

INTERNATIONAL TRAINING CENTRE OF THE ILO
Board of the Centre

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Director's report on the activities of the Centre in 2009-2010 and perspectives for 2011

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OVERVIEW AND HIGHLIGHTS

Mandate of the Centre

1 The International Training Centre of the ILO is the training arm of the International Labour Organization. It runs training and learning programmes that cover all the main areas of priority on the Decent Work Agenda. Its activities aim at enhancing participants' knowledge and competencies with a view to strengthening their performance as policy-makers, managers, practitioners and trainers of the ILO's constituent and partner institutions. The ultimate objective is the development of institutional capacity and the improvement of organizational performance in support of the Decent Work Agenda and sustainable development.

2 The Centre contributes to the attainment of ILO objectives through: the implementation of human resources development components of Decent Work Country Programmes; the design and facilitation of international knowledge-sharing activities among tripartite constituents in areas of common concern; the promotion and dissemination of ILO tools, policies and standards to new and larger audiences; the development and management of learning tools and networking platforms; and the development of ILO staff competencies.

3 The Centre's range of services is highly diverse. Every year, the Centre holds regular standard courses. In addition, the Centre may be entrusted with producing a tailor-made training activity, with implementing a single project component or with the overall design and execution of a multi-year project that has several components. Tailor-made training activities are usually integrated into nationally executed programmes or projects and therefore contribute to the overall development efforts and Decent Work Programmes of the recipient country.

Introduction

4 The Centre's programmes are implemented in the context of the 2007-2011 Development Plan adopted by the Board in 2006. The vision underpinning the Development Plan is to enhance the relevance and effectiveness of the Centre's contribution to the attainment of the Decent Work Agenda as a global development goal and to its translation into Decent Work Country Programmes.

5 In the context of the Development Plan, the Centre has evolved both in quantitative terms, reaching out to a larger number of ILO constituent and partner institutions, and in qualitative terms, as its contribution to the ILO's broader strategies has become more and more apparent.

6 Since the adoption of the Plan, important developments have taken place within the ILO, including the adoption of the 2008 Declaration on Social Justice for a Fair Globalization and of the 2010-2015 Strategic Policy Framework. As the economic and financial crisis has substantially changed the international contexts in which the ILO operates, the Centre has also sought to support the ILO's response strategies in the framework of the Global Jobs Pact.

Overall balance

7 The next chapters provide an overview of the Centre's general results, statistics and activities in 2009. They also look ahead to the main developments under way in 2010 and expected in 2011.

8 Highlights in 2009 included:

- (i) A substantial increase in the number of activities, participants and participant days to attain the highest level in the Centre's history.
- (ii) A further improvement in the gender balance among participants: almost 45 per cent of participants were women.
- (iii) Significant participation by social partners. The combined number of employer and worker representatives reached 23.1 per cent of all Centre participants. However, the proportion of social partner participants fell slightly from 2008.
- (iv) Continued investment in both product development and learning technology, resulting in greater appreciation of the Centre's activities by participants. In particular, several new curricula developed since 2008 were successfully tested in 2009, thus contributing to the expansion of the Centre's activities.

9 The integration of the Centre's programmes into the ILO's longer-term strategies was enhanced by active participation in the Office's outcome-based planning exercise in the second half of 2009. The

Centre also contributed, in so far as its mandate and competence allowed, to the implementation of the Global Jobs Pact and to the follow-up to the G20 leaders' statement mandating the ILO to develop a new training strategy to address the global economic crisis. The collaboration between the Centre and ILO sectors and regions, notably in the implementation of RBSA-funded programmes, expanded in 2009, as did the Centre's role in ILO staff development.

10 The concerns and uncertainties linked to the progressive reduction of non-earmarked voluntary contributions to the Centre prompted a joint effort to review the processes and modalities of collaboration and integration between the Centre and the Office. The aim is to streamline planning and operational mechanisms and to pool both regular budget and extra-budgetary resources.

11 As part of the international community's follow-up to the Paris and Accra declarations on policy coherence, new partnerships with the broader family of international development training institutions led to a successful first international "learning link" in December 2009, in Turin, to promote knowledge and experience-sharing among international training providers.

Key issues

12 The Centre continues to gain visibility and reputation both within the ILO and among its constituents and the international training and learning community. In the highly competitive environment in which the Centre operates, the ILO brand adds to the credibility and visibility of the Centre. The Centre also benefits from the active collaboration of ILO technical sectors and field offices in the planning, design, funding and running of its programme. At the same time, the Centre renders good service to the ILO cause by disseminating ILO values, policies and tools, by developing institutional capacity among its constituents and by eliciting feedback from national constituents on its own policies and strategies.

13 The serious discussion initiated at the Board meeting in November 2009 on the Centre's financial situation and long-term sustainability should not overshadow the positive results achieved by the Centre. In most respects, 2009 was in fact an outstanding year for the Centre. For the first time, the Centre ran more than 500 training and learning activities, with an increase of over 15 per cent in the number of participants compared to 2008. These quantitative achievements were obtained with no prejudice to the relevance and quality of the Centre's programmes. The level of appreciation of the Centre's activities, as expressed in participants' evaluations,

increased slightly in 2009 over the year before. At the same time, over 80 per cent of the Centre's programmes were directly linked to ILO operational outcomes. Despite the fall in income from its main donor in 2009, these results were achieved while producing a comfortable financial surplus of about one million euros, thanks to a combination of cost-containment measures, a diversification of funding sources and increased financial support from several ILO sectors and offices.

Cost containment

14 In the face of emerging budgetary challenges, the Centre's management engaged in a serious spending review of its different budget items and identified a number of areas for rationalizing expenditure by overhauling existing procedures, work processes and practices. This exercise covered aspects such as:

- Improved planning and deployment of existing human resources in the different teams, by reducing external recruitment through re-allocation of existing staff and by creating incentives and mechanisms for teams to share staff. It is expected that a reduction in staff costs of €600,000 will be made in 2010 through staff-sharing, fewer short-term recruitments, the freezing of vacant posts, recruitment at lower grades, the suspension of staff meal subsidies and reduced staff development spending.
- Rationalization and reduction of participant costs by standardizing services. New rules and procedures were adopted for participants' subsistence allowances, transport from and to the airport, coffee breaks and more. A reduction of some €400,000 in variable costs was obtained this way in 2009.
- New policies and standards concerning the use of external collaborators, notably in the calculation and payment of travel and subsistence costs, were implemented in early 2010.
- Measures to reduce utility costs and other operating expenses, including mission costs, communications, postage, interpretation and translation, as well as streamlining internal procedures. This is likely to save some €100,000.
- Deferral of a planned €150,000 disbursement to update office software and €50,000 to replace old computers and peripherals.
- Improved internal processes to monitor and process donors' contributions and participants' payments. This has made it possible to recover €300,000 in overdue funds from different sponsors and to reduce the risk of new "bad debts".

Diversification of funding sources

15 Information on the Centre's financing is contained in the financial documents submitted to the Board. The information presented here refers specifically to income for training programmes and projects, and does not take into account assessed contributions from Italy, the ILO, France and the local authorities of Turin and Piedmont.

16 Income from training activities was 27.2 million euros in 2009 (including publications). Chart A and Table 1 show the sources of funds for the Centre's activities at different levels of aggregation.

17 Italy's annual voluntary contribution to the Turin Centre made up about 14 per cent of the total income from activities. This is significantly less than in 2008, which is partly because of the reduction in the annual contribution, but also because increases in the ILO's allocations in the second half of 2009 enabled the Centre to re-programme a substantial amount of Italian funds to 2010. Additional contributions were, however, obtained from the Italian Government for new projects in 2009 and 2010. Italy therefore remained the single largest multi-bilateral donor to the Centre, not to mention contributions received from the regional government of Piedmont and from Italian non-state institutions.

18 The ILO's share of the Centre's training income rose to over 32 per cent in 2009, against 17 per cent in 2008 (it had been around 23 per cent in 2007). The ILO's regular budget resources allocated to the Centre's training activities accounted for about 16.1 per cent of the total income for training activities. An additional 4.8 per cent was provided from the RBSA and around 11.6 per cent from ILO extra-budgetary

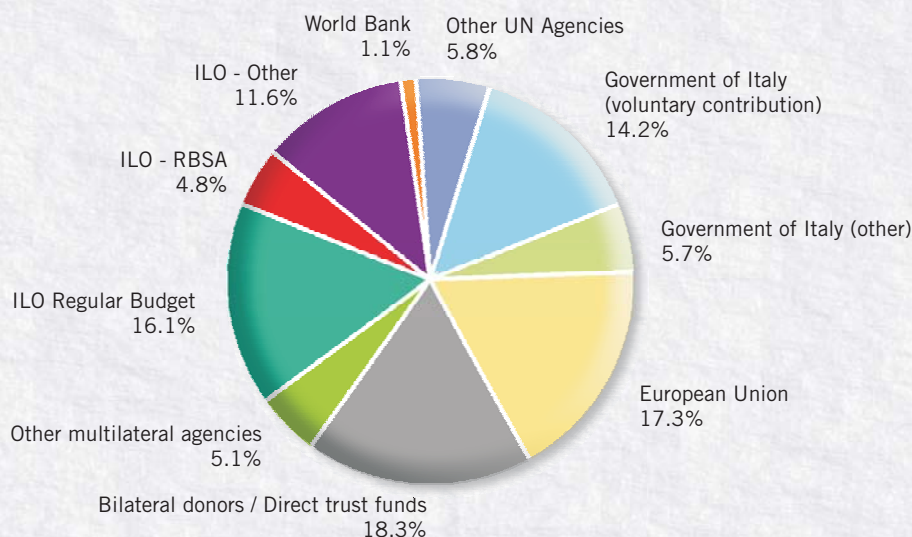
resources. This latter figure includes both activities directly funded to the Centre within ILO/donor partnerships and components of ILO technical cooperation programmes and projects.

19 ILO funding tends to decrease in the first year of each biennium and to increase in the second year. A significant volume of slippage funds was transferred to the Centre before the end of the 2008-09 biennium, which contributed significantly to the positive operational and financial results of the Centre in 2009.

20 Beyond the cyclical ups and downs, however, the increase in ILO funding in 2009 is an indication of growing ownership and commitment by a meaningful number of ILO sectors and offices. The level of ILO funding in 2010 and 2011, however, will mainly reflect the volume and schedule of donor (extra-budgetary and RBSA) contributions received by the Office itself.

21 As regards the implementation of the funding strategy endorsed by the ILO Governing Body in November 2007, the Centre has been involved in the negotiation, planning and implementation of ILO/donor partnership programmes. Although no direct allocation to the Centre had been made in the context of the ongoing ILO partnerships with Sweden and Norway, the Centre implemented substantial training components in the areas of social dialogue and gender equality, in collaboration with the relevant ILO sectors and offices. In 2009 and 2010, the Centre also completed the implementation of a Dutch-funded project to strengthen the capacity of social partners included in the 2006-2010 Netherlands-ILO partnership programme.

**CHART A:
INCOME FROM ACTIVITIES BY SOURCE OF FUNDING (2009)**



**TABLE 1:
INCOME FROM TRAINING ACTIVITIES – 2009**

Funding source	€
Government of Italy (annual voluntary contribution)	3,852,465
Government of Italy (other sources)	554,079
Government of Italy (total)	4,406,544
Piedmont Region	226,424
Compagnia San Paolo	462,345
Fondazione CRT	190,073
Other Italian institutions	115,781
Italy, others (total)	994,623
European Union	4,721,553
Spain	409,915
World Bank	308,632
Bulgaria	216,470
Dutch Employers' Cooperation Programme	203,957
Germany (GTZ)	134,854
Kosovo (UNMIK)	115,830
Tanzania	105,967
Nigeria	105,422
African Development Bank	85,164
Portugal	82,889
El Salvador	76,337
Viet Nam	76,220
Inter-American Foundation	65,832
Ghana	63,184
International Trade Union Confederation	63,114
France (AFD)	60,500
Angola	57,000
Liberia	54,117
Walloon Community of Belgium	51,946
Fédération des Entreprises de Belgique	49,418
Fundación Andares	43,540
AGFUND	32,460
Ireland	25,000
Others	4,204,389
Donors, direct trust funds and self-paying (total)	6,692,157
ILO regular budget	4,374,377
ILO RBSA	1,313,796
ILO/Netherlands	211,735
ILO/France	162,496
ILO/Flemish Community of Belgium	381,517
ILO/Italy	123,489
Other ILO extra-budgetary sources	2,272,062
ILO (total)	8,839,472
UNDP	259,197
WIPO	126,170
UNOPS	66,012
UNICEF	52,845
UNIDO	51,495
Other UN organizations and agencies	1,013,410
UN agencies and organizations (total)	1,569,129
TOTAL INCOME FROM TRAINING ACTIVITIES	27,223,478

22 There are direct contributions to the Centre in the partnership agreements to be signed with France and the Flemish Community of Belgium. In the case of France, the amount for the Centre has increased and more flexible modalities have been adopted.

23 The Government of Portugal made a direct contribution to the Centre for the first time in 2009, for a project on extending social security in Africa. Two new projects on social security for workers' and employers' organizations were approved by Spain in mid-2010. The collaboration programme with the training centre of the Ministry of Labour of Bulgaria, financed by the Bulgarian Government, was maintained in 2009 and 2010. The Irish Government also maintained its annual contribution to the Centre, though at a lower level. When this report was drafted, discussions were under way with the Government of Brazil for a first contribution to the Centre's training activities.

24 The European Union remained the third largest donor to the Centre in 2009 – after Italy and the ILO – and is a substantial donor in 2010. The portfolio of EU-funded activities is very diverse in terms of funding modalities – competitive bidding, calls for proposals or direct agreements – and the origin of funds, as different Directorates-General, delegations, programmes and agencies of the European Commission are involved. However, the Centre is now well known and appreciated as a reputable and reliable partner by the European Commission, as was explicitly recognized at the latest EU-ILO annual high-level meeting in Brussels in late 2009.

25 Non-state donors once more included Turin-based foundations, but also co-financing by the Belgian and Dutch employers' federations, the ITUC, the Inter-American Foundation, the Friedrich Ebert Foundation and Argentina's Fundación Andares. In 2009 and 2010, collaboration began with the Aga Khan Development Network on training its staff. A public enterprise in Morocco, the Office National des Phosphates, has financed a large training programme for its managers and trade unionists on labour relations and social dialogue in 2010. Also in 2010, FIAT has financed the Centre's development of a set of modules on non-discrimination for the training of its own managers.

26 The Centre continued to develop its capacity to generate income from other sources, either through direct negotiation or through competitive bidding. An important dimension of this is the establishment of partnerships with different institutions based on pooling resources and expertise.

27 Thirty-nine tendering initiatives were taken in 2009. Nine applications were successful, bringing in 3.1 million euros, excluding co-funding when

requested. These were mostly submitted by the Centre as the lead partner of a consortium or as a stand-alone applicant. In the first half of 2010, five new projects were awarded to the Centre after competitive bidding, for a total income of around 2 million euros.

28 A large number of standard and tailor-made programmes were run with direct financial participation by the recipient institutions. This shows how competitive the Centre is.

Resource mobilization strategy

29 The Centre's concern is now to stabilize and consolidate its funding base with a view to making resources more predictable and reducing the uncertainty and high transaction costs of negotiations with both internal and external ILO stakeholders, in particular by:

- Improving mechanisms for joint planning and delivery with the Office in order to reduce transaction costs and attain greater economies of scale. A number of measures are being jointly reviewed, with particular regard to: the use of regional RBTC; streamlining invoicing processes between the Office and the Centre; linking the Centre's work to ILO outcomes and indicators more formally in order to encourage ILO units to involve the Centre in their work more systematically; devising and implementing a clearer and more explicit capacity development strategy for ILO constituents in follow-up to the 2008 Declaration and in the framework of the Global Jobs Pact initiatives.
- Improving the balance between fixed contributions and ad hoc contributions. This would enhance the long-term sustainability and predictability of the Centre's budget and also allow the Centre to reduce the cost of access to its training for constituents and for national institutions from the poorest countries. To this end, the ILO has already agreed to increase its contribution to the Centre by US\$ 500,000 for the 2010-2011 biennium. Italy, for its part, has confirmed that the level of its assessed contributions will remain at the same level as in prior years, i.e. €8,750,000. Initiatives are under way with other member governments to obtain assessed contributions, although no firm commitment had been made by the time this report was written.
- Reducing the earmarking of both ILO and donor contributions. Beyond its quantitative aspects, the strategic value of Italy's annual voluntary contribution to the Centre lies in its non-earmarked nature. This allows the Centre to use it to respond to institutional priorities –

including participation by ILO constituents – and to emerging demands, as well as to multiply the volume of activities through co-financing. From this point of view, Italy's voluntary contribution is used by the Centre for the same purposes as the ILO uses RBSA. The Centre is actively seeking to expand this approach with other donors who may be interested in providing support to programmes in their priority areas and languages rather than financing specific courses or projects.

- Identifying and negotiating predictable and cost-effective mechanisms for the Centre to take part in RBSA-funded programmes and in ILO-donor partnerships. In March 2010, the Office proposed to the Governing Body the introduction of better ways to boost the Centre's participation in ILO-donor partnerships, including the establishment of specific components for capacity development, to be managed directly by the Centre. In conjunction with PARDEV, the Centre is reviewing opportunities to apply this approach as new partnerships are negotiated between the Office and donor agencies. However, a number of ILO donor governments disagreed with this approach at the Governing Body meeting in March 2010.

30 The good start to activities in 2010 – despite the inevitable slowdown at the beginning of the new biennium – is also a demonstration of a higher gear in the collaboration between the Office and the Centre. There is no single explanation for this increased flow of resources, which is a combination of regular budget, extra-budgetary and RBSA funds. As expected, the Centre's involvement in designing ILO programmes is leading to resources becoming more readily earmarked for training.

31 The opportunity costs involved for the Centre in mobilizing ILO resources, however, remain significant in terms of the number of transactions and the predictability of planning and delivery. In that regard, progress has been made in areas such as RBTC and ILO staff development. As regards extra-budgetary resources, arrangements remain very different in relation to specific ILO-donor partnership mechanisms. Progress was recorded in some instances, but in other cases donors decided to maintain existing arrangements or even discontinue previously agreed modalities for collaboration with the Centre.

32 As regards Regular Budget Supplementary Account (RBSA) resources, at the time this report was drafted the Office was still negotiating contributions with donor agencies. No mechanism for resource allocation had yet been launched. The impact of the new resource planning and allocation mechanisms set up by the Office on the Centre's operations can only be assessed later.

33 The Centre maintains that allocating upfront resources for training and learning activities in the budget of ILO-donor partnerships and RBSA-funded programmes would significantly enhance the cost-effectiveness and reliability of the Centre's planning. Within the context of global programmes funded through donor partnerships or the RBSA, the Centre is well positioned to design and implement cross-fertilization and experience-sharing activities that bring together countries facing similar challenges and working on similar priorities, as a contribution to making the Decent Work Country Programmes successful. Conversely, although the Centre can implement training components of individual DWCP strategies, it is not in a position to ensure effective and timely coordination of cross-fertilization processes among individual projects decentralized to ILO field offices, which plan and run activities in isolation from one another.

34 The longer-term objective of the Centre is not just to ensure its financial sustainability, but also to be in a position to enhance the relevance of its programmes to the Decent Work Agenda, as well as to the broader international development agenda, by reducing its dependence on the open market. The Centre has proved that it does not shy away from competition and considers its capacity to attract resources through competitive bidding or through the sale of training services to be an indicator of quality and cost-effectiveness. At the same time, a more balanced ratio between market operations and longer-term institutional partnerships would make it substantially easier for the Centre to align its work further with broader ILO priorities and plans, to ensure greater participation by ILO tripartite constituents, to facilitate access to training opportunities by national institutions in the poorest countries and to invest in critical areas such as campus improvement, technology, impact evaluation, and follow-up with

participants and their institutions, in support of the Decent Work Agenda, both nationally and internationally.

Indicators and trends in 2009

35 Quantitative indicators regarding the Centre's training activities and participants in 2009 are shown in Chart B and Table 2. In quantitative terms, the Centre's performance in 2009 was significantly better than in 2008.

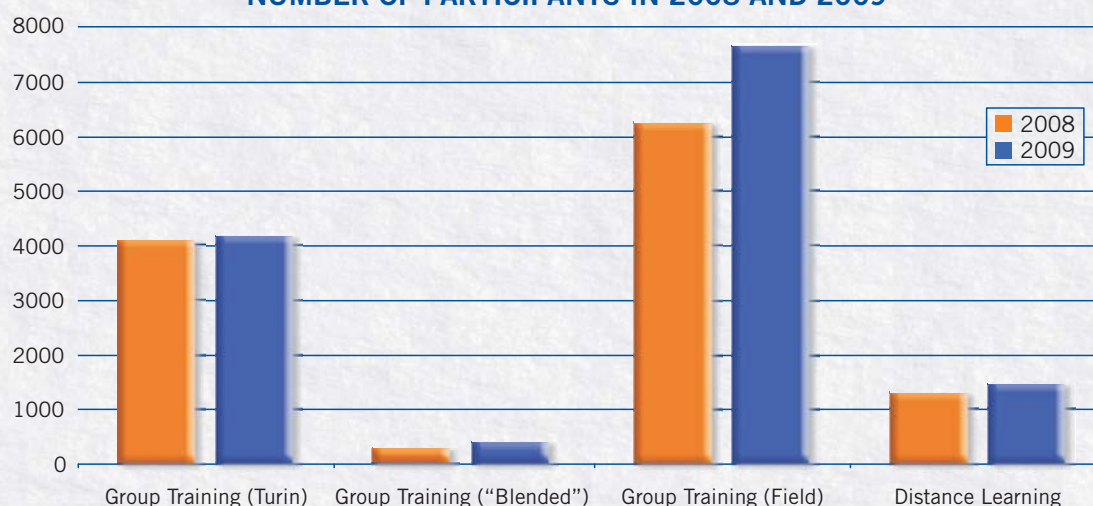
36 The overall number of both activities and participants increased considerably. The number of days of training and participant days also increased, but not in the same proportion, as the result of a tendency to reduce the length of face-to-face courses.

37 48 per cent of activities were held off-campus, whereas 12 per cent were entirely distance learning programmes and 4 per cent were "blended". Face-to-face activities held in Turin, taking advantage of the campus learning facilities and environment, accounted for slightly over one third of the total. In this, there was a strong pattern of continuity with previous years.

38 Standard courses made up less than one quarter of the Centre's portfolio. The remaining activities were project-based, or tailored to specific requests by client institutions and sponsors.

39 The number of activities held entirely at a distance fell slightly, but this was compensated for by the increase in blended courses. Furthermore, the Centre is installing virtual platforms for different knowledge-sharing and information-sharing purposes, often in conjunction with ILO departments.

**CHART B:
NUMBER OF PARTICIPANTS IN 2008 AND 2009**



**TABLE 2:
DISTRIBUTION OF ACTIVITIES BY TYPE OF TRAINING IN 2008 AND 2009**

	2008				2009			
	Activities	Participants	Days of training	Participant days	Activities	Participants	Days of training	Participant days
At the Centre	159	4,072	1,301	34,137	181	4,148	1,373	32,146
“Blended-C” (distance plus face-to-face phase on campus)	13	274	823	19,243	19	394	608	13,502
<i>Distance</i>			348	7,458			225	4,682
<i>On campus</i>			475	11,785			383	8,820
In the field	224	6,261	1,073	29,130	241	7,647	1,001	29,975
“Blended-F” (distance plus face-to-face phase in the field)					3	83	79	2,875
<i>Distance</i>							56	2,230
<i>In the field</i>							23	645
Distance	52	1,286	660	17,098	62	1,453	1,069	23,567
TOTAL	448	11,893	3,857	99,608	506	13,725	4,130	102,065

1. The “participant day” indicator is calculated for each training activity as the product of the number of participants and the actual number of days of training.
2. To make face-to-face and distance learning activities comparable, the days of training for the latter are calculated as the total number of “prescribed” study hours divided by six (six being the number of study hours in a day of training in a face-to-face activity).
3. In 2009, participants came from 191 countries/territories. Detailed statistics on the distribution of participants by country of origin are given in Annex III.

Trends in 2010 and perspectives for 2011

40 Table 3 gives a summary of participants and activities for the first half of 2010, compared to the same period in 2009.

**TABLE 3:
DISTRIBUTION OF ACTIVITIES BY TYPE OF TRAINING
(Comparison between the first semester of 2009 and the first semester of 2010)**

	2009				2010			
	Activities	Participants	Days of training	Participant days	Activities	Participants	Days of training	Participant days
At the Centre	82	1,729	695	13,721	69	1,516	506	10,883
“Blended-C” (distance plus face-to-face phase on campus)	4	75	149	3,025	6	110	260	6,738
<i>Distance</i>			54	895			30	578
<i>On campus</i>			95	2,130			230	6,160
In the field	79	2,569	333	11,082	103	3,189	369	9,042
“Blended-F” (distance plus face-to-face phase in the field)	-	-	-	-	1	82	17	1,394
<i>Distance</i>							12	984
<i>In the field</i>							5	410
Distance	22	392	299	5,010	19	639	275	8,539
TOTAL	187	4,765	1,476	32,838	198	5,536	1,427	36,596

41 Provisional data for 2010 show a volume of training activities which compares favourably with that of previous years, though the final volume of programmes may eventually not equal that of 2009. The data show that the Centre has been able to maintain a high level of activity in the first half of the year despite the reduction in Italy's voluntary allocation and despite the traditionally slow start to collaboration with the Office in the early months of a new biennium. This is partly explained by improved planning mechanisms established in 2009 and used again in 2010 to ensure a more balanced distribution of activities throughout the year and avoid concentration at the end of the year. The negative impact of the reduction in Italy's voluntary contribution was partially offset by re-programming of funds from 2009 thanks to the ILO's increased financial support in 2009. Other important factors were the return on the investment made by the Centre in product development in previous years, on that in improving joint planning and resource pooling with ILO programmes, and success in obtaining new projects in 2009.

42 This situation may contribute to mitigating the concerns that have emerged in recent months over the financial and operational sustainability of the Centre. It shows that the Centre has reacted effectively to the challenges facing it.

43 This is occurring in an external environment which remains problematic. The consequences of reduced contributions by the Centre's main donor will progressively become more apparent in future years as the possibility of re-programming funds becomes more limited. Meanwhile, the lingering impact of the economic crisis on the budget capacity of national institutions has implications for multilateral ODA budgets as well as on paying demand for the Centre's services. To counter these negative trends, the lower exchange rate of the euro with the US dollar is making the Centre more competitive.

44 The orderly planning and running of the Centre's activities also remains vulnerable to external factors beyond the Centre's control. The growing complexity of, and delays in, processing Schengen visas negatively affects participants' attendance of the Centre's courses in Turin. Unforeseeable circumstances, such as the influenza pandemic in 2009, and the ash-cloud eruption in April 2010, had a considerable impact on the Centre's work.

45 The Centre is working actively to diversify and improve its training further. A review is under way that will repackage standard curricula and make innovations with a view to offering more attractive and visible learning events that will become internationally recognized benchmarks of excellence. Each event

should cluster together different courses in a particular field and offer participants individual 'learning paths'. This approach, which has already been successfully tested in areas such as micro-credit, enterprise development and local development, is also likely to attract greater interest and ownership by the relevant ILO sectors and to attract well-known international personalities as keynote speakers.

46 The Centre is also assessing its involvement in competitive bidding operations, in order to ensure greater cost-effectiveness in the detection, selection and preparation of bids.

47 Finally, the Centre is considering launching courses in Italian, in order to attract a national audience for social and labour issues of high priority in the host country.

48 Perspectives for 2011 are linked to the pace of implementation of the funding strategy outlined above. The second year of the ILO's biennium is traditionally less challenging from a financial point of view, because a larger flow of resources is generated. On the other hand, the current international scene does not allow for over-optimism about future flows of resources for international cooperation and official development aid. The cost-containment decisions made in 2009 and 2010 will have a positive impact on 2011, too. However, additional savings on operational and staff costs might eventually jeopardize the quality of the Centre's environment and services.

49 The Centre will therefore continue closely to monitor challenges and opportunities in its external environment in relation to a variety of factors. One such factor is expectations about future contributions from its main donor, the Government of Italy. Italy's non-earmarked annual contribution has been the backbone of the Centre's past development. The progressive reduction of this contribution has obvious implications for the Centre's business model. A second factor is the volume and timing of ILO extra-budgetary and RBSA resources for training and capacity development. Although its involvement in the outcome-based work plan preparation has put the Centre fully in the picture, much will depend not only on simpler and more predictable mechanisms for the ongoing joint review, but also on the actual flow of donor resources to the Office during the 2010-2011 biennium and beyond. A third factor is the possibility of new direct donor contributions, which is in turn influenced by the oscillations in ODA and public budgets linked to the financial crisis. A fourth factor is variation in the exchange rate, particularly between the euro and the US dollar, as this has implications for cost parameters, fixed contributions and the competitiveness of the Centre's prices. A fifth factor is

the introduction of new accounting standards related to IPSAS and their impact on the Centre's bottom line. A sixth factor, partly linked to the previous one, is flexibility in the use of surplus and reserve funds.

50 Against this background, the Centre must inevitably anticipate different scenarios and fine-tune its response strategies in close consultation with the Office and its decision-making bodies. The budget submitted to the Board tries to take these elements into account and has been drawn up on the basis of a number of conservative assumptions. The Centre could theoretically speed up some restructuring processes through faster staff turnover and training as well as modernization of its infrastructure and technology. However, the scale of the required investment is far beyond the current funding capacity of the Centre. It would therefore be unwise to propose these options to the Board unless major changes occur in the external environment described above.

The Turin Learning Approach

51 As shown in Tables 2 and 3, the Centre is gradually moving towards a three-phase blended approach to training. International evidence shows that although distance learning makes it possible to reach larger audiences, the combination of e-learning with face-to-face learning has a deeper impact. The Centre is therefore increasingly moving towards an approach that uses distance learning technology to complement face-to-face training rather than to replace it. E-learning is increasingly used to prepare participants before courses by clarifying objectives and expectations, sharing documentation and starting to network. In follow-up to courses, it is used for monitoring individual projects, providing on-line assistance and supporting the creation of permanent networks among former participants. The three-phase approach also makes it possible to reduce the length and logistical costs of the face-to-face components.

52 The increased adoption of a three-phase blended learning methodology is one of the key features of the Turin Learning Approach. It provides support to participants' learning and application over an extended period, which usually increases sustainability and impact. The Turin Learning Approach has further characteristics that give it relevance, quality and impact. They include:

- embedding the knowledge and competencies that participants acquire in the values of the United Nations and of Decent Work;
- ensuring that knowledge and competencies have a practical orientation that will be used in the participants' daily work or form part of the

capacity-development agenda of their institutions;

- facilitating learning through exposure to international expertise;
- sharing good practice among participants and showing them practical experiences through study visits;
- using unconventional, engaging and experiential training methods with limited presentations.

53 The systematic assessment of participants' needs is balanced with increasingly evaluating the participants' learning and its application in their own organizational context. New evaluation tools have been devised to make the whole Centre more attentive to evaluating learning, its application and its effects, and to feed findings back into the design process.

54 In order to ensure that the quality standards of the Turin Learning Approach are applied Centre-wide, a systematic in-house up-grading programme for trainers on learning design and technology was launched in 2007. It has continued ever since. This programme has produced a widespread awareness of the effectiveness of unconventional training methods and an increase in the participants' perception of the appropriateness of the learning methods used in the Centre's activities.

55 The main building blocks in the Centre's learning strategy are: a) systematic induction into learning technology for new Professional staff recruited by the Centre; b) periodic up-grading of Centre trainers' expertise in training and technology; c) harmonization of training design, delivery and administration standards for both face-to-face and distance learning, including graphic design; d) production of a learning toolkit (*Compass*) on good practice in the design and facilitation of learning, and on learning technology; e) a renewed mandate for the Learning Resources and Information unit to support activity and programme design and implementation; f) peer review of new training curricula or curricula in need of updating; g) systematic feedback to training managers from participants' evaluations; h) increased support at other levels of evaluation and for needs assessment; h) investment in upgrading classrooms and equipment to improve the learning environment and to facilitate the use of non-traditional learning methods.

56 This effort seems to be paying off. The biggest improvement in participants' evaluation between 2007 and 2009 was for the appropriateness of the learning methods. Needless to say, the aim is continuous improvement that will consolidate the Centre's reputation as a place of excellence in international learning and capacity development.

Programme implementation

57 Since 2009, the Centre has had the following Technical Programmes:

- Standards and Fundamental Principles and Rights at Work
- Employment and Skills Development
- Enterprise, Microfinance and Local Development
- Social Protection
- Social Dialogue
- Workers' Activities
- Employers' Activities
- Gender and Non-Discrimination
- Sustainable Development and Governance
- The Social Dimension of Trade and Investment
- Distance Education and Learning Technology Applications

58 In some cases, training activities and projects of a particular complexity or that cut across the mandate of specific Technical Programmes are run or

backed up by the Programme Development and Regional Cooperation Service, which was created in 2007 to support the technical units in developing new projects, mobilizing resources and maintaining donor relations, to coordinate the Centre's participation in competitive tenders, to provide guidance on regional priorities and to maintain contact with ILO field offices and regional partner institutions.

59 To allow comparison with the statistics provided by the Centre in last year's report, Table 4 shows the distribution of participants, days of training and participant days by Technical Programme in 2008 and 2009. More detailed information about individual programme implementation in 2009 and 2010, together with perspectives for 2011, is given in Annex I.

60 In addition, the Multimedia Design and Production unit, as well as providing in-house support, has continued to produce training packages and publications for the ILO and external partners. Annex II gives the details.

**TABLE 4:
PARTICIPANTS, DAYS OF TRAINING AND PARTICIPANT DAYS
BY TECHNICAL PROGRAMME**

Programme	2008			2009		
	No. of participants	Days of training	Participant days	No. of participants	Days of training	Participant days
Standards and Fundamental Principles and Rights at Work	876	180	4,915	988	217	5,488
Employment and Skills Development	772	194	4,028	571	164	3,357
Enterprise, Microfinance and Local Development	2,266	671	21,419	2,254	930	24,427
Social Protection	882	364	7,826	1,204	406	9,282
Social Dialogue	392	124	3,299	731	150	3,826
Workers' Activities	1,833	593	13,926	1,268	625	10,501
Employers' Activities	989	118	2,895	973	157	3,448
Sustainable Development and Governance	936	312	6,021	1,297	259	5,918
Social Dimension of Trade and Investment	103	21	451	310	58	1,412
Post-graduate courses ¹	222	747	19,836	221	500	11,873
Distance Education and Learning Technology Applications	1,009	341	8,723	1,525	336	12,789
Gender Coordination and Non-Discrimination	1,194	155	4,942	1,618	267	7,397
Programme Development and Regional Cooperation	419	37	1,327	765	61	2,347
TOTAL	11,893	3,857	99,608	13,725	4,130	102,065

¹ Statistics on the post-graduate course on occupational safety and health are presented under the Social Protection Programme.

Integration with the ILO

61 Table 5 and Charts C and D show that the ILO Decent Work Agenda remains the foundation and the leading principle of the Centre's programme. Between 80 and 90 per cent – depending on measurement criteria – of courses can be directly linked to at least one ILO immediate outcome or joint immediate outcome as these are set out in the ILO Programme and Budget 2008-2009. As for the distribution of activities by strategic objective, the table and chart highlight the main focus of activities and projects, but can hardly reflect the complexities of cross-fertilization among different programmes.

62 For instance, ILO standards and fundamental principles and rights at work are disseminated in all the Centre's programmes, either through special training and information sessions, or by ensuring that the Conventions and Recommendations relevant to a training activity or project are included in the activity's design and are presented to the participants and discussed with them. Similarly, the activities clustered under gender equality are mainly specialist services provided by the relevant Programme to external institutions; they do not include the many gender-related or women-specific activities and projects which are mainstreamed by different Programmes and contribute to their specific outcomes (e.g. on women's entrepreneurship). In addition, there is growing interaction between the specialist Programmes for employers' and workers' organizations and the Technical Programmes that deal with subjects of common concern.

63 Beyond the financial aspects, in 2009 and 2010 the Centre's efforts to align its training with the ILO's strategies and mechanisms have continued. This has been matched by growing interest on the part of the Office and the ILO Governing Body in ensuring the sustainability and effectiveness of the Centre as the training arm of the ILO.

64 The Centre has been fully involved in the preparation of outcome-based work plans and global products in the context of the 2010-2011 Programme & Budget. As a result, the Centre is clearly on the map of the ILO's programme for the biennium. This may eventually translate into an increase or a consolidation of the flow of resource for the implementation of learning and capacity-development components of ILO programmes as a result of the Office's new resource allocation mechanisms for RBSA and extra-budgetary funds. The predictability and early planning of these resources remain a source of concern.

65 Meanwhile, the exercise has proved to be useful in generating greater awareness and ownership between ILO outcome coordinators and the Centre's technical managers as regards the potential for collaboration. The Centre's training mirrors the full range of ILO programmes and priorities. Areas of cooperation with the Office added in 2009 and 2010 include green jobs, better work and HIV/AIDS.

**TABLE 5:
NUMBER OF PARTICIPANTS BY STRATEGIC OBJECTIVE IN 2009**

Strategic objective 1: Promote and realize standards and fundamental principles and rights at work

Intermediate outcome	Immediate outcome	Africa	Americas	Arab States	Asia and the Pacific	Europe (EU)	Europe (non-EU) and Central Asia	ICS	TOTAL
1a: Fundamental principles and rights at work are realized	1a.1: Increase member State capacity to develop policies or practices reflecting fundamental principles and rights at work	38	27	5	29	67	10	12	188
1b: Targeted action progressively eradicates child labour, with a particular focus on the worst forms of child labour	1b.1: Increase constituent and development partner capacity to develop or implement policies or measures focused on reducing child labour	179	12	3	108	8	29	155	494
1c: International labour standards are broadly ratified and significant progress is made in their application	1c.1: Increase member State capacity to ratify and apply international labour standards	57	89	18	80	71	32	0	347
		274	128	26	217	146	71	167	1,029

Strategic objective 2: Create greater opportunities for women and men to secure decent employment and income

Intermediate outcome	Immediate outcome	Africa	Americas	Arab States	Asia and the Pacific	Europe (EU)	Europe (non-EU) and Central Asia	ICS	TOTAL
2a: Coherent policies support economic growth, employment generation and poverty reduction	2a.1: Increase constituent capacity to develop policies and policy recommendations focused on job-rich growth, productive employment, and poverty reduction	137	59	1	92	92	74	12	467
	2a.2: Increase member State and development partner capacity to develop and implement policies and programmes on employment-intensive investment focusing on infrastructure	38	5	0	5	3	0	1	52
	2a.3: Increase member State capacity to develop policies or programmes focused on youth employment	54	4	6	44	3	25	10	146
2b: Workers, employers and society benefit from the wider availability of relevant and effective skills development and employment services	2b.1: Increase member State and constituent capacity to develop or implement training policies	71	515	7	68	13	82	67	823
	2b.2: Improve member State capacity to develop or implement employment services	15	0	0	0	0	0	0	15
2c: Sustainable enterprises generate productive jobs	2c.1: Increase the capacity of constituents and other organizations to develop policies or regulations that generate more and better jobs in sustainable enterprises and cooperatives	237	222	140	122	404	5	30	1,160
	2c.2: Increase the capacity of constituents and other organizations to develop programmes for local economic development and upgrading of value chains and enterprises that generate more and better jobs	150	248	1	190	36	10	34	669
	2c.3: Increase the capacity of member States to develop post-crisis recovery programmes	0	14	0	0	1	0	0	15
		702	1,067	155	521	552	196	154	3,347

Strategic objective 3: Enhance the coverage and effectiveness of social protection for all

Intermediate outcome	Immediate outcome	Africa	Americas	Arab States	Asia and the Pacific	Europe (EU)	Europe (non-EU) and Central Asia	ICS	TOTAL
3a: More people have access to better managed social security benefits	3a.1: Increase member State capacity to develop policies focused on improving social security systems	106	33	0	1	5	0	29	174
	3a.2: Improve member State capacity to manage social security schemes and to implement policies focused on improving social security systems	186	149	36	17	6	47	7	448
3b: Safety and health and working conditions in workplaces are improved	3b.1: Increase constituent capacity to develop or implement policies and programmes on improving working conditions and safety and health at work	100	38	7	47	5	58	2	257
3c: Labour migration is managed to foster protection and decent employment of migrant workers	3c.1: Increase member State capacity to develop policies or programmes focused on the protection of migrant workers	212	29	3	39	32	13	40	368
3d: Workplace policies respond to needs for HIV/AIDS prevention, treatment, care and support	3d.1: Increase tripartite constituent capacity to develop policies and programmes that address the HIV/AIDS epidemic in the world of work and within the framework of the promotion of decent work	12	5	0	0	0	7	0	24
	3d.2: Improve member State implementation of policies and programmes that address the HIV/AIDS epidemic in the world of work and within the framework of the promotion of decent work	0	0	0	0	0	0	0	0
	3d.3: Increase the participation of employers' and workers' organizations in policy development and in accessing national and international funding	0	0	0	0	0	0	0	0
		616	254	46	104	48	125	78	1,271

Strategic objective 4: Strengthen tripartism and social dialogue

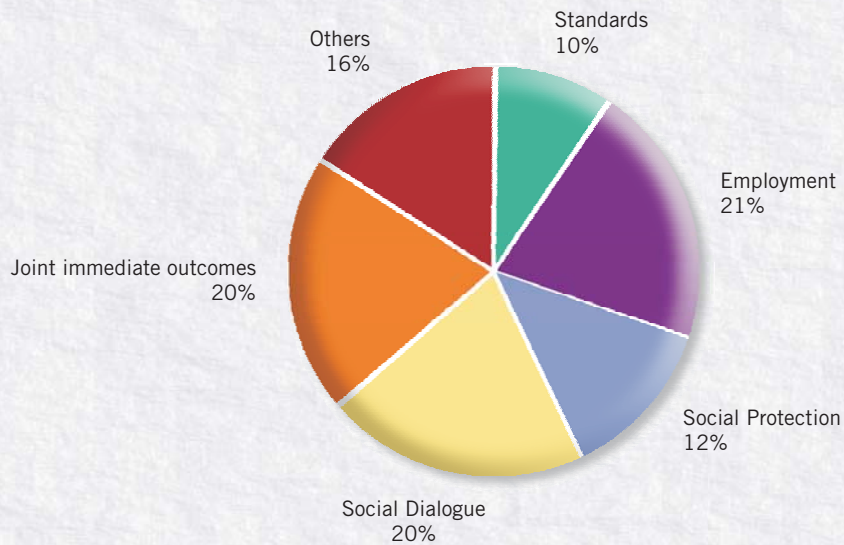
Intermediate outcome	Immediate outcome	Africa	Americas	Arab States	Asia and the Pacific	Europe (EU)	Europe (non-EU) and Central Asia	ICS	TOTAL
4a: Employers and workers have strong and representative organizations	4a.1: Increase the value of employers' organizations to existing and potential membership	244	224	0	88	72	131	0	759
	4a.2: Increase the value of workers' organizations to existing and potential membership	188	459	26	272	68	125	1	1,139

Intermediate outcome	Immediate outcome	Africa	Americas	Arab States	Asia and the Pacific	Europe (EU)	Europe (non-EU) and Central Asia	ICS	TOTAL
4b: Social partners influence economic, social and governance policies	4b.1: Increase the capacities of employers' and workers' organizations to participate effectively in the development of social and labour policy	41	2	0	78	0	27	0	148
4c: Tripartite dialogue occurs widely in policy-making, labour law reform and implementation	4c.1: Increase member State capacity to develop policies and labour legislation through more tripartite dialogue between constituents	158	67	1	65	57	101	10	459
	4c.2: Improve the capacity of the tripartite constituents to implement labour policies and programmes, including through coordination at regional and subregional levels	97	2	0	30	0	0	0	129
4d: Sectoral social dialogue promotes the improvement of labour and social conditions in specific economic sectors	4d.1: Increase the level of consensus on social and labour issues in specific economic sectors	0	316	0	73	105	24	0	518
	4d.2: Increase constituent capacity to develop policies or programmes focused on improving labour and social conditions in specific sectors	30	14	0	0	0	0	0	44
		758	1,084	27	606	302	408	11	3,196

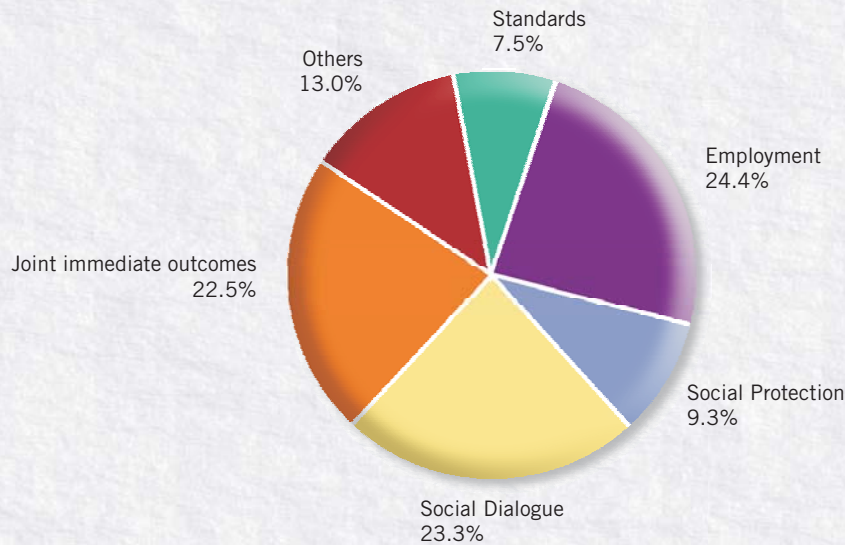
Joint immediate outcomes	Africa	Americas	Arab States	Asia and the Pacific	Europe (EU)	Europe (non-EU) and Central Asia	ICS	TOTAL
Coherent economic and social policies in support of decent work	232	42	9	38	29	59	365	774
Integrated policies for the informal economy	24	0	0	0	0	0	1	25
Strengthening labour inspection	56	9	6	4	23	0	8	106
Advancing gender equality in the world of work	307	126	9	152	854	89	91	1,628
Microfinance for decent work	280	56	11	114	48	43	2	554
	899	233	35	308	954	191	467	3,087

Others	Africa	Americas	Arab States	Asia and the Pacific	Europe (EU)	Europe (non-EU) and Central Asia	ICS	TOTAL
Others	487	67	101	137	588	227	188	1,795
	487	67	101	137	588	227	188	1,795
TOTAL	3,736	2,833	390	1,893	2,590	1,218	1,065	13,725

**CHART C:
INCOME FROM ACTIVITIES BY STRATEGIC OBJECTIVE (2009)**



**CHART D:
PARTICIPANTS BY STRATEGIC OBJECTIVE IN 2009**



66 Effective collaboration has also been established with the Office in relation to the launch and implementation of the Global Jobs Pact and the preparation and dissemination of a training strategy requested in the G20 leaders' statement in September 2009. The work related to the Global Jobs Pact, in particular, has helped the Centre give better direction to the mandate to establish a plan for building up the capacity of ILO constituents as part of the follow-up to the Declaration on Social Justice for a Fair Globalization.

67 At the same time, a dialogue has started with the Office on improving mechanisms for operational integration between the Office and the Centre. This includes the possibility of allowing the Centre to access a number of IRIS applications in order to simplify financial transactions and to link the Centre's activities to the Office's results-based management framework more systematically. The Centre has classified its activities by ILO outcome since 2008. The Centre should be able to add its contribution to the attainment of outcomes and Decent Work Country Programme objectives through IRIS.

68 The Centre participates in the regional quality-assurance groups established by the ILO for Decent Work Country Programmes, allowing them to identify specific training needs and priorities. This is complemented by permanent contacts with ILO field offices and field specialists on more specific training opportunities. The Centre has improved coordination and communication arrangements with each region with a view to ensuring that promotion and recruitment for standard courses take into account the specific ILO country priorities. Continuous liaison through Turin Centre focal points in each office streamlines collaboration.

69 The Centre's involvement in the ILO's staff development programmes was dramatically up-scaled in 2008 and 2009. In collaboration with the HRD, PROGRAM, PARDEV and the relevant technical sectors and regional offices, the Centre designed and ran an increasing number of training and learning programmes on orientation for new ILO staff, project cycle management, results-based management, working with the UN, the Decent Work Toolkit, and specific technical subjects. The Centre has also been asked to facilitate staff meetings and knowledge-sharing workshops by different ILO technical departments and programmes. Finally, the concessionary conditions established by the Centre to facilitate access by ILO staff to the Centre's regular courses have resulted in an increase in ILO officials' participation.

70 ILO staff training in the field (UN reform / RBM / DWCP) has contributed to strengthening relations with specialists, focal points and programme officers, and to creating a common framework for discussion and collaboration with a results-based approach and outcome-based planning. It has also increased the Centre's expectation of being more systematically involved in the delivery of training components of ILO technical cooperation projects.

71 The orientation and strategy of the Centre's involvement in ILO staff development programmes was reviewed with the Human Resource Department early in 2010. Future activities will focus on strengthening the competencies of ILO staff in technical cooperation, research and management. The Centre will also be involved in the design of new modules for the ILO's Management and Leadership Development Programme. A new curriculum on improving the ILO's research capacity has been offered in 2010 in collaboration with the Institute.

The regional dimension

72 The regional dimension of the Centre's activities is an important comparative advantage of the Centre and complements the portfolio of standard

interregional training and learning courses and events. The capacity to adapt to regional, sub-regional and national priorities and the objectives of the Decent Work Country Programmes adds to the relevance of the Centre's courses and helps meet the increasing demand by the ILO for tailor-made training.

73 Table 6 and Chart E give a breakdown of participants by the five main regions in 2009, compared with the previous year. Variations in the regional breakdown of participants between years are partly determined by specific projects started or completed.

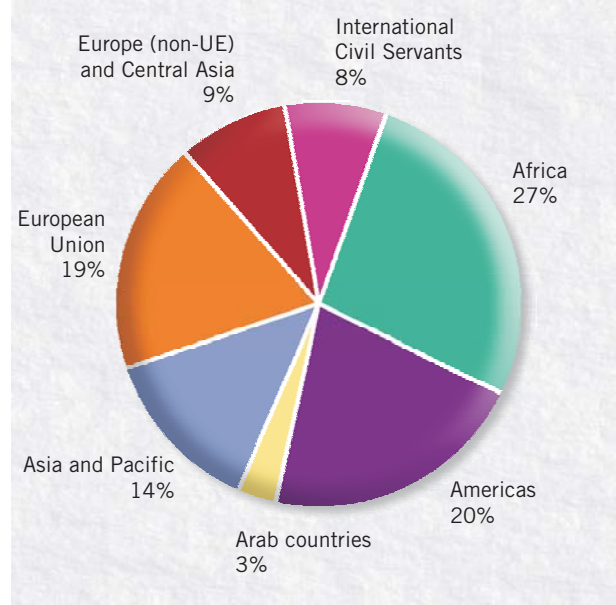
**TABLE 6:
DISTRIBUTION OF PARTICIPANTS BY
REGION (2008-2009)**

Region	2008	2009
Africa ¹	2,610	3,736
Americas	3,118	2,833
Arab States ¹	786	390
Asia and the Pacific	2,047	1,893
European Union	2,033	2,590
Europe (non-EU) and Central Asia ²	758	1,218
International civil servants	541	1,065
TOTAL	11,893	13,725

1 In line with ILO classification criteria, participants from Algeria, Egypt, Libya, Mauritania, Morocco, Sudan and Tunisia are clustered with Africa. In 2009, there were 417 participants from those seven countries (125 were women). In 2008, there had been 218 participants from the same countries (82 were women).

2 This regional category covers all the countries of Europe which were not members of the European Union in 2009, as well as Central Asia.

**CHART E:
PARTICIPANTS BY REGION
IN 2009**



Africa

74 The most significant increase in 2009 was in participants from Africa, which is also a reflection of additional investment by the Centre for the region and of very fruitful collaboration with the ILO Regional Office in Addis Ababa. An effort to integrate regional priorities and needs more systematically produced an increase in tailor-made activities for Africa (87 training activities were run in 2009). This resulted in a substantial increase in African participants.

75 The Centre has also been asked to design and implement training and learning programmes for the ILO staff in the region.

76 A significant new development in 2009 was a joint effort by the Centre, the Regional Office of Africa and different ILO technical departments to launch a new training and capacity-building programme on the "social economy". A regional conference was held in Johannesburg in October 2009 entitled "The Social Economy: Africa's response to the global crisis". It brought together practitioners, policy makers, social partners and organizations and enterprises from the social economy. As a follow-up, the Centre has been mandated to organize an annual social economy academy, with the first to be held in late 2010.

77 Other initiatives were an ILO training-of-trainers project on making microfinance work, funded by AGFUND for a year to boost the management skills of microfinance institutions in Rwanda and the Democratic Republic of the Congo, and a new project on building capacity to combat human trafficking in South Africa.

78 The trends for 2010 are to integrate training activities further into the ILO programming cycle (DWCPs, regional priorities, outcome-based plans) through a more systematic planning approach with the ILO structures in the region, and to initiate partnerships with African training institutes. There is still scope for mobilizing national and regional institutions, as well as other non-state players, to support the work of the Centre in the region. Initiatives began in 2009 with ministries of labour and are being more actively pursued in 2010. A large training programme on industrial relations was implemented with the Office Chérifien de Phosphates of Morocco and a sub-regional programme funded by ECOWAS was planned in collaboration with the ILO Office in Dakar.

Americas

79 Participation by the Americas decreased slightly due to the completion of two Spanish-funded projects in the region, but also as a consequence of shrinking national budgets for human resources development. As many Latin American and Caribbean countries are no longer eligible for donor funding, participation by the region was particularly affected by the economic crisis. The programme, however, remained significant in size, thanks in part to the sustained use of distance learning. Last year, 62 region-specific activities took place.

80 An important contribution to activities in the Americas was made by the European Commission funded programme, EUROsociAL. The Centre was directly in charge of the implementation of the employment component of EUROsociAL. In 2009, the Centre also joined the consortium in charge of the health component and ran several knowledge-sharing activities, notably on health insurance.

81 A new EU-funded project was obtained on "Indicators for measurement of decent work". The three-year project will take place in four Central American and four African countries, in collaboration with the ILO, notably SIALC in Panama and the Statistics Department.

82 Thanks to improved joint planning with ILO field offices, training needs and priorities were better defined. This will have a positive impact on the planning of the Centre's activities in the region and the allocation of resources in 2010-2011 in line with DWCP priorities.

83 Requests for tailor-made training activities in the countries themselves are increasing. This will require more flexibility and the adaptation of existing courses to regional and national needs.

84 A new phase of the EUROsociAL programme is being negotiated with the European Commission.

Asia & the Pacific

85 Participation by the Asia and the Pacific region decreased slightly in 2009, partly due to a slow-down in the programme for China. Collaboration with China remained a priority, with seven courses being specifically run for China. Subjects ranged from international labour standards, corporate social responsibility and trade union strengthening to labour market statistics and labour migration. Together with the Regional Office for Asia and the Pacific and the ILO office in Beijing, the Centre is exploring new ways to give fresh impetus to the programme for China by switching the focus of the activities to the country level.

86 The Centre has increasingly shaped its training activities to the objectives and priorities of regional and ILO Decent Work Country Programmes. A wide range of initiatives were taken in the areas of child labour, social dialogue, trade unions, local employment recovery and development and microfinance.

87 On the specific issue of microfinance, two training-of-trainers certification processes on "Making microfinance work" were concluded in the Philippines and Indonesia and phase one of the process started in India.

88 There is a strong demand from Asia to customize Turin's standard courses to the region to reflect Asian experience, and to hold such courses in the region. Of the 56 training courses, 45 were run in the countries, nine on campus in Turin and two at a distance. Thirteen activities aimed to build the capacity of Asian trade unions.

89 A number of initiatives were taken in collaboration with partner institutions such as KOSHA (the Korea Occupational Safety and Health Agency) and the National Labour Institute of India (V.V. Giri).

Arab States

90 Two main factors influenced the performance of the Centre in 2009. On one hand, the termination of several ILO projects for Iraq, with a consequent drastic drop in training courses (from 17 in 2008 to only three in 2009); on the other hand, programmes for the Occupied Palestinian Territory remained frozen due to the local situation. These factors resulted in a fall in the number of both courses and participants. The programmes for both Iraq and the Occupied Palestinian Territory, however, were re-activated in 2010.

91 Some 640 participants¹ attended the 16 training courses that were held for the Arab countries. At the same time, participants in mostly Arab-speaking courses from Northern Africa increased substantially.

92 A first training course for media professionals on international labour standards had an immediate effect, with press releases and articles published on the topic and a training course for the newly created Workers' Committee of Saudi Arabia.

93 Coordination and joint planning with the ILO regional and field offices intensified and culminated

in a contribution by the Centre to ILO staff training on UN reform.

Europe

94 If we combine the European Union, non-EU European countries and Central Asia, Europe is the region that produces the largest number of participants. Many of them represent self-paying institutions. There is a growing demand for tailor-made training in the countries themselves, partly to reach out to a larger number of people, but also to contain travel costs. The current crisis strengthens this tendency.

95 The Centre has continued to support transition and restructuring processes that mitigate the negative impact of structural adjustment and, more recently, economic and financial crisis. The geographic focus of the Centre's efforts in Europe has consistently shifted eastward towards Central Asia and Caucasian countries. In 2009, the total number of region-specific training activities for Europe increased to 106, from 67 in 2008.

96 A new high-level tripartite meeting entitled "Negotiating the crisis: forum on social dialogue and industrial relations in the midst of economic crisis in Europe" was held in November 2009 with the financial support of the European Commission. The forum attracted more than 80 tripartite constituents from EU member states, candidate countries and emerging non-European countries. Its aim was to support and enliven the debate on the relevance of social dialogue and industrial relations to overcoming the crisis and stimulating change and job-rich growth. A new high-level event on labour administration was approved in 2010.

97 In addition, the European Commission financed new projects to build the capacity of European trade unions and employers' organizations concerning social dialogue.

98 The Government of Bulgaria continued its assistance to human resources development in South-East Europe through the Centre. The UNDP Regional Centre for Public Administration Reform continued to collaborate with the Centre on running training activities in Turin to build the institutional and human capacity of public administration in South-East Europe and the CIS.

99 Activities in collaboration with Italian national and local institutions continued in 2009 and 2010. In

1 In 2009, the Centre adopted a new categorization criterion by which courses for North Africa and participants from that sub-region were classified with Africa (for compatibility with ILO classification) and no longer with Arab States.

2010, a new large project (EDU.CARE) was approved by the Italian Government to train teachers in the national education system in drug prevention approaches.

100 Table 6 and chart E also show the number and percentage of international civil servants. The substantial increase in such participants is mainly due to the Centre's expanding role in training ILO staff in workshops held at the Turin Centre.

Gender equality

101 Table 7 shows an increase in the proportion of women participants in the Centre's activities. The overall average was close to 45 per cent in 2009. Women accounted for 55 per cent of European participants, thanks in part to a project on gender stereotypes in business. Significantly, 50 per cent of participants from Arab States were women.

**TABLE 7:
PARTICIPATION BY WOMEN IN TRAINING**

Year	2008	2009
Total participants	11,893	13,725
Number of women	5,129	6,136
Percentage	43.13%	44.71%

102 Ensuring that attention is paid to gender aspects in all training curricula is a shared concern for the Centre's Programmes. With the support of the Gender and Non-discrimination Unit, the Centre's training Programmes are acquiring specific competence and tools with which successfully to incorporate a gender dimension into their activities.

103 Adopting a common gender-mainstreaming approach to training curricula in very different fields remains a challenge. Participants' evaluations in this area show mixed results, with evidence of high satisfaction yet room for improvement. A winning strategy would appear to include commitment by the group itself, an accent on gender issues throughout the activity, the use of informal talks with the participants to identify who might have knowledge of gender issues to share, positive role modelling by male experts, and the standard specific session in every course.

104 The conclusions of the general discussion on gender equality at the heart of decent work at the 2009 International Labour Conference called for renewed efforts to "ensure that the ILO International Training Centre in Turin (be) adequately resourced to provide support in capacity building and training on gender equality" and that "gender should be

integrated into all training courses". The Centre has been among the first ILO units to establish new performance indicators to measure progress towards gender equality objectives in the new ILO Gender Action Plan. The existence and recognition of these indicators is expected to provide an incentive to increase the number of women participants to an equal level with men, to ensure greater participation by ILO constituents and staff in gender-specific courses and to stimulate effective gender mainstreaming in all other courses.

Tripartism

105 Over the years, the Centre has enhanced the tripartite dimension and visibility of its training programmes. While the majority of the Centre's participants continue to come from governmental agencies, the number of employer and worker participants combined has increased substantially over the past decade.

106 This long-term result derives from three factors: a) an increase in human and financial resources allocated to the training programmes for employers and for workers; b) high priority being given to employer-specific, worker-specific, bipartite or tripartite proposals in donor submissions; and c) the establishment in 1999 of the Social Partners Support Facility - the so-called "Central Fund" - which finances full fellowships for employer and worker participants in selected standard courses.

107 The upward trend in participation by social partners in the Centre's programmes reached its peak in 2008. In 2009, the overall social partner participation rate was around 23.1 per cent, i.e. lower than the previous year (28.7 per cent), although out of a larger total number than in 2008. This is shown in Table 8.

**TABLE 8:
PARTICIPATION BY EMPLOYERS' AND
WORKERS' REPRESENTATIVES**

	2008		2009	
	Employers	Workers	Employers	Workers
Employer-specific activities	977	11	895	44
Worker-specific activities	15	1,790	0	1,248
Other Centre activities	288	340	422	563
TOTAL	1,280	2,141	1,317	1,855
Percentage of Centre total	10.76%	18.00%	9.60%	13.52%

108 The figures cover activities specifically designed for worker or employer representatives by the respective Programmes, as well as participation in activities run by other Centre Programmes, including standard courses and tailor-made or project-linked activities. The latter also include the employer and worker participants benefiting from the Social Partners Support Facility. In 2009, 25 employer representatives and 26 worker representatives were covered by the Facility, i.e. substantially fewer than in 2008. The cut in resources for the Social Partners Support Facility was linked to the drop in non-earmarked funding for the Centre, but also to a certain loss of bipartite consensus on the relevance and effectiveness of this mechanism.

109 Last year, both the employer-specific and the worker-specific programmes had fewer participants. The decrease was negligible in the case of the employers (the number of activities actually rose slightly) and more visible in the case of workers. Some coincidental factors had an impact on the workers' programme performance, including staff turnover, the delayed approval of a large project for Latin American trade unions and the fact that 2008 had been an exceptionally good year, thanks also to a substantial additional allocation by the Bureau for Workers' Activities in late 2007.

110 Conversely, despite the drop in the award of fellowships from the Facility, the number of employer and worker representatives attending other Centre activities rose substantially over 2008, which shows the high level of priority given by the Centre to bipartite and tripartite proposals in its planning and resource mobilization strategy.

111 However, there is no doubt that the Centre's training programmes for employers and workers stand to lose out from the drastic fall in non-earmarked donor contributions to the Centre. It was through the increase in non-earmarked contributions that both programmes had expanded in previous years. When funding is linked to specific demands by donor, partner or recipient institutions, the possibility of including resources for employer-specific and worker-specific components is limited by the prevailing government ownership of funds.

112 This constraint also affects funding from the ILO itself. The share of ILO resources for financing employer-specific and worker-specific activities in 2009 was not significantly higher than the average for other donors and sponsors of the Centre.

113 This situation needs to be assessed against the background of increasing expectations about the role of the Centre in the implementation of the 2008 Declaration component on building the capacity of tripartite constituents. The Centre believes that

employers' and workers' training programmes will be the main beneficiaries of a different funding base for its operations, with an increase in fixed and/or non-earmarked contributions. The implementation of the Global Jobs Pact strategy offers an important opportunity in that regard.

114 In 2009, the Centre also monitored participation by officials from Labour Ministries for the first time. The number of representatives of national Labour Ministries or of agencies under the Labour Ministry's responsibility was estimated at 1,168 participants, i.e. 8.5 per cent of the Centre's total participants and around 14 per cent of government representatives. Geographic representation was fairly evenly distributed across regions, but with an emphasis on countries where national activities had taken place. On the one hand, these figures do not compare unfavourably with those of the other social partners; on the other hand, they confirm that, in spite of the specific relevance of the Centre's activities to Labour Ministries, these ministries often do not have the same financial capacity or access to international cooperation and training as other national authorities. The current emphasis on labour administration in the Centre's programme may make Labour Ministries more visible in the Centre's statistics in 2010 and after.

115 In 2009 and 2010, in parallel with the re-activation of a labour administration programme at the ILO, there has been substantial investment in developing and updating curricula on labour administration and labour inspection. Whereas work in 2009 focused on the design and testing of new tools and curricula, delivery has significantly increased in 2010, in close collaboration with LAB/ADMIN. More information is provided in the specific chapter. This new initiative on labour administration and labour inspection has helped fill a significant gap in the overall strategy of the Centre to contribute to the development of institutional capacity among ILO constituents.

116 The consolidation of a labour administration component at the Centre, together with the current resource challenges for the employer and worker programmes, may call for a fresh look at the tripartite dimension of the Centre's programmes. As mentioned earlier, the Centre is re-packaging its training by proposing fewer and larger events with a modular approach and the possibility of differentiated learning paths. In this framework, combining activities specific to employers, workers or governments with tripartite and tripartite-plus activities should be considered, as a means to substantial economies of scale and more productive use of resources. This will, however, require a high level of coordination of the programmes concerned in the planning, design and running of activities.

117 This approach could also contribute to ensuring that the design of the Centre's training activities reflect the richness and diversity of the tripartite constituents' views and concerns. Because training curricula are devised in consultation with the respective sectors at headquarters, they should, from the outset, mirror the tripartite balance of ILO policies and approaches. More systematic collaboration between the employers' and workers' training teams and the other teams in the design of their respective activities is, however, encouraged by the Centre's management.

The Turin School of Development

118 For two decades, the Centre, in collaboration with academic institutions in Turin, has offered postgraduate learning opportunities in disciplines of evolving global significance that are the focus of interest of an international audience of junior professionals and students from developed, developing and transition countries.

119 Over the years, in partnership with sister UN agencies and the academic world, the portfolio of Master's and other postgraduate programmes has expanded to cover themes that are central to the mandate of key international institutions, such as sustainable development, poverty reduction and job creation, global trade, good governance, culture and the living environment. These programmes have developed a reputation for being truly international in their management structures and the parties involved in designing and running them. Each of these programmes is run in collaboration with an international organization in its field, with a faculty composed of professors, senior experts and practitioners from around the globe.

120 In 2009, the Master's and other postgraduate programmes were consolidated as the Turin School of Development, in order to facilitate further expansion and enhance visibility. Through the Turin School of Development, the Centre aims to strengthen its role in preparing future experts and leaders for global challenges, in particular achieving sustainable development while increasing national and global equity.

Partnerships

121 In an international context with an emphasis on policy coherence among all development players, and with shrinking national and ODA budgets, the Centre feels encouraged to pursue a policy of actively seeking and strengthening partnerships with other national or international institutions in similar fields.

122 At the same time, the process of transferring training and learning tools to partner training institutions needs to be managed and monitored with caution, to avoid the ILO's name and values being used for commercial purposes or being distorted and misinterpreted. Many issues need to be taken into account, from copyright to the need to ensure and sustain the quality and relevance of training at national and regional level.

123 The Centre seeks to establish collaborative arrangements with international, national or regional training institutions by upholding quality, relevance and sustainability through joint delivery, training of trainers and licensing of national adaptations of core curricula. In that regard, the selection of reliable, reputable partners is critical.

124 The Centre is an active member of several international networks. They include: the UN Learning Managers Forum; Train4Dev, a donor network that promotes improved aid effectiveness for poverty reduction through enhanced co-operation on competence development and training; the European Distance and E-Learning Network (EDEN), an international educational association open to institutions and individuals dealing with e-learning, open learning and distance education; and the "Réseau international d'Institutions de Formation dans le domaine du Travail (RIIFT)", a French-speaking training network that specializes in labour administration and inspection issues.

125 The Centre has also joined a less formal but high-profile network, originally promoted by the World Bank Institute and InWent to promote exchange of information and collaboration among international providers of training for development. The Centre made a fundamental contribution to this network in December 2009 by organizing and hosting the first "Learning Link": a knowledge-sharing event that brought together trainers and training managers from all over the world.

126 Contacts and collaboration with other training institutions have generated opportunities to promote synergy and cut duplication of effort. More recently, the Centre has joined forces with national or regional training institutions to help them develop their capacity to provide quality training in areas on the Decent Work agenda. This has strategic implications for the Centre and for the ILO in terms of enhancing the impact and outreach of the Decent Work Agenda and contributing to the strengthening of national capacity and national ownership in a way that goes beyond political changes and staff turnover in governments and national organizations.

127 The Centre has continued its partnership with the training institute of the Labour Ministry of Bulgaria, and in particular with the Centre for Human Resource Development and Regional Initiatives (CHRDMI) in its attempt to expand its mandate and outreach to sub-regional training in support of decent work in South-East Europe.

128 A new partnership began in 2009 with the V.V. Giri National Labour Institute, the training institute of the Labour Ministry of India, for the joint design and running of training programmes for Indian and South Asian audiences. A first joint activity for trade unionists took place in May 2010.

129 Cooperation has also been established or initiated with training and educational institutions in several countries, including Russia, China, Korea, Pakistan and South Africa. The partnership with the

African Regional Labour Administration Centre (ARLAC) has also recently been re-vamped.

130 The Centre has continued to associate itself with different UN organizations and agencies to make its training and learning capacity available for specific activities linked to the mandate of the sister organizations or to run joint activities. UN organizations involved include IFAD, UNCITRAL, UNDP, UNDPKO, UNEP, UNESCO, UNHCR, UNICRI, UNIDO, UNIFEM, UN/ISDR, UNSSC, UNU and WIPO. In collaboration with the ILO Social Security Department, the Centre also organized the first UN inter-agency consultation on the CEB "social floor" initiative, in November 2009, and a new activity was held in 2010. Joint work also took place with financial institutions such as the World Bank, the African Development Bank and the European Investment Bank.



EVALUATION OF THE CENTRE'S ACTIVITIES

131 Evaluation at the Centre was given a significant boost in 2009-2010. Measures to strengthen the evaluation culture and to mainstream evaluation throughout the Centre yielded significant results. The Centre's approach to evaluating impact involves standardized instruments and tools. This has the dual purpose of increasing accountability and transparency to donors, partners and constituents, and of distilling and using lessons learned to enhance the Centre's learning system and to contribute to the attainment of its objectives and mandate.

132 In line with the Centre's 2007-2011 Development Plan, the Centre has devised and produced tools with which to institutionalize and standardize impact-focused evaluation, in line with the current trend in evaluation within the UN system and with the ILO's evaluation policy. Several in-house activities at the Centre also highlighted the relevance of linking analysis of results at the outcome and impact levels with DWCPs.

133 The new system includes tools with which to evaluate training at various levels, with the main focus on impact, namely:

- **Pre-training survey:** a tool with which to collect information relevant to the design of the training activity, such as learning expectations, preferences among learning methods, the relevance of specific content, and participants' familiarity with the subject. Several Technical Programmes have used this tool and found that it helps make training more effective.
- **Electronic version of the standard end-of-activity questionnaire:** this provides group results in "real time", thus enabling trainers to review the results with participants and get relevant feedback immediately. Since April 2010, the Centre has had 40 notebook computers available for filling in questionnaires online during activities on the campus. It has proved popular with both trainers and participants.
- **Pre-learning and post-learning assessment:** two similar, anonymous self-evaluation forms, administered before and after the training ask participants to report their own level of knowledge of specific topics covered.
- **Follow-up questionnaire for former participants:** this elicits information on ways in which participants and their organizations have benefited from the training. Several Technical

Programmes have used the questionnaire to assess the benefits generated by their training at the level of outcome and organizational impact.

134 A new curriculum on evaluating learning, entitled "Modular course on evaluation of training focused on impact" has been designed and will be offered from 2011. The course targets professionals from government bodies, the UN system, NGOs, academia and independent consultants.

135 The Centre also had several of its projects evaluated independently. One such project was on "Strengthening the capacity of employers' and workers' organizations to be effective partners in social dialogue" in the context of the Netherlands/ILO Partnership Programme. The independent evaluation found that the project had contributed to strengthening the capacity of employers' organizations and workers' organizations to participate effectively in social dialogue institutions and in national economic and social policy development.

Results of the standard end-of-activity questionnaire

136 The standard end-of-activity questionnaire provides feedback on participants' immediate satisfaction with the various components of each training activity. Standardization has enabled the Centre to process statistical information on participants' satisfaction and to identify trends, strengths and areas for improvement in its training activities and services.

137 During 2009, the Centre's standard questionnaire was completed by 7,101 participants in 330 activities. A total of 2,908 tailor-made questionnaires were used to meet special requirements of non-standard activities. 75 per cent of all the Centre's activities were covered by an end-of-activity questionnaire.

138 Results for 2009 are presented in Tables 9 and 10. Average scores in 2009 ranged from 3.58 to 4.52. The overall average was 4.29, i.e. a small rise (0.02) over 2008. The scores of most training components were close to those of 2008. The biggest improvement was scored by the secretariats (0.06). Good improvements occurred also for learning methods (0.04) and resource persons (0.03), possibly

an indication of the return on the investment made by the Centre over the last few years in innovating and in diversifying its training approaches and tools in order to match participants' learning styles better. The average score for general activity organization also improved (0.03).

139 There was a slight improvement in participants' assessment of information received on the activity before the training and on systematic mainstreaming of gender equality in the design and process of training (0.02 for both components). The two aspects, however, remained those with the lowest scores, below 4. This calls for a continuous additional effort and focus on the Centre's part, e.g. by developing e-learning components that brief participants better before face-to-face courses.

140 In September 2009, two demographic questions (gender and type of organization of the participant) were added to the standard evaluation

questionnaire. These data make it possible to break down evaluation results by those two dimensions. Evaluation results from September to December 2009 indicate no significant difference between women and men participants' satisfaction with the Centre's activities. At the level of organization, though, there are considerable differences. Training or academic institutions are the most satisfied organizations, with an overall average of 4.41. ILO constituents are also highly satisfied with the Centre's activities (workers: 4.35; employers: 4.40; and ministries of labour: 4.36). Participants from international organizations report the lowest average satisfaction (4.20).

141 Participants' evaluation of the quality of the residential, logistic and administrative services provided by the Centre improved slightly. The average evaluation of those services increased from 4.08 in 2008 to 4.11 to 2009. The highest improvements were for cleaning and catering.

**TABLE 9:
AVERAGE EVALUATION SCORES ON CORE QUESTIONS DEALING WITH THE VARIOUS
COMPONENTS OF THE TRAINING ACTIVITY**

Training component	2009 average	2008 average	Difference between 2009 and 2008
Preliminary information	3.58	3.56	0.02
Clarity of objectives	4.51	4.50	0.01
Achievement of objectives	4.21	4.19	0.02
Contents appropriate to objectives	4.26	4.26	0.00
Contents appropriate to prior knowledge	4.21	4.20	0.01
Gender dimension in the training	3.81	3.79	0.02
Learning methods	4.29	4.25	0.04
Resource persons	4.46	4.43	0.03
Group working relations	4.26	4.24	0.02
Materials	4.36	4.34	0.02
Activity's organization	4.48	4.45	0.03
Secretariat	4.52	4.46	0.06
Study tours	4.44	4.48	-0.04
Activity's overall quality	4.41	4.40	0.01
Relevance to current functions	4.39	4.39	0.00
Relevance to organization's needs	4.43	4.45	-0.02
<i>Overall average</i>	4.29	4.27	0.02
Number of questionnaires	7,101	6,882	—

Note: Responses are given on a five-point scale (1= minimum satisfaction; 5 = maximum satisfaction).

**TABLE 10:
AVERAGE EVALUATION SCORES FOR THE CENTRE'S FACILITIES AND SERVICES**

Facility/Service	2009 average	2008 average	Difference between 2009 and 2008
Information on the Turin Centre	4.06	4.09	-0.03
The Turin Centre Website	4.23	4.27	-0.04
Your accommodation	4.29	4.34	-0.05
Cleaning of your room	4.37	4.27	0.10
Laundry/ironing	4.01	4.03	-0.02
The reception	4.04	4.07	-0.03
Coffee lounge/canteen staff	4.17	4.09	0.08
The food for breakfast	3.87	3.89	-0.02
The food for lunch	3.91	3.79	0.12
The food for supper	3.84	3.70	0.14
The food at weekends	3.76	3.64	0.12
Appropriateness of meals for your diet	3.77	3.65	0.12
The coffee lounge	4.03	3.97	0.06
The class coffee breaks	4.21	4.16	0.05
The post office	4.03	4.09	-0.06
The bank	4.15	4.08	0.07
The documentation centre/library	4.32	4.36	-0.04
The training room	4.42	4.40	0.02
Interpreters	4.32	4.30	0.02
Organized leisure time activities	4.09	4.16	-0.07
Sports activities	3.80	3.67	0.13
Excursions	4.16	4.25	-0.09
The medical service	4.30	4.21	0.09
The Centre's travel section	4.32	4.27	0.05
Jet Viaggi 3000	4.16	4.13	0.03
<i>Overall average</i>	<i>4.11</i>	<i>4.08</i>	<i>0.03</i>
Number of questionnaires	3389	2938	—

Note: Responses are given on a five-point scale (1= minimum satisfaction; 5 = maximum satisfaction).



ALUMNI NETWORK

142 A Turin Centre Alumni Network was created in 2005 in order for the Centre to keep in touch with former participants and to reinforce continuous interaction among them. Despite various efforts, this network was still largely inactive at the beginning of 2009.

143 In 2009, the Centre, reinforced by the arrival of a junior expert seconded by the French Government, decided to revive and expand the network.

144 At the beginning of 2010, the Centre conducted a survey of participants' needs in terms of networking. 99 per cent of respondents expressed a wish to stay in touch with the Turin Centre, and 97 per cent stated their willingness to participate in a Turin Centre Alumni Network. Those results, and in-house consultations with Technical Programmes and other relevant units, generated proposals that were shared and discussed.

145 Accordingly, a new network will be launched in 2010. It will feature:

- a new user-friendly, interactive website based on alumni needs and contributions;
- an Alumni Directory for online networking;
- a platform for continuous contact and interaction;
- access to news about the activities of the Turin Centre;
- an alumni achievement award;
- access to publications;
- on-line surveys.

146 The Turin School of Development is also launching a specific network for its alumni, using a portal. The alumni will be offered specific additional services, such as announcements of job opportunities or internship possibilities, and help with the creation of national alumni clubs.

147 In line with the guidelines issued by the ILO Director-General in July 2008, the Turin Centre is trying to bring together the numerous friends of the ILO using new participatory media. A social media strategy focuses on increasing the Centre's visibility by social networking and knowledge sharing. A variety of interdependent tools have been identified and produced. They are now part of the Centre's on-line identity and support the Centre's communication by means of a virtual community.



2007-2011 INVESTMENT PROGRAMME

148 The 2007-2011 Development Plan outlined specific, time-bound, results-based projects using the Centre's General Fund reserves. Given the limitations of the available funds, the Investment Programme is being used to complement the Centre's regular budget and other external funds that are being mobilized to achieve one or more of the Development Plan's objectives.

149 The following allocations had been approved by the Board from the Investment Programme in November 2006 (original approval was in US dollars; the allocation in euros has been adjusted over time):

Project No.	Project	US \$	€ equivalent
1.1	Non-discrimination	350,000	275,100
1.2	Migration	350,000	275,100
1.3	Mainstreaming Social Dialogue and Tripartism	250,000	196,500
1.4	Corporate Social Responsibility	300,000	235,800
2.1	Evaluation	200,000	157,200
2.2	Web Site Upgrade	110,000	86,460
3.1	Oracle Financials Upgrade to 11i	620,000	487,320
3.2	Oracle HR Analysis of Business Requirements (Phase 1)	130,000	102,180
TOTAL		2,310,000	1,815,660

The current status of the projects

1.1. Non-discrimination

150 In line with the ILO's 2008 Declaration on Social Justice for a Fair Globalization, the Centre's action in the area of equality and non-discrimination at work does not set the elimination of discrimination as an objective per se, but looks at it as a cross-cutting issue concerning all the pillars of decent work, including employment, social protection and social dialogue. In 2009, the Centre did the following.

- Designed and held a new training course on equality and non-discrimination in the world of work. The course was attended by an interregional group of representatives of social partners, the private sector and NGOs.
- Designed and produced a five-module on-line training package entitled "Towards an inclusive society: tackling discrimination at work"; and piloted the distance learning course with an interregional group of representatives of the social partners, governmental agencies and NGOs.
- Designed and produced a five-module on-line training package entitled "Mainstreaming disability equality in the world of work"; and piloted the distance learning course with an interregional group of representatives of the social partners, governmental agencies and NGOs.
- Designed and held a training workshop on "Pay equity: European and Latin-American perspectives", in Portuguese, with participants from Portugal and Brazil.

1.2. Migration

151 The Investment Fund allocation for migration was used in 2009 to cover the cost of human resources for the international labour migration training programme. Accordingly, the programme, which had run only two core courses, in English and French, in 2008, designed, organized and held eleven courses on migration in 2009. These featured three core courses, including a new course in Spanish for Latin America, a course on return migration in English, a workshop on governance of international labour migration for North and West African countries, two courses on migration and social protection, a course on labour administration and migration, and two courses on return migration and social and professional reintegration in North and West Africa, as well as training programmes for ILO focal points on migration. The Investment Fund will help to review and consolidate some of these courses in 2010, to evaluate the Centre's share of the market for labour migration courses further and to design new courses that meet tripartite constituents' needs.

1.3. Mainstreaming Social Dialogue and Tripartism

152 The focus of this project has been to strengthen training products and services offered to the ILO constituents as a basis for developing a sustainable tripartite approach in the longer term. The remaining resources in the Investment Fund were used to contribute to strengthening the human resources capacity of the three Technical Programmes most directly involved in the strategy, i.e. the Employers' Activities Programme, the Workers' Activities Programme and the Social Dialogue Programme. The results are reported in the sections on those three Programmes.

1.4. Corporate Social Responsibility

153 The project seeks to strengthen in-house capacity to offer training services on corporate social responsibility (CSR). The project is run in close collaboration with the ILO's Programme on Multinational Enterprises (EMP/MULTI) and its activities are in line with the principles laid down in the *Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy* (the "MNE Declaration"), which encourage the positive contribution that multinational enterprises can make to economic and social progress.

154 In 2009, the project produced and used new training modules for specific target groups. It also reinforced its network and operational links with ILO units and other relevant players.

155 A new standard course on "Implementing labour principles in global supply chains" was held for the first time in October 2009. The course aimed at enhancing the capacity of third-party and in-house auditors (and others involved in social auditing) to make use of the ILO standards system in assessing compliance with labour principles. The course brought together a group of highly qualified professionals. It was a very interesting learning experience for both participants and resource persons. Participants felt that there was scope for tailoring it and running similar activities for other stakeholders, including at the regional level.

156 In 2009 and 2010, contact has intensified with the ILO/IFC Better Work team on ways and means of mutually reinforcing collaboration.

157 The CSR project is attracting growing attention within the ILO and among its constituents in different regions. The Centre is also being approached by private groups (e.g. in retail trade and electronics) about tailoring activities to their specific needs.

2.1. Evaluation

158 The impact of selected projects is being evaluated. This complements initiatives by the Evaluation Unit concerning the aims of the evaluation component of the 2007-2011 Investment Programme, described in the previous chapter.

159 Three projects were selected for impact evaluation, namely:

- ITU training of trainers: a human resources capacity strengthening project;
- the Centre's training programmes on microfinance (2005-2008);
- social security institutions.

160 The first project's impact evaluation is close to completion. The final report will be ready by July 2010 and disseminated by the end of the year.

161 The second evaluation has been completed. It is summarized in the box below.

162 The third evaluation will conclude in the second half of 2011. It started by assessing the learning needs of social security institutions in Asia, Africa and the Americas, and aims to identify new areas for curriculum development. A new or re-designed curriculum will then be used and its impact evaluated.

163 Another objective is to strengthen the Centre's evaluation capacity by developing in-house tools, namely standard evaluation tools for distance learning activities. Software is being designed that will generate new standardized online evaluation questionnaires for both distance learning and face-to-face activities. This should give the Centre evaluation statistics on its distance learning activities.

2.2. Web Site Upgrade

164 The Centre's Web site is updated constantly. The most significant recent improvements have been:

- a new video presenting the Centre;
- maps indicating where the Centre's field activities are taking place;
- a table showing the networks of which the Centre is a member.

165 To make it more consistent and user-friendly, the description of the Centre's areas of expertise has been aligned with the classification in the Centre's 2009 catalogue of activities. It has been enhanced with new text and pictures. Training activities related to each area of expertise are listed. This information is

IMPACT EVALUATION OF THE CENTRE'S TRAINING PROGRAMMES ON MICROFINANCE (2005-2008)

The Centre offers two main training programmes on microfinance:

- Making microfinance work: managing for improved performance (MMW)
- The Boulder microfinance training programme (Boulder MFT)

The MMW is intended to help middle-level managers of microfinance institutions (MFIs) to understand their jobs better and obtain additional resources with which to boost the performance of their institutions. Several hundred managers, from more than 20 countries, have benefited from the programme. The Boulder MFT programme, which the Centre hosts under an agreement with the Boulder Institute of Microfinance, gives participants a thorough understanding of the principles of microfinance plus exposure to 'best practice' in microfinance. It has over 2,500 alumni from 135 countries.

The purpose of this evaluation was to assess the impact of both programmes in terms of knowledge and skills acquisition and application of learning, and on microfinance institutions in terms of improved performance. Six countries were selected for the evaluation: Bolivia, Egypt, Pakistan, Senegal, Uganda and Viet Nam. Six national consultants conducted interviews with 198 participants or trainers (46 participants from the Boulder MFT, 134 participants from the MMW and 18 MMW trainers).

A majority of alumni from all countries in the sample gained new ideas on, and insights into, different ways of approaching their practice, and increased their ability to do their jobs well. Examples of action taken by participants after the programme are: 1) more systematic planning and more thorough market research; 2) development of new products and services; 3) dealing with issues of risk management and delinquency rates, leading to better financial performance by MFIs; 4) improved client services and satisfaction; 5) new and effective ways to manage staff, including performance incentives; 6) management of organizational change.

Not all participants in MMW and MFT benefited equally, however. The findings of the evaluation show that benefits vary with participants' level of experience, responsibility and authority to act or influence others, and the type of institutions in which they work.

Both the MMW and the MFT learning programmes have external legitimacy, and are seen to be cutting-edge and of high quality. The Centre has been systematic and strategic in designing incentives to attract experts, trainers and local training institutions, and in training or mentoring trainers to run high-quality programmes. The microfinance programmes' participatory, experiential learning methods, and opportunities to share and network with other microfinance practitioners, are particularly appreciated by participants.

One of the Centre's objectives was to develop decentralized capacity to run the MMW training programme. Considerable progress has been made: the Centre now has a network of close to 60 trainers in 29 countries, and the evaluation provided evidence of a multiplier effect. However, efforts to market the MMW have been limited. Local partners look to the Centre to play a more active role in marketing the MMW.

automatically updated every night. New pages on TVET have been linked to the relevant area of expertise.

166 Board documents, organized by year, have been added. Information regarding participants' travel arrangements, changes in EU visa procedures, and the like, is regularly updated or added to. A catalogue of training activities in Spanish and Portuguese also appears.

167 To make the site more dynamic, a multiplicity of web news flashes appear. The map of the campus now shows the new names of the buildings. There is a new directory of services and up-to-date staff biographies. A new section describes the Centre on the main social networks, i.e. Facebook, Twitter, LinkedIn and YouTube.

168 To make the site more attractive, more consistent and more interactive, a working party was

set up to: a) decide its objectives, goals, target, strategy, criteria and indicators of success; b) list improvements to be made immediately; and c) produce terms of reference for setting up a new website, a set of templates for its different levels, and general guidelines on the design of activity, project or specific-event pages within the Centre's main site.

3.1. Oracle Financials Upgrade to 11i

169 The purpose of the project was to upgrade the software application that was introduced in 2000 to support the Enterprise Resource Planning project. It should improve the capability, security and user-friendliness of the information management system. The upgraded system went live in January 2008 and was tested by the external auditors in 2009.

3.2. Oracle HR Analysis of Business Requirements (Phase 1)

170 The project aimed at establishing an enterprise resource planning (ERP) system to support human resources management and to replace the existing, outdated Informix payroll system with a new application better integrated into the overall ERP system.

171 The old Informix payroll system was retired following successful implementation of a customized payroll system that went live in September 2009. Parallel runs of both the old and the new payroll systems were made from September to December 2009. The external auditors expressed their satisfaction with the overall process and the management of the new payroll system.

172 Concerning the overall project to establish an ERP system for the management of human resources, discussions on the inclusion of the Centre in extending IRIS to country offices are still under way. In the meantime, the Centre has started a business requirement analysis and a feasibility study of using components of the system such as the administration of leave. This could have a positive impact on the efficiency of human resources management. It will provide better services, and faster administration of leave for all parties involved, which may save staff time.

173 This part of the project will be developed in-house, with limited recourse to external resources. The remaining funds will be used to cover the development and implementation costs of this component.



REPORT ON THE INTERNAL ADMINISTRATION OF THE CENTRE

1. Campus renovation, ordinary maintenance and extraordinary maintenance programme

174 Significant renovation work on Pavilions M, N and X took place from March to December 2009. Its aim was to renovate those Pavilions and bring them into line with occupational health and safety standards. The work, whose cost is estimated at 340,000 euros, was paid for from the extraordinary maintenance fund made available to the Centre by the City of Turin.

175 Renovation work on Pavilion L, financed mainly by the Piedmont Region and the "Compagnia di San Paolo" Foundation, whose cost is estimated at 3,500,000 euros, including the tender for mobile partitions in the main hall on the first floor, costing 100,000 euros, started in February 2009 and will finish at the end of June 2010. The tendering process was administered directly by the Centre, whereas the work itself is being supervised by an outside works management office specifically appointed for the purpose. In agreement with headquarters, the Centre has set up a steering committee to monitor the process. In line with the Italian system, a supervisor of the work in progress has been appointed to intensify monitoring of this major work.

176 The kitchens on the ground floor of the Americas Pavilion were refurbished to make better use of the space and to provide better health and safety conditions. The overall investment was some 290,000 euros. It was paid for from the 2007 surplus, as the Board had decided in 2008.

177 After negotiations with the City of Turin authorities, the Centre secured a renewal of the supplementary agreement on maintenance of the facilities for 2009-2011. The sum involved is 500,000 euros each year. Given the scarcity of funds available to local governments in Italy, which also affects the City of Turin, this is an exceptional outcome.

2. Purchases by the Internal Administration Service

178 The kitchen equipment was completely renewed, at a cost of 280,000 euros. This was regarded as capitalized value.

179 The Centre bought very modern audio and video equipment for the Piedmont Pavilion, at a cost of around 250,000 euros, paid for by outside donors (particularly the Piedmont Region and the "Compagnia di San Paolo").

180 New high-quality furniture was also bought for the Piedmont Pavilion, an investment of 170,000 euros. This, too, was regarded as capitalized value.

181 To raise the quality of the residential services, several small material purchases were made, at an overall cost of some 70,000 euros.

3. Occupational safety and health

182 It is well known that some of the older buildings on the campus proved to have dangerous materials in their structure. Systematic analyses are continuing, even though it has been confirmed that the air in the offices and classrooms is not contaminated.

183 Nonetheless, while waiting for those buildings to be renovated, the Centre decided to remove material containing asbestos from Pavilion L when it was refurbished.

184 The Centre also analysed the quality of its drinking water. Bacteria were found, mainly because of the dilapidated state of the piping. The Centre consulted experts on the subject, and the Health and Safety Committee, and took measures to assess the risks involved.

185 In view of the positive outcome of the latest series of air and water analyses, the Centre decided to reduce the frequency of future analyses to once every two years.

4. Security of staff and facilities at the ITC-ILO

186 In line with the stepping-up of security measures throughout the United Nations system, a working party based in Turin, made up of representatives of the Centre, the United Nations Interregional Crime and Justice Research Institute (UNICRI) and the United Nations System Staff College (UNSSC), has been in action in Turin for some

years now. It provides advice on issues and priorities concerning security and safety.

187 Emergency evacuation procedures are being devised, and evacuation teams are to be formed and trained for each building. In 2009, a security expert from the World Food Programme made a study of security conditions on the campus, after looking at the latest developments in the situation.

188 The video surveillance system has been improved. To make it easier to enter and to leave the campus, an extra gate has been put in the furthest corner of the campus from the main pedestrian entrance. Due allowance was made for security and access-control requirements.

189 Lastly, the Centre is working together with the United Nations' Department of Safety and Security (DSS), the security coordination group for organizations with their headquarters in Italy (based in Rome) – in which the Centre takes an active part – the ILO security service, and the local authorities responsible for security to adjust security measures regularly in line with needs.

5. Travel Unit

190 The Travel Unit organizes journeys by the Centre's participants, collaborators and officials.

191 In 2009, the Centre made a significant saving of 64.2% on full-price tickets. It made further savings through agreements with specific airlines.

192 In 2008, the total cost of pre-paid air tickets for participants had been 2,170,000 euros, whereas in 2009 it was 2,088,000 euros, even though the number of activities on campus rose from 169 in 2008 to 194 in 2009, and the number of participants whom the Travel Unit handled rose from 3,766 in 2008 to 5,122 in 2009. These figures show that the average cost of a participant's travel was cut considerably.

6. Contract management

193 A new shuttle service for participants between the airport and the Centre was negotiated with the company that manages the Reception. It started in January 2009.

194 In general terms, the Internal Administration Service continues to limit costs through very rigorous monitoring of expenses linked to contracts to manage campus services, while maintaining quality.

7. Purchases, Communications and Telecommunications Unit

195 In 2009, after a good deal of market research, the Purchases, Communications and Telecommunications Unit drew up new mail contracts that included price cuts of 40 to 50 per cent on those of previous years.

196 A new policy to cut the cost of telephone use on campus is being brought in. The Unit will have an important monitoring role.

8. Services to third parties

197 As in previous years, the Internal Administration Service coordinated services to third parties that made campus residential and training facilities available to suitable outside institutions. These services, which entail no responsibility on the part of the Centre for the content of activities, generated an additional income of around 280,000 euros in 2009. The services to third parties, moreover, are an excellent way of making the activities of the ILO and of the Centre more widely known among local institutions and cultural circles.

9. Collaboration with the ILO

198 As usual, all aspects of the Centre's internal administration were the subject of prior consultation with the Legal Adviser (JUR), the Bureau of Internal Administration (INTER) and the Budget and Finance Branch (BUDFIN) of the ILO.



ANNEX I: TECHNICAL PROGRAMMES

Standards and Fundamental Principles and Rights at Work

199 In the context of the strategic objective that is to “promote and realize standards and fundamental principles and rights at work”, the action of the Standards and Fundamental Principles and Rights at Work Programme is an integral part of the Office's technical cooperation programmes. The Programme aims, through its training, to support constituents in their efforts to apply standards and fundamental principles and rights at work. All the activities held in 2009 followed the Office's strategy for improving standards-related activities and the achievement of results 14-18 in the 2010-11 P&B.

200 In 2009, the Programme ran 36 training activities, 20 of them interregional and 16 at regional, sub-regional or national level. The interregional courses were on key topical issues reflected in the needs expressed at international level. Most of them were tripartite in nature, and were held in several languages. They covered standards-related procedures and also specific issues such as equal opportunities, the use of ILS by national courts, freedom of association, the rights of indigenous and tribal workers, and the fight against child labour and forced labour. Courses on labour rights for journalists and media workers were held at both interregional and regional level (Arab States and Latin America).

201 One of the main criteria in selecting participants for the interregional courses was the results of the work of the bodies that supervise the application of ILS. A new integrated approach to the strategic objectives of the ILO in the follow-up to the Declaration of 2008 was taken in the course on ILS, globalization and corporate social responsibility. Its positive results encouraged the launching of a new course in 2010 on the reports called for by the 2008 Declaration.

202 An extensive training-of-trainers programme for maritime labour inspectors has been launched. After a pilot version in February 2009, three courses were held, in June, September and December, respectively, using training-of-trainer material developed in conjunction with national maritime institutions. The large number of applicants (from both industrialized and non-industrialized countries) demonstrated the need for such training, and its high quality.

203 The distance learning course on good practice in reporting on the application of ILS attracted representatives of ministries of labour who face particular difficulties in writing and sending reports on the application of standards due under the Constitution of the ILO. This course is a good example of integrating the Centre's activities into Headquarters' standards-related strategy programme, specifically the component on improving the coherence, integration and efficiency of the supervisory system (see doc 306 GB / Lisle / 4).

204 A new approach was taken to the interregional course on discrimination. In line with the 2008 ILO Declaration on Social Justice for Fair Globalization, the course sees non-discrimination as an issue that cuts across all the strategic objectives. Concerning the human rights of indigenous and tribal peoples, in addition to the open interregional activity held each year in conjunction with the ILO programme to promote Convention No. 169 (PRO 169), an interregional course was held at the request of the Secretariat of the UN Permanent Forum on Indigenous Issues. It trained officials from various United Nations agencies and indigenous experts. Afterwards, the trainees were themselves involved in training UN country teams in Nepal, the Philippines and Ecuador.

205 Fourteen activities on child labour were held in 2009. Nine were standard courses, whereas five were tailor-made seminars for IPEC Geneva and ILO field offices. Three new curricula were tested, including a pilot course on legislative and political action to combat child labour and two joint courses with the Centre's Employment and Skills Development Programme, the ILO's Programme for Youth Employment and the World Bank on analysing data on child labour and youth employment and on evaluating the impact of development programmes with a focus on active labour market programmes, youth employment and child labour. Two projects funded by the European Commission on the economic reintegration of children affected by armed conflict and on information campaigns against trafficking in human beings in South Africa helped to produce and test new tools (such as a “Handbook for reporting on human trafficking by media professionals” and an “Operational guide for the economic reintegration of children involved in armed conflict”).

206 As part of the project on the economic reintegration of children affected by armed conflict, collaboration took place within the ILO, with networks of humanitarian agencies and with UNICEF.

207 An open course on freedom of association and the social dimension of regional integration was held for participants from Latin America and francophone Africa. By analysing integration processes in different regions, particularly the European model, and studying the role that freedom of association may have in those mechanisms and in taking the social dimension of globalization into account, the activity sought to strengthen participants' ability to take an active part in the integration processes in their regions.

208 A training manual on standards for judges and lawyers was published in French, English and Spanish, and the compendium of court decisions referring to ILS was updated and used in all training activities for that audience.

209 The Programme again sought to integrate standards into the activities run by the Centre's other Technical Programmes. The close collaboration with the Programme for Workers' Activities continued. In addition, more activities by that Programme specifically for workers' representatives, an overview of standards and a module specifically dealing with freedom of association were introduced. Collaboration with the Standards Department intensified, not only on training activities but also on technical cooperation projects to strengthen national capacity concerning standards.

210 In 2010, in addition to holding a considerable number of open courses, the Programme has invested in training projects. This is to ensure that our activities have a greater impact and to improve financial performance. New projects have been developed on standards for African media professionals, standards for judges and lawyers in the Gulf States, and standards and corporate social responsibility in Italy.

211 Collaboration with the ILO on freedom of association projects has produced a guide to collective bargaining and a study on freedom of association and development. It is now planned to validate those tools at two workshops in Turin. The results of the study on freedom of association and development will be incorporated into an interregional course.

212 Almost all the courses held in 2009 on child labour are being repeated in 2010. In addition, a pilot course on child domestic workers is planned for francophone Africa, and new courses on political and

legislative action against child labour will be held for African countries. Finally, a training seminar for IPEC headquarters and field staff is being organized by the Programme.

213 Both the training session on discrimination and the interregional course on the rights of migrant workers are being repeated. A new curriculum on precarious work has been prepared. Training of trainers for maritime Convention inspectors is in such great demand that four such activities are scheduled in 2010.

214 Interest in training in standards for judges and lawyers based on the Centre's methodology and original material is again strong. National judicial institutions show a very strong demand for the Centre's collaboration, yielding a growing number of collaboration agreements and training activities. In addition to the interregional course, a conference and a regional course for Asia have trained a large number of judges from this region, and consultations with the judiciary in Australia are under way on more systematic training of judges in the region in the years to come. The regional course for Latin America is scheduled for Argentina, in conjunction with the main university in the country.

215 Finally, activities on standards for media professionals have been held in Africa, Asia, Latin America and the Caribbean in 2010.

216 For 2011, the Programme will make a thorough analysis of its portfolio of activities, partly in the light of the Centre's new financial data. Priority among the open activities will go to those which have done better in financial terms in the past. All opportunities to run tailor-made activities requested by headquarters, field offices and external institutions will be looked at carefully. The Programme will act to promote its major curricula. Distance learning about standards and procedures will continue. Collaboration with NORMES on designing and running a comprehensive joint technical assistance and national capacity-building programme for better application of standards will intensify.

Employment and Skills Development

217 In 2009, the Employment and Skills Development Programme supported capacity-building activities in Turin and in developing countries on the following inter-related topics: (i) labour market information; (ii) social inclusion; (iii) skills development; (iv) labour market institutions and policies.

218 The first topic brought out the need for evidence-based policy-making and recognized that implementing the Decent Work Agenda requires adequate information with which to monitor progress towards decent work goals and to evaluate the impact of development programmes. A series of courses on labour market information and data analysis provided participants with the basic skills needed to collect and monitor key decent work indicators. A new course on evaluating the impact of development programmes, focusing on child labour and youth employment, was also run.

219 The second topic stemmed from the recognition that some groups, in particular vulnerable youths and people with disabilities, face more serious social and economic integration problems than the rest of the population. Accordingly, the Programme ran a series of courses on youth employment, youth investment, and the inclusion of people with disabilities in the labour market. Using the Decent Work Agenda as a paradigm for action, the courses on youth employment analysed current thinking on how to tackle youth employment problems. The youth investment course was a joint initiative with the Council of Europe, the GTZ, UNICEF, the WHO and the World Bank. The courses on disability built on the UN Convention on the Rights of Persons with Disabilities, and covered definitions, concepts, reasons for discrimination and, most importantly, strategies, policies and programmes for working towards inclusion and equity.

220 On the third topic, a series of courses on training policy and the management of training systems and training institutions enhanced the capacity of ILO constituents to design and implement training policies through the review of good and bad practice and the identification of new skills development challenges and needs. A new curriculum on technical and vocational education and training (TVET) was also produced, with the objective of updating and broadening the training in TVET.

221 The role of labour market institutions and labour market policies was covered in a series of courses on the changing role of public employment services and vocational guidance in the context of globalization, change and turmoil.

222 Additional training was held in active labour market policy. The aim was to support the design and implementation of more effective employment and labour market policies in middle-income countries, and to use the ILO Global Employment Agenda as a framework for policy development.

223 Those four main inter-related topics have been taken up again in 2010. On labour statistics,

a series of courses have covered the different phases from data collection to data analysis to the establishment of a comprehensive labour market information system. A second course on the analysis of child labour data has also been held. There has been a strong focus on youth employment policy, with several courses in Turin and in the field on youth employment, and a joint course with the Youth Employment Network on monitoring and evaluating youth employment programmes is scheduled for the end of the year. Closer collaboration with the ILO Institute and the Human Resource Department has been established, with a first workshop for ILO staff on labour economics being held.

224 There were also new courses on TVET in 2009, part of the TVET pilot programme, along with an expert meeting on TVET to prepare the training strategy entrusted to the ILO by the G20 leaders in Pittsburgh.

225 Cooperation with the World Bank saw a joint ILO-World Bank regional labour market course for Arab States. The year 2010 has also seen a new Master's programme on applied labour economics for development, in collaboration with the University of Turin and the Institut d'Etudes Politiques de Paris. A three-year capacity-building programme on labour statistics, financed by the EC and targeting countries in Africa and Latin America, has also started.

226 In 2011, given the new financial constraints, the programme will consolidate. Priority will go to the following joint programmes with ILO technical departments: (i) a new capacity-building programme on labour statistics; (ii) training in employment and wages policy; and (iii) youth inclusion. The new TVET programme will consist of open courses. The joint ILO-World Bank regional labour market course will target Africa.

Enterprise, Microfinance and Local Development

227 Promoting decent work through capacity building in sustainable enterprise, microfinance and local development is the mission of the Enterprise Microfinance and Local Development (EMLD) Programme. The Programme is part of the Employment Sector and works closely with the ILO's Job Creation and Enterprise Development Department (EMP/ENTERPRISE) and Social Finance Programme (SFP). Its training covers many topics, languages and modalities. The Programme incorporates DelNet, a distance education-based platform for local development.

228 2009 was a very positive year in both quantitative and qualitative terms. The Programme ran approximately one sixth of the Centre's training activities.

229 In the area of enterprise development, the Programme focuses on the promotion of sustainable enterprises through courses such as *Promoting sustainable enterprise through good workplace practices and human resource management* and a *Summer academy on sustainable enterprise development*. Other topics include training of trainers in entrepreneurship education using the internationally renowned *Know About Business* (KAB) training package, business development services, value chain upgrading, business services market development, enabling business environments for small enterprise development and women's entrepreneurship development. A study tour to Kenya to see the country's entrepreneurship education system, which uses KAB, was organized for a Vietnamese Government delegation in conjunction with an ILO technical cooperation project and ILO Hanoi.

230 The topic of socially sensitive enterprise restructuring has become increasingly relevant during the current global economic crisis. Under a service contract with the European Commission's Directorate General for Employment, Social Affairs and Equal Opportunities, the Centre held 27 national tripartite seminars during 2009 and 2010 on restructuring in each member state of the European Union. These seminars were high-level knowledge-sharing events supported by research papers that gave the national backgrounds and frameworks for restructuring in Europe, and focused on identifying lessons learned and sharing good practice.

231 The programme on microfinance offers middle-management training for microfinance institutions in Africa, Central Asia, South-East Asia, and Latin America through the *Making Microfinance Work* (MMW) programme. Improving the quality of management and the range of products offered by microfinance institutions aims to increase their impact on reducing poverty and vulnerability. An extensive training-of-trainers programme is part of the MMW programme. In addition, the Centre also hosted the 15th *Boulder Microfinance Training Programme*, which was attended by nearly 300 participants, a record number, and took place over three weeks in July and August 2009. An evaluation impact of the Centre's microfinance training courses between 2005 and 2008 showed that former participants were generally able to apply their learning within their own organizations.

232 In the area of local development, the Programme has a cluster of experts and a broad training portfolio, including the DelNet distance education training and information network. New courses on *Disaster risk reduction* were held in cooperation with the United Nations International Strategy for Disaster Risk Reduction, which is based in Geneva. A conference on *Strategies for local employment recovery, skills development and social protection* was organized in Indonesia, jointly with the OECD, the ILO Regional Office for Asia and the Pacific and ILO Jakarta.

233 The sixth standard course on *Strategies for local economic development* focused on rural development. Advisory services and tailor-made activities on LED included a study tour to Indonesia by an Iranian delegation, and stakeholder workshops in Liberia, Nepal, Kyrgyzstan and Indonesia. For Latin America, local development training featured strongly in the Programme's courses and is also part of the *EUROSociAL* project.

234 In the area of cooperative development, the programme held face-to-face training in *Cooperative policy and legislation*, a distance course in Spanish on the role of cooperatives in local development programmes and a tailor-made course on *Cooperative entrepreneurship* in Kenya in conjunction with the *COOPAfrica* programme.

235 Despite a reduction in funding for fellowships, the Programme plans to run over 70 training activities in 2010, and to train around 2,000 participants. Measures have been taken to innovate in course design and to increase cost-effectiveness.

236 In 2010, local development campus-based courses were clustered so that English-speaking, Spanish-speaking and Portuguese-speaking participants could share some sessions and take part in a joint study tour in Italy. The third *Summer academy on sustainable enterprise development* attracted over 70 participants and was held in Arabic, English and French. For the first time, disability issues featured in the mainstream of this event.

237 In 2010, microfinance training is an important feature of the Centre's activities, with the *Boulder Microfinance Training Programme* continuing to expand, as is the ILO's *Making microfinance work* courses to train trainers and managers in additional countries such as Ethiopia, Nepal, Rwanda and Uzbekistan.

238 In 2010, joint activities with the United Nations Development Programme on microfinance and on value chain upgrading form part of decent work promotion and poverty alleviation initiatives.

239 The prospect for 2011 is a consolidation of the Programme's portfolio of courses in blocks of related topics with a greater focus on larger events, blended learning and the *Turin Learning Approach*. Resource mobilization may involve more targeted project-based programmes. The shortage of funding may constrain the volume of training activities and new training products. However, there is scope for more synergy with ILO technical cooperation projects and for fostering partnerships with other organizations with a shared purpose and commitment to ILO values and goals.

Social Protection

240 The Social Protection Programme contributed to the strategic objective of the ILO concerning social protection by organizing activities and courses aimed at enhancing both the coverage and the effectiveness of social protection. These activities responded to the needs of organizations providing social security benefits, formulating policies and managing social protection schemes. Inter-regional, tailor-made and distance learning courses on governance of social security, health insurance, management and investment of public pensions, social protection policies, and extension of social protection to the informal economy, the excluded and vulnerable populations were held in English, French, Spanish, Arabic and Portuguese.

241 During the year, work started in three new areas: 1) the financial and non-financial governance of social security systems in Africa (including a manual); 2) the extension of social protection in Portuguese-speaking countries of Africa and in Latin America; 3) the April 2009 UN CEB initiative on the "social protection floor", adopted by the UN in response to the economic crisis. On the last-named, a UN inter-agency meeting was held at the Centre. It decided on content, roles and strategies in the initiative. The first interregional, inter-agency course on the social protection floor was held in 2009, with participants from Asia, Africa, the Americas and Europe. There is very fruitful cooperation on social protection and social security with the Social Security Department of the ILO and with specialists in the regions.

242 Occupational safety and health (OSH) also played an important role in the programme, with courses on improving safety and health conditions at the enterprise level and upgrading skills needed for national governance of OSH. Courses on OSH management and risk assessment in enterprises, on OSH inspection systems, on OSH in the construction sector and on working conditions in the informal economy were held in Spanish, English and French, and in other national languages for increased outreach. It is felt that sectoral approaches in OSH

courses, such as the course on OSH in construction, have the potential both to provide sectoral specialization often required by our beneficiaries and to attract non-traditional partners.

243 The fourth blended distance learning and residential OSH postgraduate course was held again with the University of Turin and discussions have started on upgrading the course to Master's level in a few years. The OSH component sees very good collaboration with the SafeWork Programme at ILO Geneva and with specialists in the regions. The first open course on HIV/AIDS in the world of work with a social protection perspective was held in 2009, and HIV/AIDS was brought into the mainstream of many social protection courses. The open course attracted numerous applicants and the ILO/AIDS Programme of the ILO participated fully in the design and running of the course, which was scheduled again in 2010

244 In 2009, the programme significantly expanded its activities on labour migration. With the active collaboration of the International Labour Migration Programme of the ILO (MIGRANT) and in partnership with ILO projects, this component multiplied its activities in Turin, in Africa and in Asia. The core course on international labour migration previously held in English and French was offered in Spanish for the first time. A new open course on "Fostering the social and professional reintegration of return migrants" was organized by the Employment and Skills Development Programme in close cooperation with the Social Protection Programme. Tailor-made and open courses were held on migration and social protection, on the social and professional reintegration of returnees, on governing labour migration in Africa, on institutional capacity building and on the ILO approach, tools and strategies with ILO focal points on migration from all over the world. Furthermore, active cooperation with MIGRANT reaffirmed the strong partnership between MIGRANT and the Centre explicitly highlighted in the Programme and Budget document for 2010-11.

245 Apart from the large number of open and tailor-made courses in 2010, highlights include more specific capacity-building activities, covering subjects such as understanding an actuarial report, protection of domestic workers, psycho-social problems in the workplace, statistics on migration and social protection for migrant workers. There is also a significant increase in courses on the extension of social protection to populations excluded from formal social security schemes (the informal economy, vulnerable people, etc.), which is in line with the social protection floor policy promoted by the ILO and the UN. The programme will also run bilingual courses (in French and English) to reach out to French-speaking communities and to provide

knowledge-sharing among regions. One of the bilingual courses is a revised version of the HIV/AIDS course covering the ILC recommendation (2010) and its follow-up. Finally, the Programme will increase its production of training material: on occupational safety and health in labour inspection, returning and reintegration of exploited migrant workers, and governance of social security.

246 The social security component accounts for 50 per cent of the Programme's activities. This component will be reviewed in 2011 to examine its alignment with employment contexts and the social protection policy-making bodies, as well as to meet the changing needs of social security institutions. Next year, the Programme will review its institutional partnerships with the aim of consolidating the programme and its revenue base.

Social Dialogue

247 The Programme has extended its scope to encompass labour administration and labour inspection as a result of the splitting of the ILO Social Dialogue Department into two separate units: the Industrial and Employment Relations Department (DIALOGUE) and the Labour Administration and the Labour Inspection Programme (LAB/ADMIN).

248 The Programme's mission is to promote social dialogue and strengthen labour administration and labour inspection through capacity-building (advocacy, knowledge-sharing and skills development). The Programme has been entrusted with supporting the ILO's role in promoting social dialogue and tripartism in the Centre's training activities. The Programme runs its activities in consultation with the relevant ILO departments, field offices and constituents. The Programme helps the ILO disseminate its knowledge, and uses ILO research, studies and expertise as key input into training. Standard courses combine with tailor-made courses to meet specific training needs of constituents at country and sub-regional level.

249 The Programme's main target groups are government officials, representatives of employers' organizations and workers' organizations, and representatives of national tripartite bodies that deal with labour administration, including those in charge of conciliation and mediation of labour disputes. National equal opportunities bodies and academia are also involved when appropriate.

250 In 2009, the Programme focused on the following subject areas:

- labour relations and social dialogue

- labour dispute prevention and resolution (including negotiation, conciliation and mediation)
- labour law making with a participatory approach
- public sector management with a participatory approach
- labour administration and labour inspection.

251 In 2009, the Programme launched a new training activity on social dialogue and labour dispute prevention in Papua New Guinea for three countries in the Pacific in collaboration with the ILO Suva Office. The Programme ran the final activity of a project to strengthen social dialogue in the SADC region in consultation with the ILO Office in Harare. A labour administration workshop was held in Namibia with participants from Lesotho, Namibia, South Africa and Swaziland.

252 A gender mainstreaming strategy was complemented by a specific gender-focused workshop for the tripartite commissions on equal opportunities from South America.

253 The Programme has strengthened its activities on labour administration and labour inspection. It has drafted a pilot version of a new set of 12 training modules on labour inspection, at the request of the ILO and in cooperation with the Centre's Social Protection Programme. They were validated at an expert meeting held in Spain in December 2009.

254 The Programme - in collaboration with the Centre's Programmes for Workers' Activities and for Employers' Activities - has implemented the second phase of a training project on social dialogue in Ukraine, fully integrated into the national DWCP. One of the workshops brought together the government and the social partners to discuss the current financial and economic crisis and its impact on employment.

255 Participants gave the training activities the highest scores among the Centre's Technical Programmes.

256 In 2010, the Programme expanded its activities on labour inspection, in collaboration with LAB/ADMIN and with the Centre's Social Protection Programme, as part of a Norwegian-funded programme. This included: the revision of the training package; the development of new modules; a set of training and experience-sharing workshops; and advice on how to design national institutional capacity-building strategies.

257 At the request of ILO field offices, tailor-made courses on social dialogue, negotiation and labour dispute prevention were held.

258 In cooperation with DIALOGUE, an on-line pilot version of the participatory labour law-making course is currently being designed, and a the Russian version of the face-to-face curriculum has been completed.

259 Consultations are taking place with DIALOGUE and LAB/ADMIN on formulating a joint capacity-building strategy for 2011-2013. The cooperation will focus on: the development of global products; adaptation of global products to national contexts; dissemination of ILO materials and tools through international and national training activities; strengthening the institutional capacity of national and regional training centres (providing training in labour administration, labour inspection, conciliation and mediation, social dialogue, industrial relations and labour law); establishing a core group of qualified trainers able to use the Centre's training curricula; facilitation of experience-sharing and knowledge-building among ILO experts.

Workers' Activities

260 The Centre's Programme for Workers' Activities acts as the training arm of the Bureau for Workers' Activities (ACTRAV) of the ILO and is the largest international labour education programme.

261 The Programme's activities are guided by the rights-based training strategy devised by the Trade Union Training Committee, the Workers' Group of the Governing Body of the ILO and ACTRAV. It is fully integrated into its overall workers' education and capacity-building policy and regional programmes.

262 The Programme aims to meet the training needs of workers' organizations around the world regarding the economic, social and political challenges unions face as they represent their members in a rapidly changing world of work. It focuses on international labour standards, freedom of association, collective bargaining and the ILO's Decent Work Agenda.

263 The Programme concentrates on the following strategic areas:

- ILS and the Declaration on Fundamental Principles and Rights at Work, especially on freedom of association and collective bargaining, and the use of the ILO's supervisory system;
- macroeconomic policy, employment policy and poverty reduction strategies for a just globalization and a new paradigm for governing the global economy;
- social protection and occupational safety and health, with a focus on HIV/AIDS;

- social dialogue, collective bargaining and union organizing;
- gender and the rights of women workers;
- training methodology, training systems and information technology for bridging the digital divide among unions.

264 Although the specific content of curricula varies, the following subjects are in the mainstream of all courses: ILS and the Declaration; gender and the rights of women workers; globalization and its impact on workers' organizations; basic information technology and training methodology; the Social Justice Declaration and the agenda of the International Labour Conference.

265 In 2009, the Programme trained 1,268 workers' representatives - 41 per cent of them women. There were fewer participants than in 2008, partly because of the temporary interruption of an important project on social protection in the Americas that will restart in 2010. This shows the need, in the new financial situation of the Centre, to make special efforts to attract other resources from sponsors and the ILO, including technical cooperation projects, to mainstream capacity-building programmes for constituents and to increase the focus on all the core topics in the ILO mandate.

266 The Programme runs specialist training courses at the Centre, follow-up seminars and training activities in the field and online labour education courses. Curricula are in line with the four ILO strategic objectives, and tailor-made courses are organized to meet specific needs emerging from trade union organizations. In addition, the Programme facilitates staff training for ACTRAV in workshops held at the Centre.

267 The follow-up seminars and training activities in the field are run in cooperation with the structures of ACTRAV. They assess the contribution of the Programme for Workers' Activities to the achievement of capacity-building objectives and support for the strengthening of specific trade union specialists' networks in areas such as social security, human and trade union rights, HIV/AIDS and research. Follow-up activities are essential for the full involvement of trade unions at national and regional level in making use of the results achieved by participants in the training activities. Measures to facilitate the information flow about the Programme are being taken, starting with a new classification of the activities directly linked to the Workers' Group priorities and the 19 outcomes identified by the ILO.

268 In 2010, the Programme is still facing the consequences of the fall in resources caused by the cut in non-earmarked contributions to the Centre.

Thanks to significant resources carried over from 2009, made possible also by the contribution from ACTRAV Geneva, and to the approval of several projects, approximately 80 activities are planned: 28 in Turin, 52 in the field, nine distance learning and one blended. Some 1,600 participants are expected. Fifty per cent of the activities will be funded totally or partially by projects. Actually holding all these activities depends partly on finding more resources from partners ready to share costs.

269 The Programme is reviewing its curricula – among them, those on social security and occupational health and safety - and designing and testing new curricula on communication for trade unions and on organizing workers in the informal economy, with the objective of transforming single educational activities into educational processes, which should include modules on specific aspects, on-line courses and tailor-made workshops.

270 Work has begun in 2010 on a complete set of training modules to meet the capacity-building needs of trade unions in designing and implementing DWCPs, with an approach based on the Social Justice Declaration of 2008 and on the interdependent nature of the four pillars of the Decent Work Agenda. These modules will be designed in a way that makes it possible to diversify what the Programme offers and thereby meet different training needs linked to different roles played by participants within their organizations.

271 In 2010, more attention has been given to issues and themes which are challenging trade unions, with a focus on the global crisis. We are also exploiting the unique opportunity offered by the Turin Centre to develop interregional training activities that favour sharing of experience and good practice across regions.

272 Given the situation in the last two years, the Programme is called upon to make a special effort to consolidate and expand the quality and effectiveness of its training activities through a set of actions including:

- stronger integration and communication with other training activities held in the field by ACTRAV field specialists and by regional and national trade union organizations;
- increased cooperation with other Technical Programmes of the Centre to boost the added value of input from the workers' side in their activities, and to make use of the shrinking SPSF resources for the design and running of courses shared with other Programmes and with a full contribution from the workers' side;

- running at least 50 per cent of the activities through projects, with a special focus on interregional ones.

273 New training material will be produced, and existing material updated, with an emphasis on the new training modules on the Decent Work Agenda and on the implementation of the Global Jobs Pact.

274 Following the work done in 2009 to make the SoliComm Platform and the distance education tools even more effective, in 2010 the Programme will translate the existing distance training material into English or Spanish. It will use technical tools to allow more delegation to field structures in the creation and management of online activities like conferences and sub-conferences (empowerment of the field structures). It will also increase cooperation with the Centre's Management Information Service and DELTA.

275 The use of SoliComm as a "knowledge-management" tool enabling easier and more permanent exchange of information among all ACTRAV officials (at headquarters, in Turin and in the field) will get special attention.

Employers' Activities

276 Tripartism implies that employers and their organizations are recognized as playing a pivotal role in development strategies. The objective of the Employers' Activities Programme is to support and enhance this role of employers' organizations, mainly through capacity building via training in synergy and close collaboration with the Bureau for Employers' Activities (ACT/EMP) at ILO Geneva and the International Organisation of Employers (IOE).

277 More specifically, the Programme concentrates on building the capacity of employers' organizations (EOs) in developing countries at regional, national, provincial and branch level, to enable them to play a double role: a) as the voice of business, influencing policy-making through advocacy and social dialogue, in order to create an enabling environment for sustainable enterprise, which is an essential condition for economic growth, employment creation and poverty alleviation; and b) providing high-quality business development services to members. Both objectives are strategic outcomes for the ILO.

278 The Programme follows two strategies to achieve these objectives: direct training and producing innovative training material.

279 As regards training, in 2009 the Programme ran 44 training activities for almost a thousand participants from all continents.

280 In 2010, the number of participants will probably remain stable. The effect of the diminished financial resources from the Italian voluntary contribution is offset by larger resources available through specific EU project funding.

281 The focus, in both 2009 and 2010, has been on topical issues of importance to the development of EOs, as representing members' organizations and as being involved in policy (both bipartite and tripartite). Representing members' organizations involves training activities to improve lobbying capacity, governance, negotiation skills, communication skills, etc. The second area covers courses which focus on policy themes and on capacity building for EOs to act on issues such as youth employment, combating HIV/AIDS, combating child labour, social dialogue, and strengthening the employers role in DWCPs.

282 The Programme thereby directly contributes to building local capacity for employers to contribute to the implementation of the 2008 Declaration on Social Justice.

283 Training seldom creates direct outcomes. It creates capacity, but its transformation into outcomes requires other factors as well. Nevertheless, progress towards an enhanced role of employers' organizations, whether as the active voice of business, as development partners, or as trustworthy providers of services has been remarkable. A few examples: employers are becoming more and more influential and well organized in Indonesia; the services offered by EOs in Western Africa have improved and expanded; OSH training services will be set up or improved in Asia and Eastern Europe; in most parts of the world, employers have increased their role in DWCPs.

284 The development of training material seeks to provide answers to relevant questions such as: How can you best run an employers' organization? How can you become effective at advocacy? How can you become a good negotiator and social partner? What are best practices in employment policy? How can you boost skills as an employers' organization and make sure educational policies are oriented towards employment and business? Literature on these topics is scarce. They are not taught at school or at university. Much must therefore be invested in training material, in order to encapsulate practice and experience and transmit it properly.

285 Training material is therefore pivotal to meeting the skill and knowledge needs of employers, and it is a central focus of the Programme. In both 2009 and

2010, investment in the development of training material has been central.

286 The goals for 2010 and beyond are ambitious, in spite of challenging financial circumstances, to which they must nevertheless adapt. The focus is on stabilizing the number of participants and improving further the quality of activities, building on the remarkable progress the Programme made in 2009. In 2010, the Programme has won three EU-funded projects for Eastern Europe and East Africa, as well as a Spanish-funded project for Latin America, thus making up for the cut in Italian funds.

287 Other objectives, such as striving for greater visibility of the Programme among employers, better integration with the ILO Bureau for Employers' Activities and with the IOE, and a constant needs-driven approach to training, are, of course, also on the agenda for 2010 and beyond.

288 The Programme expects to hold more activities in 2010 than the year before - over 60 activities for the five regions. There will also be further development of employer-specific training material in several languages and some advisory services. In this way, the Programme will help ensure that the ILO's objectives and projects continue to be relevant to the employers' community.

Sustainable Development and Governance

289 The Programme's objective is to enhance professionalism and integrity in the management of public funds in support of good governance and sustainable development, i.e. development which integrates economic growth with social progress and respect for the environment. In 2009, the Sustainable Development and Governance Programme offered a large number of learning and capacity-building products and services with the aim of reinforcing managerial effectiveness in projects and programmes in the context of the International Labour Organization's Decent Work Country Programmes and the global effort to achieve the Millennium Development Goals.

290 The main themes of its training and learning are:

- project management: competencies for project design, appraisal, implementation and evaluation;
- procurement management: legal, institutional and managerial competencies, including socially responsible public procurement and green public procurement;

- Master's and other post-graduate courses on social and economic development and the rules governing international trade.

291 The Sustainable Development and Governance Programme is entrusted with designing and holding regular training workshops for ILO staff on project cycle management. Several events were held in 2009 in Turin and other field venues which were successful examples of building capacity for enhanced quality and faster delivery rates in the ILO's technical cooperation programmes. Such pooling of resources with the ILO led to the enrichment of training content, integration of the Programme's expertise and exposure to world-class techniques and tools in project management training.

292 The Programme's project management training cluster attracted large numbers of inter-regional participants to its regular courses on project design and project implementation in World Bank-funded projects as well as those funded by the UN and the EU.

293 Due to its long track record of success in capacity-building for public procurement reform in the Europe and Asia regions, the Programme has been tasked with similar assignments for the Middle East. It successfully completed the development of a set of national bidding documents and a national public procurement manual for Lebanon. In Jordan, the Programme led the effort to assess the national public procurement system and, in collaboration with the World Bank, presented a proposal for a national action plan for procurement reform. A number of tailor-made activities were also held for Morocco and Iraq, and the Programme is short-listed for a major procurement reform assignment in Iraq.

294 The Programme's solid reputation in the area of procurement management has also led to other requests for its services by international organizations, like the International Fund for Agricultural Development (IFAD). The Centre is providing consultancy services to IFAD staff in monitoring the procurement transactions of its beneficiary countries in Eastern and Southern Africa. Similarly, the Programme was engaged to develop the corporate procurement policy directive of the African Development Bank and related staff training. At the UN, the Programme is the lead provider for green procurement training under the Secretary General's Sustainable United Nations (SUN) initiative. In collaboration with the Centre's DELTA Programme, it is also developing an on-line green procurement course for UN staff. The Centre was also contracted by the European Commission (EC) to deliver awareness-raising and capacity-building activities for green procurement in 20 EU Member States. The

Programme also collaborates with the European Commission on delivering and promoting socially responsible public procurement as set forth in a study made at the request of the Commission.

295 The Programme held all its standard courses planned for the first semester of 2010. The courses were well attended and covered procurement management, project cycle management and financial management. Since the Programme primarily provides its services to "self-paying" participants, the impact of the large cuts in sponsor funding was hardly noticeable in terms of the income generated by the Programme or the number of participants attending its training. In addition to the standard courses, the Programme continued to implement two EC-funded projects to promote green public procurement (GPP) in the EU Member States, and won an EC tender for economic assessment of the benefits of socially responsible public procurement (SRPP) in the EU member countries. The Programme has also tendered for two large capacity-building assignments for procurement reform in Iraq (funded by the World Bank) and the Western Balkan countries and Turkey (funded by the EC). Overall, the Programme's activities on 2010 will, at least, parallel its achievements in 2009, though with more diversification in the themes covered and the number of project assignments and advisory services.

296 The Programme also expanded its role in the promotion of sustainable development at the local level through two assignments awarded to it for Iraq and the Palestinian Territories.

297 The portfolio of activities in 2011 will follow the same pattern as that of 2010 in procurement management and project cycle management. However, discussions are under way with PARDEV to design a new training activity for ILO staff on results-based management. The Programme is also planning to customize and offer selected procurement and project management courses in Arabic or French.

The Social Dimension of Trade and Investment

298 As part of the ILO's effort to secure fairer globalization, the Centre's Programme on the Social Dimension of Trade and Investment works to reinforce capacity to assess and deal with the effects of trade and investment liberalization on labour markets and equitable national development. The Programme started in January 2008. The second year of activity was devoted to consolidating the Programme's knowledge base and training in the following areas.

299 Trade and labour markets. Projects in this area continued, and a new standard course was developed. A project supported by the French and Flemish Governments targeted ILO constituents in the SADC and ECOWAS regions. It explored the labour market implications of intra-regional trade and economic partnership agreements between the EU and those regional communities. The project has stimulated great interest within beneficiary and partner institutions. Further training is foreseen for 2010.

300 A joint planning exercise took place in 2009 with the ILO unit responsible for training in four countries (Bangladesh, Benin, Guatemala and Indonesia) as part of an ILO/EU project entitled "Assessing and addressing the effects of trade on employment". As a result, the Programme has implemented or planned in 2010 the development of training curricula and materials and actual training in Indonesia, Bangladesh, Benin and Guatemala.

301 A first interregional course on "International trade and labour markets" was held in May 2010 in Turin. This blended course (combining distance and face-to-face learning) focused on the theoretical and empirical underpinning and key emerging trends and debates on the trade-labour nexus. It attracted a group of highly qualified participants. New products are being conceived and closer ties established with other agencies dealing with trade and development links in an attempt to reach out to a larger audience and achieve greater impact.

302 Investment and Decent Work. In consultation with the ILO, preparatory work has started on a course on foreign direct investment (FDI). The new curriculum will look at the regional and sectoral evolution of FDI flows, presenting the motivations and forms of FDI and their major implications for employment.

303 Training was offered in national public investment. The standard courses on "Employment-intensive investment for sustainable development" (English and French versions) attracted a lot of participants in 2009, and there is evidence of follow-up activities by participants after the course, including further training and projects. The same is true of the courses on the employment potential of public investment.

304 A new learning package on "Mitigating a jobs crisis: innovations in public employment programmes" was validated by a pilot course at the Centre in May 2010. The package considers the the range of options, from public works programmes to employment guarantees, and provides policy insights and practical design tools with which to inform decision-making at policy and programme levels. It

has been decided to launch a new open course on the same subject in November 2010. This course is attracting the interest of other agencies, including the World Bank and the UNDP, and it is hoped that concrete collaboration in the near future will lead to wider dissemination of the concepts and approaches advocated by the ILO.

305 Labour issues in corporate social responsibility (CSR). Linked to trade and FDI-related training, and to the social and labour implications of business behaviour, the Programme has been coordinating a project on corporate social responsibility financed by the Centre's Investment Programme. Progress in this area is described in a separate chapter of this report.

306 Green jobs. In June 2009, drawing on initial efforts by other units at the Centre, the SDTI Programme engaged in the development of a new cluster of training activities on green jobs. This complements the work done by the Programme in other areas, notably public investment and CSR. A Web-supported training platform was maintained for distance learning and knowledge-sharing. Two regional workshops for tripartite constituents were held in collaboration with the ILO Regional Offices for Asia and Africa. Course design on green jobs and local development took place in March 2010.

307 An open course on "Green jobs: linking the environment, climate change and the world of work" is currently on offer, and there is a full pipeline of activities for the rest of 2010. A second ILO strategy workshop on green jobs was scheduled to discuss putting the ILO's recently established Green Jobs Global Programme into practice. The demand for training in this area is growing, and there are opportunities to tailor the existing products to specific regional and sectoral needs. The Turin Centre is committed to playing an active role in that ILO Global Programme.

308 The Programme's interdisciplinary approach is valued by course participants and resource persons. New synergy is emerging among the different clusters of the Programme, and between it and other Programmes at the Centre. Similarly, collaboration with other ILO units and UN agencies is strengthening, which augurs well for the further development of this Programme, to the benefit of ILO constituents and other development stakeholders.

309 The Centre also hosted an ILO strategic workshop on the subject. The workshop resulted in further consultations and the design of an ILO Global Programme on Green Jobs. The Centre has been identified as the lead unit for its training and capacity-building component. The demand for training in this area is growing, and there are opportunities to

tailor the existing products to specific regional and sectoral needs.

310 Global Jobs Pact. In June 2009, the General Conference of the ILO adopted the "Global Jobs Pact", a global policy instrument which promotes a productive recovery centred on investment, employment and social protection. At the request of the ILO Directorate, and in coordination with all the ILO departments concerned, the Centre organized an inter-regional workshop on "The economic crisis and the Global Jobs Pact", which took place in Turin in November 2009. The event was designed to promote knowledge-sharing and to level the playing field for ILO tripartite constituents and other government representatives so that they would be able to participate more effectively in policy debates and decision-making processes relevant to crisis response. This was a five-day face-to-face course, preceded by e-learning. Follow-up activities were held by the country groups, as initial attempts to put the Global Jobs Pact into effect in the respective countries. A Web platform and support materials are available for adaptation and use in the regions.

Gender Equality and Non-Discrimination

311 As clearly announced in its mission, the focus of the Gender and Non-Discrimination Programme in 2009 was the promotion and mainstreaming of gender equality in the world of work, through specific training, learning and capacity-building activities.

312 The Programme's standard and tailor-made activities offer tools for institutional capacity building on gender mainstreaming for ILO constituents and other development players. In 2009, eight open residential courses were held on the campus in English, French and Portuguese. Distance learning activities using the on-line "Gender Campus" provided learning opportunities for more than 140 participants in four languages, and covered a wide range of traditional (mainstreaming gender equality in the world of work; gender, poverty and employment) and new topics (e.g. tackling discrimination, mainstreaming disability equality).

313 Many ad-hoc field activities were held to meet specific requests from the ILO and the UN, including training of gender audit facilitators and knowledge-sharing methods of gender mainstreaming. In this way, the Programme reached out to Africa, Asia (Sri Lanka), the Pacific (Papua New Guinea), Europe (Turkey) and Latin America (Southern Cone, Caribbean and Andean regions).

314 A large pilot project for the European Commission on combating gender stereotypes, which started in 2008, concluded in 2009. It was one of the Programme's major endeavours to fight discrimination at the workplace and provide enterprises and other stakeholders with tools for achieving gender equality at work while doing good business.

315 The Programme's successful partnership on gender equality for development and peace, with UNIFEM and the EC, continued throughout 2009 with impressive results, in particular through on-line learning activities, but also through information, awareness-raising and networking.

316 A global campaign entitled "Gender equality at the heart of decent work", in preparation for the International Labour Conference in June 2009, created synergy that assisted the Gender Bureau in raising the awareness of the thousands of ILO constituents who benefited from training and learning opportunities at the Centre, be they residential courses, field activities or independent learning at a distance. The specific gender outcomes of the 2009 ILO Conference have been actively disseminated among our participants.

317 In 2010, close and timely cooperation has been established with the ILO gender network, in particular with the Gender Bureau at headquarters and the senior gender specialists in the Regions, in running the training component of a large multi-bilateral programme funded by Norway in Brazil, Angola, South Africa, India and China (BASIC). Synergy will be carefully sought to extend the results to other countries and beneficiaries.

318 The partnership with the EC and UNIFEM on gender equality for development and peace is concluding in 2010 with on-line learning activities, information sharing and networking. New forms of collaboration and partnership are being explored with the European Commission, and possibly with a new UN gender body, for 2011.

319 On-line activities through the "Gender Campus" form the backbone of a wider training and learning portfolio. They provide an opportunity for creating "blended learning paths" that offer participants a longer and deeper learning process through a mix of distance and residential activities.

320 Gender audit and gender budgeting are flagship courses for the Programme. They will be accompanied by new topics of international interest, such as the gender implications of domestic work and of migrant work. Discrimination on bases other than sex will be a thread in all the activities.

321 In terms of format and outreach, the approach adopted in 2010 will delineate a new trend, to be studied more carefully and possibly proposed in 2011. Larger multilingual courses on key topics (e.g. "An introduction to gender budgeting" in English and French; "Mainstreaming gender equality in the world of work" in English, French and Spanish) are being tried out, with a view to taking greater advantage of international expertise, not only as regards lecturers but also among the participants themselves.

322 A whole line of new opportunities for Portuguese-speaking constituents (in Africa, Latin America and Europe) has been launched in 2010, using existing tools and methods concerning gender and non-discrimination.

Distance Education and Learning Technology Applications (DELTA)

323 The DELTA Programme has a double mandate: to strengthen the Centre's in-house capacity to apply state-of-the-art learning and training methodology and processes, and to provide training services to outside customers. It does so in line with ILO Recommendation No. 195 on human resources development, to promote policies and programmes which facilitate lifelong learning and employability, stress the importance of innovation, promote investment in information and communication technology for training, and reduce inequality.

324 In 2009, the Programme coordinated the first "Learning Link", an event that brought together officials from 33 development training and learning institutes to reflect on the role of training and learning in the international capacity-development agenda. Several face-to-face or blended distance activities, interregional or for individual regions or countries, were held using the modules in the competency-based human resources development series. The largest started in 2005, and trained over 1,000 trainers, entrepreneurs and workers from El Salvador. In Indonesia, the Programme supported upgrading of the skills of vocational trainers through a series of national workshops. As part of the EC-funded "EUROSociAL" project, the programme supported the creation of an indigenous trainers' network. The Programme ran several training-of-trainers workshops for the UNDPKO and designed an e-learning course on export consortia for UNIDO. New cooperation projects are being launched with the FAO and the UNSSC.

325 The Programme has offered a series of competency-based standard courses on campus for the training of trainers as well as for strengthening the management of human resources. A lifelong

e-learning blended course was added to its standard courses in 2008; it is offered in three languages. In 2010, a new standard course entitled "Web2 for Development" was launched.

326 Since 2007, the Programme has provided support for ILO in-house staff training. In 2009, six regional capacity development workshops entitled "Working with the UN – Achieving decent work in a changing environment" were held for ILO field staff in all the regions, with the support of headquarters staff. The Programme has designed and developed Web-based platforms on e-learning skills and entrepreneurial training for the Regional Programme for Europe, on induction into the ILO and on ethics. It has facilitated several in-house learning events at ILO headquarters (e.g. a retreat by the Social Finance Department; the NORMES Department; and an ILO EMP/ENT field specialists' workshop). The trainer's kit and a guide to the board members of the Quatrain Africa project on governance of social security systems have been produced, and DELTA has helped design of an ILO workshop on the social economy.

327 In 2010, the Programme has run new activities, such as the first trilingual version of the blended course on designing competency-based human resources management and the first training-of-trainers' workshop for the Aga Khan Academy for Microfinance.

328 There has been cooperation with several UN agencies. A writing workshop for the development of a new curriculum on market analysis and development for the FAO has been organized and facilitated. Input is being provided to three KM workshops run by the UN System Staff College. Web2.0 and training-of-trainers workshops have been facilitated for UNHCR Budapest and UN DPKO. Learning modules have been developed for UNIDO, and a workshop on designing and producing competency-based learning modules will be held for UNRWA.

329 Support for ILO staff development programmes in 2010 includes cooperation with ILO offices in Addis Ababa and Moscow, the production of screencasts for the ILO learning coordinators, two induction workshops for recently recruited ILO staff, a facilitated retreat by the Social Finance Programme and the design of a social economy workshop. A curriculum development workshop on financial education has been facilitated.

330 The Programme is offering two new open courses in 2010: 'Participatory facilitation, social strategies', which merges face-to-face facilitation with e-learning, and 'Learning chemistry', a compact learning package for trainers whose aim is to facilitate creative learning. DELTA is currently preparing a new

ILO MATCOM package and training material for the new ILO management and leadership development programme.

331 DELTA's mandate also includes supporting other Technical Programmes at the Centre in enhancing awareness and application of cutting-edge training design and learning technology. The Programme does so by providing in-house advisory services on training design, by transforming knowledge resources into learning or training material, by taking part in the design and running of an in-house staff development programme on learning design and technology (e.g. crash courses for newcomers and sessions on technology-enhanced learning), by adapting face-to-face training material for distance learning, and by providing facilitation or learning advisory services for standard courses run by other Programmes.

332 In 2011, DELTA will avoid multiplying stand-alone 'open/standard' courses and instead favour activities tailor-made to partners' requests. The Programme will invest in multi-language courses to boost economies of scale and take advantage of the multicultural environment. New courses may become a component of a new generation of 'cluster workshops', which bundle together several courses in related areas. The Programme will provide more active in-house support concerning learning methodology and technology-enhanced learning. It will help Technical Programmes adopt the three-phase blended approach more systematically.

333 DELTA will develop a series of process files that present its services. It is preparing an approach and a tool for organizational learning culture audits, including the use of ICT for learning. This should result in a service that diagnoses the current status of an organization in terms of learning and suggests ways and means (e.g. training-related activities) to improve.

334 A second "Learning Link" is to take place in April 2011.

Master's and Other Postgraduate Programmes

335 Since 1991, the Centre has provided postgraduate learning opportunities in partnership with the University of Turin. The portfolio of such learning opportunities expanded in response to an increasing demand for capacity-building in the areas of sustainable development and governance of global trade. They involve inter-disciplinary content not usually offered by universities that are organized by faculties.

336 The increased visibility and demand for such training has attracted a growing number of UN sister organizations to join us either as partners or as providers of specialist input and expertise.

337 The objective of these programmes is to prepare future leaders and experts for the prime challenges that the world has to contend with in the 21st century, in particular how to achieve sustainable development while upholding national and global equity.

338 In November 2009, the Director of the Centre decided to enhance the visibility of these programmes by re-grouping them under the umbrella of a new training/learning cluster called the "Turin School of Development". This step was also taken to enable more formal partnership arrangements for programme design and delivery with an increasing number of UN sister organizations and to harmonize the management arrangements and facilitate fund-raising and marketing. The following learning programmes are offered yearly:

- Master of Law (LL.M.) in Intellectual Property
- Master's in Management of Development
- Master of Science in Public Procurement Management for Sustainable Development
- Master's in World Heritage at Work
- Postgraduate course on Occupational Safety and Health in the Workplace
- Master of Law (LL.M) in International Trade Law
- Master of Science (MSc) in Applied Labour Economics for Development (from November 2010)

339 All these programmes are blended (distance learning plus face-to-face plus research).

340 The typical learning period for each Master's programme is approximately one year. The graduates are offered a Master's degree by the University of Turin, either alone or in partnership with Turin Polytechnic or other universities. In the first half of 2010, the four-and-a-half months face-to-face learning period of four programmes was successfully completed. Attendance exceeded that of 2009 by 15% on average. The remaining three programmes started their distance-learning phase in June 2010 or November 2010. For two of them, the face-to-face period will end on 20 December 2010. The enrolment rate will also exceed the figures for 2009.

341 It is expected that the Turin School of Development will enhance the contribution of the Centre to the promotion of the "one UN" agenda and increase the Centre's visibility and utility as a provider of learning opportunities needed by the ILO and our sister organizations.

ANNEX II: PUBLICATIONS AND TRAINING PACKAGES IN 2009

Multimedia publishing

342 In 2009, demand for multilingual publishing services was high. These services were provided by the Translation, Editing and Reporting Section (TER) and by the Multimedia Design and Production Unit (MDP). The full cycle of publishing services is available to the Centre's programmes and partner institutions. It includes language services – editing, translation and revision; design – graphics, layout and photography; multimedia – videos and publishing, both on-line and off-line; and production – digital and offset printing, binding, and production of CD-ROMs and DVDs.

343 The main in-house projects were:

- Completion of a training package on maritime labour inspection under the ILO Maritime Labour Convention 2006, with nine training modules, a manual and a methodology guide.
- A new training manual for judges, lawyers and legal educators on international labour law and domestic law.

- The “World on One Campus” project to improve the signposting on campus.

344 There were 127 publishing projects for the ILO and other United Nations and European organizations, among them the United Nations High Commissioner for Refugees (UNHCR), the Office of the High Commissioner for Human Rights (OHCHR) and the European Training Foundation (ETF). The main external projects were:

- An IPEC training manual on fighting trafficking in children for labour, sexual and other forms of exploitation.
- A special website for the International Labour Conference, in English, French and Spanish, including a practical guide for ILC delegates, visual presentations, practical information and a media gallery.
- A brochure on the ILO's “Green Jobs Programme”.
- Translation into Arabic, Chinese, French, Russian and Spanish of the website for the Durban Review Conference of the OHCHR.

**TABLE 11:
PUBLICATIONS AND TRAINING PACKAGES, 2009**

TITLE	DESCRIPTION	LANGUAGE
CENTRE PUBLICATIONS		
Maritime Labour Inspection Training package: Maritime Labour Convention, 2006	Training package	English
Know About Business manual	Training package	Vietnamese Sinhalese Tamil
Know About Business manual, adapted for Morocco	Training package	Arabic
Droit international du travail et droit interne: Manuel de formation pour juges, juristes et professeurs de droit	Monograph	French
International labour law and domestic law: Training manual for judges, lawyers and legal educators	Monograph	English
Derecho internacional del trabajo y derecho interno: Manual de formación para jueces, juristas y docentes en derecho	Monograph	Spanish
Inspecting occupational safety and health in the construction industry	Training manual	English
Break Gender Stereotypes – Toolkit 2008	Manuals, leaflets, posters, videos, CD-ROM and websites	Lithuanian, Dutch, Finnish, Norwegian, Latvian, Swedish, Icelandic, Slovak, Danish

TITLE	DESCRIPTION	LANGUAGE
Break Gender Stereotypes – Toolkit 2009	Manuals, leaflets, posters, videos, CD-ROM and websites	English, Danish, Greek, Latvian, Lithuanian, Dutch, Norwegian, Swedish, Romanian, Slovak, German, French, Finnish, Icelandic
Los convenios de la OIT sobre seguridad y salud en el trabajo: una oportunidad para mejorar las condiciones y medio ambiente de trabajo		Spanish
Importancia de la contributividad en el sistema de Seguridad Social. Elementos de análisis para la inclusión social en América Latina		Spanish
Governance of social security systems: a guide for board members in Africa	Guidebook	English
La gouvernance des systèmes de sécurité sociale : un guide pour les membres des conseils d'administration en Afrique	Guidebook	French
PUBLICATIONS FOR THE INTERNATIONAL LABOUR OFFICE		
ILO Magazine World of Work, Nos. 65, 66 and 67	Magazine	English, French
Training manual to fight trafficking in children for labour, sexual and other forms of exploitation	Manual	French, Spanish
SCREAM postcards in Russian, Japanese, Swahili, Chinese	Postcards	Russian, Japanese, Swahili, Chinese
American students' SCREAM brochure	Brochure	English
SECTOR training kit driving change on HIV/AIDS for the road transport sector	Training package	Russian
MLDP Module 102 - Developing Emotional Intelligence	Module	Spanish
Design and layout for Mekong trafficking kit and material	Reports, posters, brochure	English
Photos for exhibit safety and health	Exhibition	English
Rights at work for young people	Booklets	English
ILC Conference Committees without Tears	Handbooks	English. French, Spanish
ILC handbook for delegates	Handbooks	English. French, Spanish
IPEC standard trilingual folder	Folder	English. French, Spanish
International Labour Conference Website	Website	English. French, Spanish
Brochure: The ILO's Green Jobs Programme	Brochure	English. French, Spanish
The ILO's Sustainable Enterprise Programme	Brochure	English. French, Spanish
Labour and Labour-related Laws and MSEs	Book	English
Combattre la traite des enfants à des fins d'exploitation de leur travail - Kit de ressources à l'usage des responsables politiques et praticiens	Resource kit	French
Guide de renforcement de capacités	CD-ROM	French
CD-ROM: Employers' Organizations Training Package on Ageing	CD-ROM	English
Training package on maritime labour inspections under the Maritime Labour Convention	Training package	English
Handbook and training package on the labour dimension of CSR: from principles to practice	Handbook	English
Manuel en droit international du travail pour juges et juristes	Book	French and Spanish
Governance of social security systems	Books	English, French
Material for the 60th anniversary of C98 - Right to Organise and Collective Bargaining Convention, 1949	Promotional material	English, French, Spanish
Learning Checkpoints - Accrual Accounting under IPSAS: The Basics	Training material	English

TITLE	DESCRIPTION	LANGUAGE
Gender Bureau Year Planner	Year planner	English, French, Spanish
Managing Migration for Decent Work in Asia	Information material	English
ILO's Outcome for 2010-2012 Posters	Posters	English
CD-ROMs on ports and road transport	CD-ROM	English, Russian
Training toolkit on HIV/AIDS for railways	Training kit	English
Value Chain Development for Decent Work Guide	Manual	French, Spanish
HR Policy MLDP Module 117 - Interviewing Skills	Module	English
Practical Guide to Child Labour Reporting	Manual	Portuguese
Acta Bargaining Symposium, CD-ROM and publication on NMEs	Symposium acta and CD-ROM	English, French, Spanish
IPEC: The safe work for youth kit	Training kit	French, Spanish
Labour-based Public Works Project Maintenance Management Manual	Training manual	English
Material for the WIND (Work Improvement in Neighbourhood Development) project	Leaflets, posters, DVD	English, French, Spanish
PUBLICATIONS FOR THE UNITED NATIONS SYSTEM		
UNHCR – Global Report 2008	Report	English, French
UNHCR – Global Appeal 20010-2011	Report	English, French
UNHCR – Layout, Design, Printing and Delivery of UNHCR/WFP Joint Assessment Guidelines, 2nd Edition September 2008	Manual and CD-ROM	English, French
UNHCR - Development of the master CD-ROM and website for UNHCR Global Report 2008	Website and CD-ROM	English, French
UNHCR - UNHCR HRD modules	Training modules	English
UNHCR - UNHCR Brochure for ship's masters	Brochure	Italian
Protection Induction Programme CD-ROMs and booklets	Booklets and CD-ROM	English, French, Spanish, Russian, Arabic
UNHCR - SPCP Protection Gaps Framework for Analysis	Manual	Russian
OHCHR – Annual Report 2008	Report	English, French
OHCHR - UN website for the 2009 review conference on racial discrimination and related forms of intolerance	Website	Arabic, Chinese, English, French, Russian, Spanish
OHCHR - Public information materials and translations in the framework of OHCHR's communications campaign on discrimination and other public information activities	Information material	English, French, Spanish
OHCHR Strategic Management Plan 2010-2011	Report	English, French
UNSSC - UNSSC Annual Report 2008	Report	English
UN HABITAT - Shelter Projects 2008	Report	English
UNICRI – Brochure: Penal reform and prison overcrowding	Brochure	English
UNICRI – Brochure: POAS	Brochure	English
UNFPA – Year planner 2010 for Mauritania	Year planner	French, Arabic
PUBLICATIONS FOR THE EUROPEAN TRAINING FOUNDATION		
Brochures, magazines, leaflets, newsletters, reports, books, studies, information and promotional material.	Various publications	Arabic, English, French, German, Italian, Russian, Spanish.

ANNEX III: DISTRIBUTION OF PARTICIPANTS BY COUNTRY/TERRITORY IN 2009

Country / Territory	Number of Participants				Workers			Employers		
	Total	Men	Women	%W	M	W	%W	M	W	%W
AFGHANISTAN	18	14	4	22%	0	0	0%	0	0	0%
ALBANIA	52	19	33	63%	2	5	71%	1	2	67%
ALGERIA	50	35	15	30%	8	2	20%	1	1	50%
ANGOLA	44	27	17	39%	2	2	50%	2	0	0%
ANGUILLA	1	0	1	100%	0	0	0%	0	1	100%
ANTIGUA AND BARBUDA	5	0	5	100%	0	0	0%	0	1	100%
ARGENTINA	200	106	94	47%	29	23	44%	15	7	32%
ARMENIA	75	34	41	55%	0	3	100%	30	22	42%
ARUBA	11	4	7	64%	0	0	0%	0	1	100%
AUSTRALIA	12	6	6	50%	0	0	0%	1	0	0%
AUSTRIA	48	9	39	81%	0	0	0%	0	0	0%
AZERBAIJAN	82	59	23	28%	6	1	14%	5	2	29%
BAHAMAS	4	0	4	100%	0	1	100%	0	1	100%
BAHRAIN	19	10	9	47%	3	0	0%	0	0	0%
BANGLADESH	151	134	17	11%	17	2	11%	12	2	14%
BARBADOS	8	5	3	38%	0	1	100%	1	1	50%
BELARUS	8	3	5	63%	3	1	25%	0	0	0%
BELGIUM	122	38	84	69%	6	7	54%	0	0	0%
BELIZE	10	4	6	60%	1	0	0%	0	1	100%
BENIN	35	22	13	37%	2	4	67%	2	0	0%
BERMUDA	2	1	1	50%	0	0	0%	0	1	100%
BHUTAN	4	0	4	100%	0	0	0%	0	0	0%
BOLIVIA	84	51	33	39%	2	0	0%	19	13	41%
BOSNIA AND HERZEGOVINA	15	10	5	33%	2	1	33%	1	2	67%
BOTSWANA	37	23	14	38%	9	2	18%	8	6	43%
BRAZIL	188	80	108	57%	24	31	56%	4	4	50%
BRITISH VIRGIN ISLANDS	2	0	2	100%	0	0	0%	0	1	100%
BULGARIA	119	39	80	67%	10	8	44%	5	8	62%
BURKINA FASO	61	36	25	41%	8	2	20%	5	0	0%
BURUNDI	59	35	24	41%	6	5	45%	4	1	20%
CAMBODIA	37	33	4	11%	4	1	20%	8	0	0%
CAMEROON	126	78	48	38%	11	5	31%	2	1	33%
CANADA	31	9	22	71%	0	0	0%	0	2	100%
CAPE VERDE	60	21	39	65%	3	0	0%	0	2	100%
CAYMAN ISLANDS	1	1	0	0%	0	0	0%	1	0	0%
CENTRAL AFRICAN REPUBLIC	5	5	0	0%	0	0	0%	0	0	0%

Country / Territory	Number of Participants				Workers			Employers		
	Total	Men	Women	%W	M	W	%W	M	W	%W
CHAD	8	4	4	50%	0	2	100%	1	1	50%
CHILE	117	67	50	43%	12	11	48%	9	3	25%
CHINA	195	111	84	43%	32	18	36%	3	0	0%
COLOMBIA	172	90	82	48%	22	18	45%	33	18	35%
COMOROS	10	8	2	20%	0	0	0%	0	1	100%
CONGO	18	12	6	33%	2	1	33%	0	0	0%
COSTA RICA	66	34	32	48%	12	4	25%	2	4	67%
COTE D'IVOIRE	47	32	15	32%	5	4	44%	5	0	0%
CROATIA	41	20	21	51%	13	6	32%	3	5	63%
CUBA	7	4	3	43%	0	0	0%	0	0	0%
CYPRUS	136	62	74	54%	18	0	0%	7	0	0%
CZECH REPUBLIC	46	26	20	43%	12	7	37%	8	8	50%
DENMARK	70	23	47	67%	4	1	20%	0	0	0%
DJIBOUTI	3	2	1	33%	0	0	0%	0	0	0%
DOMINICA	4	3	1	25%	0	1	100%	2	0	0%
DOMINICAN REPUBLIC	46	21	25	54%	5	11	69%	2	0	0%
ECUADOR	72	44	28	39%	8	0	0%	5	1	17%
EGYPT	71	39	32	45%	0	1	100%	0	0	0%
EL SALVADOR	307	158	149	49%	2	2	50%	1	2	67%
EQUATORIAL GUINEA	1	1	0	0%	0	0	0%	0	0	0%
ERITREA	6	6	0	0%	2	0	0%	1	0	0%
ESTONIA	23	9	14	61%	4	2	33%	4	6	60%
ETHIOPIA	139	99	40	29%	8	0	0%	28	3	10%
FIJI	22	11	11	50%	6	6	50%	0	0	0%
FINLAND	42	9	33	79%	2	0	0%	1	0	0%
FRANCE	101	49	52	51%	5	2	29%	1	1	50%
GABON	9	6	3	33%	2	1	33%	0	1	100%
GAMBIA	14	12	2	14%	2	0	0%	0	1	100%
GEORGIA	59	30	29	49%	4	1	20%	16	12	43%
GERMANY	52	28	24	46%	0	0	0%	1	0	0%
GHANA	148	103	45	30%	13	8	38%	16	2	11%
GREECE	59	32	27	46%	4	1	20%	2	1	33%
GRENADA	3	2	1	33%	0	0	0%	1	0	0%
GUATEMALA	52	30	22	42%	3	4	57%	4	0	0%
GUINEA	26	17	9	35%	2	4	67%	4	1	20%
GUINEA-BISSAU	60	46	14	23%	1	2	67%	1	0	0%
GUYANA	4	0	4	100%	0	0	0%	0	1	100%
HAITI	73	29	44	60%	0	0	0%	1	1	50%
HONDURAS	56	21	35	63%	10	4	29%	0	4	100%
HONG KONG	3	1	2	67%	0	1	100%	0	0	0%
HUNGARY	63	37	26	41%	14	5	26%	10	4	29%

Country / Territory	Number of Participants				Workers			Employers		
	Total	Men	Women	%W	M	W	%W	M	W	%W
ICELAND	39	7	32	82%	0	0	0%	0	0	0%
INDIA	103	73	30	29%	19	12	39%	13	2	13%
INDONESIA	215	144	71	33%	17	13	43%	40	10	20%
IRAN, ISLAMIC REPUBLIC OF	20	15	5	25%	0	0	0%	2	1	33%
IRAQ	58	33	25	43%	0	0	0%	10	2	17%
IRELAND	60	35	25	42%	17	5	23%	3	0	0%
ISRAEL	1	1	0	0%	0	0	0%	0	0	0%
ITALY	323	204	119	37%	13	8	38%	7	2	22%
JAMAICA	21	6	15	71%	0	1	100%	1	3	75%
JAPAN	15	9	6	40%	0	0	0%	0	0	0%
JORDAN	138	29	109	79%	3	2	40%	1	1	50%
KAZAKHSTAN	55	24	31	56%	1	0	0%	12	8	40%
KENYA	132	64	68	52%	3	3	50%	13	7	35%
KIRIBATI	1	0	1	100%	0	0	0%	0	0	0%
KOREA, DEMOCRATIC PEOPLE'S REP. OF	1	0	1	100%	0	0	0%	0	0	0%
KOREA, REPUBLIC OF	19	14	5	26%	8	4	33%	0	0	0%
KOSOVO <i>(within the meaning of Security Council Resolution 1244)</i>	73	57	16	22%	7	3	30%	8	1	11%
KUWAIT	8	2	6	75%	1	0	0%	0	0	0%
KYRGYZSTAN	45	20	25	56%	1	0	0%	1	0	0%
LAO PEOPLE'S DEMOCRATIC REPUBLIC	11	6	5	45%	1	1	50%	0	2	100%
LATVIA	111	23	88	79%	7	4	36%	3	5	63%
LEBANON	19	9	10	53%	3	0	0%	1	0	0%
LESOTHO	40	19	21	53%	3	1	25%	5	2	29%
LIBERIA	183	146	37	20%	7	7	50%	18	7	28%
LIBYAN ARAB JAMAHIRIYA	1	0	1	100%	0	0	0%	0	0	0%
LITHUANIA	90	26	64	71%	4	12	75%	5	2	29%
LUXEMBOURG	23	8	15	65%	0	0	0%	1	0	0%
MACAU SAR	1	0	1	100%	0	0	0%	0	0	0%
MADAGASCAR	33	17	16	48%	0	2	100%	1	1	50%
MALAWI	55	32	23	42%	3	4	57%	7	5	42%
MALAYSIA	73	33	40	55%	9	9	50%	2	2	50%
MALDIVES	7	0	7	100%	0	0	0%	0	0	0%
MALI	97	69	28	29%	9	5	36%	9	0	0%
MALTA	6	4	2	33%	3	1	25%	0	0	0%
MAURITANIA	39	29	10	26%	8	5	38%	5	0	0%
MAURITIUS	84	59	25	30%	20	4	17%	13	8	38%
MEXICO	447	337	110	25%	56	34	38%	3	2	40%
MOLDOVA, REPUBLIC OF	29	15	14	48%	5	1	17%	5	3	38%
MONGOLIA	31	12	19	61%	3	1	25%	3	4	57%
MONTSERRAT	1	1	0	0%	0	0	0%	1	0	0%

Country / Territory	Number of Participants				Workers			Employers		
	Total	Men	Women	%W	M	W	%W	M	W	%W
MOROCCO	135	109	26	19%	4	1	20%	1	0	0%
MOZAMBIQUE	159	78	81	51%	4	2	33%	4	2	33%
MYANMAR	49	37	12	24%	35	12	26%	0	0	0%
NAMIBIA	52	30	22	42%	3	1	25%	6	2	25%
NEPAL	133	101	32	24%	30	13	30%	26	2	7%
NETHERLANDS	103	19	84	82%	0	0	0%	0	0	0%
NEW ZEALAND	2	1	1	50%	0	0	0%	0	1	100%
NICARAGUA	31	14	17	55%	7	2	22%	3	1	25%
NIGER	25	20	5	20%	2	2	50%	2	0	0%
NIGERIA	182	131	51	28%	12	2	14%	8	4	33%
NORWAY	43	16	27	63%	0	0	0%	0	1	100%
OCCUPIED PALESTINIAN TERRITORIES	17	12	5	29%	0	0	0%	0	0	0%
OMAN	9	7	2	22%	0	0	0%	0	0	0%
PAKISTAN	116	91	25	22%	15	3	17%	7	0	0%
PANAMA	50	23	27	54%	3	1	25%	2	2	50%
PAPUA NEW GUINEA	42	25	17	40%	6	9	60%	0	0	0%
PARAGUAY	90	54	36	40%	34	17	33%	2	2	50%
PERU	264	137	127	48%	44	49	53%	35	7	17%
PHILIPPINES	173	76	97	56%	19	19	50%	5	12	71%
POLAND	175	75	100	57%	15	8	35%	3	9	75%
PORTUGAL	40	17	23	58%	3	1	25%	0	0	0%
QATAR	5	3	2	40%	0	0	0%	0	0	0%
REP. DEM. CONGO	89	74	15	17%	12	7	37%	2	0	0%
REPUBLIC OF MONTENEGRO	39	18	21	54%	1	4	80%	2	2	50%
REPUBLIC OF SERBIA	101	31	70	69%	17	17	50%	6	5	45%
ROMANIA	291	99	192	66%	18	8	31%	16	15	48%
RUSSIAN FEDERATION	65	32	33	51%	4	5	56%	0	0	0%
RWANDA	104	66	38	37%	8	7	47%	30	16	35%
SAINT LUCIA	6	2	4	67%	0	1	100%	1	0	0%
SAO TOME AND PRINCIPE	9	5	4	44%	3	0	0%	0	0	0%
SAUDI ARABIA	25	23	2	8%	18	0	0%	0	0	0%
SENEGAL	124	95	29	23%	20	1	5%	4	5	56%
SEYCHELLES	5	2	3	60%	0	0	0%	0	0	0%
SIERRA LEONE	24	18	6	25%	5	0	0%	0	0	0%
SINGAPORE	10	6	4	40%	1	1	50%	0	0	0%
SLOVAKIA	203	93	110	54%	11	7	39%	17	20	54%
SLOVENIA	20	9	11	55%	9	3	25%	0	1	100%
SOLOMON ISLANDS	3	3	0	0%	0	0	0%	1	0	0%
SOMALIA	5	4	1	20%	0	0	0%	0	0	0%
SOUTH AFRICA	201	104	97	48%	19	9	32%	8	8	50%
SPAIN	59	27	32	54%	5	5	50%	1	0	0%

Country / Territory	Number of Participants				Workers			Employers		
	Total	Men	Women	%W	M	W	%W	M	W	%W
SRI LANKA	202	120	82	41%	9	5	36%	16	16	50%
ST KITTS-NEVIS-ANGUILLA	1	0	1	100%	0	0	0%	0	0	0%
ST VINCENT	2	1	1	50%	0	0	0%	1	0	0%
SUDAN	84	50	34	40%	0	0	0%	1	0	0%
SURINAME	12	1	11	92%	0	0	0%	0	2	100%
SWAZILAND	39	23	16	41%	2	1	33%	7	8	53%
SWEDEN	72	28	44	61%	7	1	13%	2	3	60%
SWITZERLAND	14	6	8	57%	0	1	100%	2	0	0%
SYRIAN ARAB REPUBLIC	26	15	11	42%	1	0	0%	0	0	0%
TAJIKISTAN	40	30	10	25%	1	0	0%	2	0	0%
TANZANIA, UNITED REPUBLIC OF	147	95	52	35%	5	4	44%	37	18	33%
THAILAND	28	17	11	39%	11	0	0%	1	2	67%
THE FEDERATED STATES OF MICRONESIA	1	1	0	0%	0	0	0%	0	0	0%
THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA	71	40	31	44%	16	8	33%	2	2	50%
TIMOR-LESTE	16	11	5	31%	1	0	0%	1	0	0%
TOGO	38	32	6	16%	9	0	0%	1	1	50%
TONGA	2	2	0	0%	0	0	0%	0	0	0%
TRINIDAD AND TOBAGO	37	12	25	68%	0	1	100%	0	0	0%
TUNISIA	37	30	7	19%	9	2	18%	2	0	0%
TURKEY	67	45	22	33%	15	0	0%	4	1	20%
UGANDA	143	87	56	39%	5	2	29%	17	23	58%
UKRAINE	183	86	97	53%	23	20	47%	11	11	50%
UNITED KINGDOM	132	53	79	60%	4	1	20%	4	3	43%
UNITED STATES	67	24	43	64%	0	0	0%	0	0	0%
URUGUAY	236	106	130	55%	21	18	46%	22	10	31%
UZBEKISTAN	20	15	5	25%	0	0	0%	0	0	0%
VANUATU	10	8	2	20%	1	0	0%	1	0	0%
VENEZUELA	41	15	26	63%	4	7	64%	3	4	57%
VIET NAM	165	89	76	46%	5	9	64%	0	10	100%
WESTERN SAMOA	1	0	1	100%	0	0	0%	0	0	0%
YEMEN	66	53	13	20%	1	0	0%	1	0	0%
ZAMBIA	113	76	37	33%	14	2	13%	9	3	25%
ZIMBABWE	43	26	17	40%	5	5	50%	6	2	25%
African Development Bank (Regional Organization)	281	177	104	37%	0	0	0%	0	0	0%
Total participants from countries	12,660	7,032	5,628	44%	1,174	681	37%	837	480	36%
International civil servants	1065	557	508	48%	0	0	0%	0	0	0%
Grand total of participants	13,725	7,589	6,136	45%	1,174	681	37%	837	480	36%

Number of beneficiary countries / territories in 2009: 191

ANNEX IV: DISTRIBUTION OF PARTICIPANTS BY PROGRAMME, REGION AND GENDER (2009)

	AFRICA						AMERICAS						ASIA						EUROPE						ARAB STATES						ICS			TOTAL by Unit
	TOTAL			Employers			TOTAL			Employers			TOTAL			Employers			TOTAL			Employers			TOTAL			Employers						
	M	W	TOT	M	W	TOT	M	W	TOT	M	W	TOT	M	W	TOT	M	W	TOT	M	W	TOT	M	W	TOT	M	W	TOT	M	W	TOT	M	W	TOT	
	%W	%M	%W	%W	%M	%W	%W	%M	%W	%W	%M	%W	%W	%M	%W	%W	%M	%W	%W	%M	%W	%W	%M	%W	%W	%M	%W	%W	%M	%W	%W	%M	%W	
Standards and Fundamental Principles and Rights at Work	155	94	15	10	11	5	66	62	6	1	2	147	67	13	5	8	4	167	45	9	3	10	2	16	8	0	0	1	0	86	75	988	36%	
Employment and Skills Development	152	59	5	3	3	1	17	24	0	0	0	1	74	57	1	0	0	58	86	6	1	0	2	10	6	2	0	0	12	16	571	43%		
Enterprise, Microfinance and Local Development	416	228	1	2	7	2	188	248	2	2	0	303	137	4	1	8	2	314	225	50	16	28	16	38	114	0	0	10	2	25	18	2254	43%	
Social Protection	435	162	41	3	19	12	123	99	24	9	1	67	35	14	8	6	5	58	101	9	9	6	5	23	22	1	0	0	34	45	1204	39%		
Social Dialogue	213	90	39	13	28	8	25	51	1	12	1	7	118	86	31	13	24	10	66	62	3	2	1	5	1	0	0	6	8	731	41%			
Workers' Activities	111	77	111	76	0	0	243	216	229	214	0	167	106	166	105	0	0	196	125	196	125	0	0	25	1	24	1	0	1	0	1268	41%		
Employers' Activities	213	107	14	3	193	102	188	90	14	1	166	84	50	8	4	90	39	117	105	0	0	116	105	0	0	0	0	0	0	0	973	36%		
Sustainable Development and Governance	347	154	0	1	0	0	21	33	0	0	0	90	26	1	0	0	0	254	378	0	0	0	0	70	31	0	0	0	57	57	1518	45%		
Social Dimension of Trade and Investment	116	28	32	5	25	8	10	8	2	1	1	11	20	3	3	1	6	13	10	1	1	0	1	2	0	1	0	0	58	34	310	32%		
Distance Education and Learning Technology Applications	68	17	6	0	0	0	547	365	18	0	1	54	14	0	0	0	0	59	78	0	0	1	0	0	1	0	0	171	151	1525	41%			
Gender Coordination and Non-Discrimination	101	206	5	5	0	1	25	101	0	0	0	54	88	1	0	0	0	193	750	1	0	16	13	3	6	0	0	42	49	1618	74%			
Programme Development and Regional Cooperation	108	79	11	3	10	4	44	39	3	2	3	17	2	6	0	5	0	204	144	41	17	34	21	4	4	2	1	2	1	65	55	765	42%	
TOTAL	2435	1301	280	124	296	143	1497	1336	299	242	174	101	1205	688	249	139	142	66	1699	2109	316	174	212	167	196	194	30	2	13	3	557	508	13725	45%

	AFRICA			AMERICAS			ASIA			EUROPE			ARAB STATES			ICS																
	TOTAL			Employers			TOTAL			Employers			TOTAL			Employers																
	Tot	%W	%M	Tot	%W	%M	Tot	%W	%M	Tot	%W	%M	Tot	%W	%M	Tot	%W	%M														
	3736	35%	404	31%	439	33%	2833	47%	541	45%	275	37%	1893	36%	388	36%	208	32%	3808	55%	490	35%	379	44%	390	50%	32	6%	16	19%	1065	48%
PARTICIPANTS	3736	35%	404	31%	439	33%	2833	47%	541	45%	275	37%	1893	36%	388	36%	208	32%	3808	55%	490	35%	379	44%	390	50%	32	6%	16	19%	1065	48%

