIX 2 – 2020-21 FORECAST AND 2022-23 BUDGETED NET CONTRIBUTIONS FROM TRAINING AND NON-TRAINING ACTIVITIES BY SOURCE OF FUNDING

(in thousands of euro)	2020-21 Budget	%	2020-21 Forecast	%	2022-23 Budget Proposals	%
ILO	7 137	30	10 883	41	11 193	41
Development Banks	238	1	265	1	273	1
Italy	3 568	15	2 389	9	2 457	9
European Union	476	2	-	-	-	-
Other multi-bilateral organizations	8 088	34	8 229	31	8 463	31
United Nations organizations	1 903	8	2 124	8	2 184	8
Self-paying participants	2 379	10	2 654	10	2 730	10
NET CONTRIBUTION FROM TRAINING AND NON-TRAINING ACTIVITIES	23 789	100	26 544	100	27 300	100

APPENDIX 3 – COMPARATIVE SUMMARY OF REGULAR AND VARIABLE BUDGET STAFF RESOURCES FOR 2020-21 AND 2022-23

Grade	2020-21 Budget				2022-23 Budget Proposals			
	Regular Budget (RB) staff		Variable Budget (VB) staff		Regular Budget (RB) staff		Variable Budget (VB) staff	
	FTE	Estimated costs	FTE	Estimated cost	FTE	Estimated cost	FTE	Estimated cost
ADG	2.0	466 000	--	--	2.0	474 000	--	--
D.2	2.0	434 000	--	--	2.0	448 000	--	--
D.1	2.0	464 000	--	--	2.0	485 000	--	--
P.5	32.0	5 506 000	--	--	36.0	6 372 000	2.0	415 000
P.4	50.0	7 846 000	6.0	936 000	50.0	7 697 000	6.0	876 000
P.3	14.0	1 729 000	6.0	719 000	14.0	1 629 000	6.0	735 000
P.2	14.0	1 368 000	8.0	767 000	10.0	995 000	6.0	542 000
P.1	--	--	2.0	130 000-	--	--	2.0	147 000
Total	116.0	17 813 000	22.0	2 552 000	116.0	18 100 000	22.0	2 715 000
G.7	12.0	1 310 000	--	--	6.0	660 000	--	--
G.6	20.0	1 937 000	--	--	34.0	3 142 000	--	--
G.5	56.0	4 627 000	--	--	59.0	5 019 000	4.0	333 000
G.4	66.0	4 736 000	8.0	589 000	58.0	3 989 000	8.0	558 000
G.3	20.0	1 176 000	32.0	1 858 000	15.0	873 000	28.0	1 651 000
G.2	--	--	--	--	2.0	119 000	--	--
Total	174.0	13 786 000	40.0	2 447 000	174.0	13 802 000	40.0	2 542 000
GRAND TOTAL	290.0	31 599 000	62.0	4 999 000	290.0	31 902 000	62.0	5 257 000

APPENDIX 4 – REGULAR BUDGET AND VARIABLE BUDGET STAFF RESOURCES BY GRADE AND ORGANIZATIONAL UNIT FOR 2022-23

Organizational Unit	Professional category and above										General service category							Grand total Expenditure (euro)		
	ADG	D2	D1	P5	P4	P3	P2	P1	Total FTE	Total Expenditure (euro)	G7	G6	G5	G4	G3	Total FTE	Total Expenditure (euro)			
Director's Office	2.0	2.0	—	—	—	—	—	—	4.0	922 000	—	4.0	—	—	—	4.00	409 000	8.00	1 331 000	
TOTAL	2.0	2.0	—	—	—	—	—	—	4.0	922 000	—	4.0	—	—	—	4.00	409 000	8.00	1 331 000	
Training Department																				
Training Programmes	—	2.0	30.0	42.0	20.0	16.0	2.0	112.0	16 168 000	4.0	12.0	42.0	34.0	32.0	124.0	9 327 000	236.0	25 495 000		
TOTAL	—	2.0	30.0	42.0	20.0	16.0	2.0	112.0	16 168 000	4.0	12.0	42.0	34.0	32.0	124.0	9 327 000	236.0	25 495 000		
Financial Services	—	—	7.0	4.0	—	—	—	6.0	1 025 000	—	6.0	6.0	8.0	7.0	27.0	1 839 000	78.0	2 864 000		
Facilities and Internal Services	—	—	2.0	4.0	—	—	—	6.0	204 000	—	4.0	6.0	18.0	8.0	36.0	2 532 000	42.0	3 533 000		
Medical Services	—	—	—	—	—	—	—	—	—	—	—	2.0	—	—	2.0	162 000	2.0	162 000		
Human Resources Services	—	—	2.0	2.0	—	—	—	4.0	626 000	—	6.0	5.0	—	3.0	14.0	1 109 000	18.0	1 735 000		
Information and Communications Technology Services	—	—	2.0	4.0	—	—	—	6.0	1 080 000	2.0	2.0	2.0	6.0	—	12.0	959 000	18.0	2 039 000		
TOTAL	—	—	8.0	14.0	—	—	—	22.0	3 725 000	4.0	10.0	28.0	30.0	14.0	86.0	6 608 000	108.0	10 333 000		
GRAND TOTAL	2.0	2.0	32.0	50.0	14.0	14.0	—	116.0	20 815 000	12.0	20.0	56.0	66.0	20.0	174.0	16 344 000	200.0	37 150 000		
Regular Budget (RB)									18 100 000							13 802 000		31 902 000		
Variable Budget (VB)									2 715 000							2 542 000		5 257 000		

