



INTERNATIONAL TRAINING  
CENTRE OF THE ILO

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## **Board of the Centre**

Turin, 29-30 October 2007

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First item on the agenda

# **Director's Report on the Activities of the Centre in 2006-2007 and Perspectives for 2008**

INTERNATIONAL TRAINING CENTRE OF THE ILO  
Board of the Centre

CC 69/1  
69th session  
Geneva, 29-30 October 2007

# **Director's Report on the Activities of the Centre in 2006-2007 and Perspectives for 2008**

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# OVERVIEW AND HIGHLIGHTS

## Overall mandate of the Centre

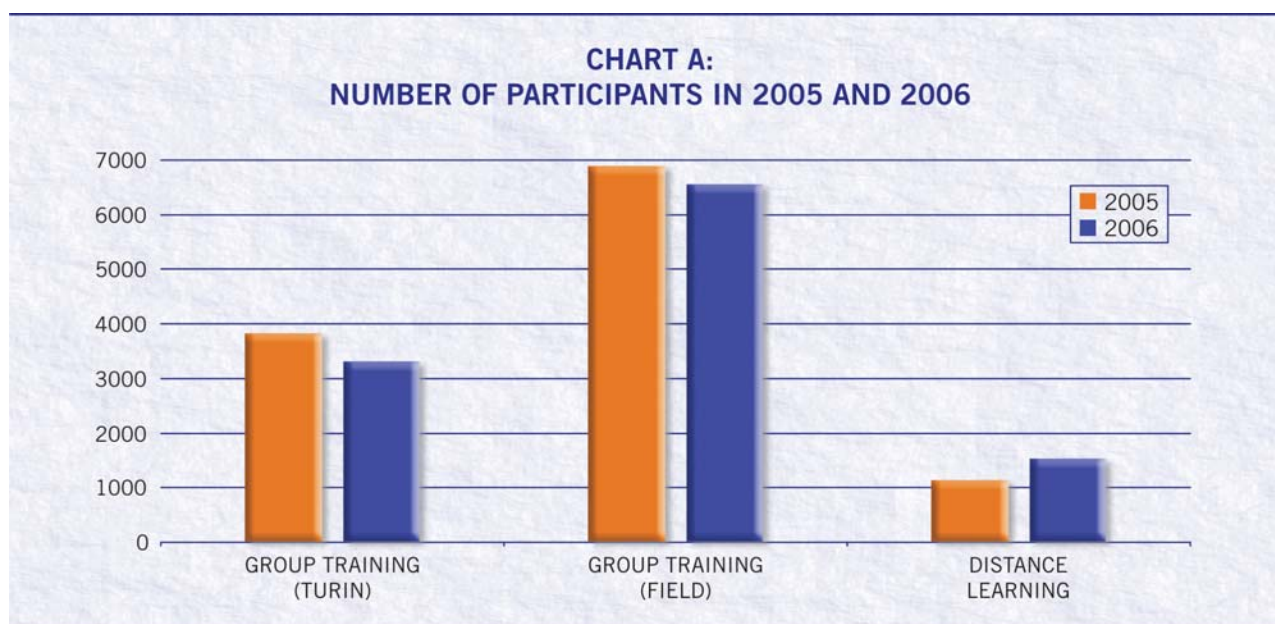
1. Human resources are central to the process of social and economic development and to the pursuit of decent work. The International Training Centre of the ILO contributes to the enhancement of human resources by providing training and learning-related services and products.
2. The ultimate goals pursued by the Centre are set by its Board, by the ILO Governing Body and by the International Labour Conference. They reflect the priorities and concerns expressed by the international community through the agendas of world summits and conferences.
3. The Centre contributes to disseminating the ILO's principles and policies, and to strengthening the capacity of national institutions to implement relevant programmes in line with the ILO's strategic objectives and the Decent Work Agenda. It participates in the ILO's efforts to help attain the Millennium Development Goals, and to apply the recommendations of the World Commission on the Social Dimension of Globalization.
4. The Centre's range of services is highly diversified. Every year, the Centre organizes a regular programme of 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.

5. Tailor-made training activities are usually integrated into nationally executed programmes or projects and therefore contribute to the overall development efforts of the recipient country.
6. The Centre carries out its activities in close cooperation with the relevant ILO programmes, departments and offices. It also works in conjunction with relevant United Nations organizations and with a number of international or national partner institutions.

## Introduction

7. In 2006, the Turin-based courses started later than in previous years, as the campus facilities were partly unavailable for the Centre's activities until March. As part of the arrangements with the local authorities, the Centre's campus provided hospitality to foreign press staff during the Winter Olympic Games held in Turin in early 2006. This temporary unavailability of the campus was expected and did not have major consequences for the Centre's operations, since the Training Department had taken it into account in its planning.
8. In 2006, the number of training activities and participants fell slightly in comparison with 2005.



This was not an effect of the belated start of activities on campus. It was mainly due to fluctuations in the implementation of specific projects, whereas the number of activities and participants in the Centre's regular programme did not vary significantly and was in line with the trend maintained over several years. In particular, the demand for distance learning continued to increase.

9. Cooperation with the European Union on a variety of subjects was confirmed in 2006. The Centre provided high-quality services on issues such as building the capacity of social partners' organizations in eastern European countries and enhancing social cohesion in Latin America.

10. The following chapters provide an overview of the Centre's programme in 2006.

11. The final chapter gives a progress report on the current year's activities and looks ahead to the main developments expected in 2007 and in 2008.

12. Annex I shows the distribution of participants by country. Annex II provides detailed statistics on worker and employer participation in each Technical and Regional Programme, broken down by gender.

## Indicators and trends

13. Since March 2006, the Centre has gradually been making greater use of the campus. At the same time, it has met requests for joint activities by ILO field offices and partner institutions at the country level, and by constituents for distance or blended learning. The challenge for the Centre is to achieve a good balance in meeting all those requirements.

14. Quantitative indicators regarding the Centre's training activities and participants for 2006 are shown in Chart A and Table 1.

15. About 52 per cent of activities were held off campus, in a region or country. About 14 per cent were distance learning activities.

16. In terms of participant days, the regular programme of standard courses made up roughly one third of the Centre's portfolio. The remaining activities were project-based, or tailored to specific requests by client institutions and sponsors.

17. Distance learning technology continued to develop at a steady pace. New electronic platforms were created on specific subjects. For example, a distance learning component was developed as part of the post-graduate course on occupational safety and health; the existing gender platforms (GMS and GPE) were restyled; and distance learning modules on employment and labour market policies were started. Learning technology has been used more and more to replace face-to-face training or to augment its impact by preparing participants better before courses and supporting them after courses.

18. Table 2 and Chart B give a breakdown of participants by the five main regions.

19. General indicators for 2006 reflect the progress of the different programmes and of specific projects in the respective regions. Africa maintained its high level of participation. Participation by the Americas continued to expand, due to their increasing interest in distance learning programmes and to high numbers of participants attending conferences at the national level.

**TABLE 1:  
DISTRIBUTION OF ACTIVITIES BY TYPE OF TRAINING IN 2005 AND 2006**

	2005				2006			
	Activities	Participants	Days of training	Participant days	Activities	Participants	Days of training	Participant days
Centre	164	3 770	1 740	40 840	143	3 228	1 672	39 097
Off campus:	257	6 866	1 209	30 930	219	6 564	1 013	27 036
• courses					217	5 855	1 011	26 327
• other events					2	709	2	709
Distance	37	1 044	441	12 876	57	1 463	564	13 992
<b>TOTAL</b>	<b>458</b>	<b>11 680</b>	<b>3 390</b>	<b>84 646</b>	<b>419</b>	<b>11 255</b>	<b>3 249</b>	<b>80 125</b>

<sup>1</sup> 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.

<sup>2</sup> "Other events" refers to two follow-up seminars held in Peru and in Argentina as part of the Freedom of Association Project. Each seminar/conference lasted one day, for 469 and 240 participants respectively, all workers' representatives.

<sup>3</sup> For comparability between face-to-face and distance learning activities, the days of training for the latter are calculated as the total number of "prescribed" study hours divided by six (being the number of study hours in a day of training in a face-to-face activity).

20. Operations in the Asia and Pacific region decreased significantly, mainly due to the completion and phasing out of two large projects, one in Bangladesh on public procurement reform (World Bank) and one in China on strengthening employment services (Flanders).

21. Among the Arab States, participation declined slightly both by northern Africa and by Middle Eastern countries. A major factor in this decline was the precarious security situation in the region, necessitating cancellation or postponement of activities.

22. The Programme for Europe maintained a sizeable volume of operations. Table 2 shows separate statistics for participants from member countries of the European Union and those from the other countries of Europe.

23. Table 2 also shows the number of international civil servants. These were mainly ILO staff participating in workshops held at the Turin Centre. The phasing out of the EU project on gender mainstreaming, in which officials of the European Commission participating in the project were registered as international civil servants, resulted in a fall in numbers in this category for 2006.

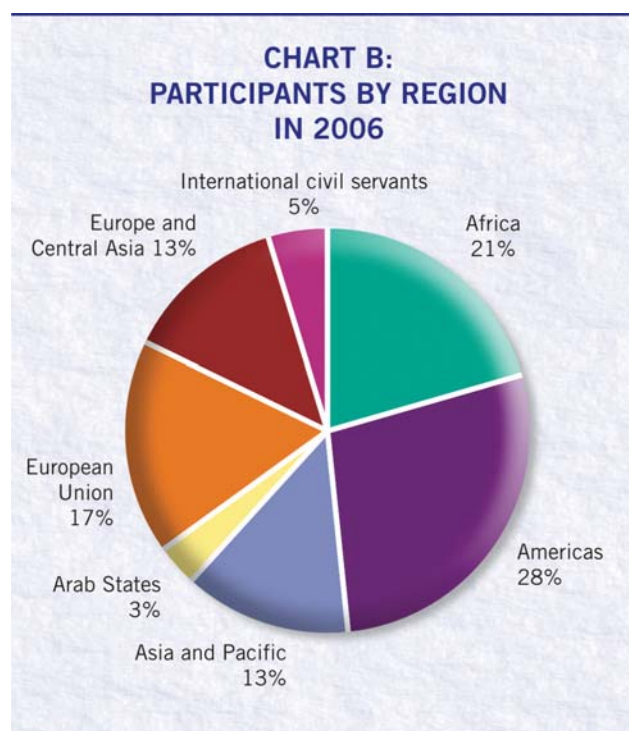
**TABLE 2:  
DISTRIBUTION OF PARTICIPANTS BY REGION  
(2005-2006)**

Region	2005	2006
Africa <sup>1</sup>	2 307	2 328
Americas	2 581	3 127
Asia and Pacific	1 918	1 475
Arab States <sup>1</sup>	456	375
European Union	2 078	1 939
Europe and Central Asia <sup>2</sup>	1 505	1 487
International civil servants	835	524
<b>TOTAL</b>	<b>11 680</b>	<b>11 255</b>

<sup>1</sup> In line with ILO classification criteria, participants from Algeria, Morocco, Tunisia, Mauritania, Libya, Egypt and Sudan are clustered with Africa, although in the Centre's operational structure those countries come under the Regional Programme for Arab States. In 2006, there were 401 participants from those seven countries (205 were women). In 2005, there were 498 participants from the same countries (195 were women).

<sup>2</sup> This regional category covers all the countries of Europe which were not members of the European Union in 2006, as well as central Asia.

24. Table 3 shows the proportion of women participants in the Centre's programme. After reaching the unprecedented rate of 43 per cent due to the impact of a large number of gender and women-specific activities in 2005, the women's participation rate fell back to 40 per cent in 2006.



**TABLE 3:  
PARTICIPATION BY WOMEN IN TRAINING**

Year	2005	2006
Total participants	11 680	11 255
Number of women	4 998	4 447
Percentage	42.79%	39.51%



**TABLE 4:  
INCOME FROM TRAINING ACTIVITIES IN 2005 AND 2006 (estimate)**

Source of funds	2005	2006
	US \$ (000s)	US \$ (000s)
ILO Regular Budget	3 053	2 842
ILO (other)	2 902	1 589
Other UN agencies	1 180	1 343
European Union	3 002	4 242
World Bank	1 334	1 010
Other multilateral agencies	838	1 812
Italy (voluntary contribution)	7 896	8 487
Italy (other)	5 244	3 205
Bilateral donors / Direct trust funds	6 777	8 536
<b>TOTAL</b>	<b>32 226</b>	<b>33 066</b>

## Funding

25. Information on the Centre's financing is contained in the financial documents submitted to the Board. The information presented here refers specifically to income from programmes and projects.

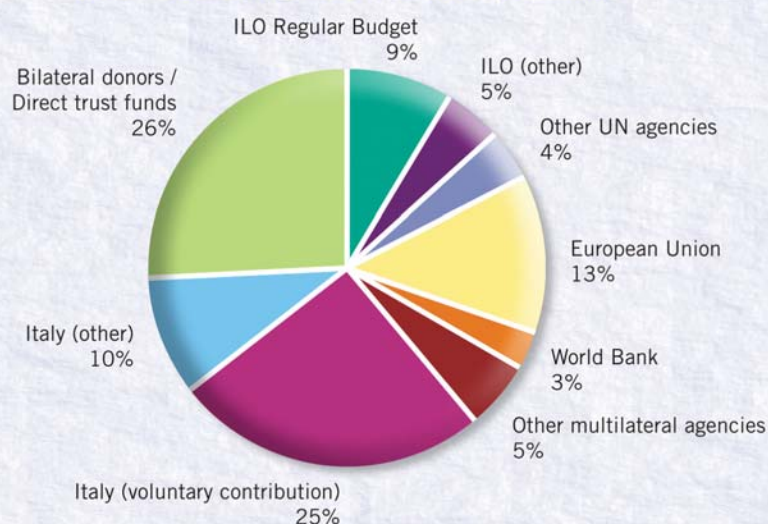
26. Table 4 and Chart C show the sources of funds for the Centre's activities. The Government of Italy and the ILO remained the principal sponsors in absolute terms. About one third of the total training income came from Italy's annual voluntary contribution and the ILO's regular budget for technical cooperation (RBTC) allocated to Turin Centre activities. However, the Centre continued to develop its capacity to generate income from other

sources, either through direct negotiation or through competitive bidding.

27. A number of customized programmes were implemented with direct financial participation by the recipient institutions.

28. These included contributions from countries in each region: from Asia (e.g. China, Japan), Latin America (e.g. Brazil, Colombia, El Salvador, Mexico), eastern Europe and central Asia (e.g. Bulgaria, Kyrgyzstan, Moldova, Romania, Russian Federation, Ukraine), Arab States (e.g. Sudan, Yemen) and from African countries (e.g. Angola, Congo, Ethiopia, Ghana, Kenya, Mozambique, Nigeria, Tanzania, Zambia).

**CHART C:  
SOURCES OF FUNDS IN 2006 (estimate)**



## Campus facilities

29. Five years ago, the Centre's management concluded negotiations with the Government of Italy and the City of Turin on a commitment to investing in the long-term improvement of the campus.

A restructuring programme was agreed upon that would increase the accommodation capacity of the campus and improve its training facilities.

30. Taking advantage of works for the February–March 2006 Olympic Winter Games, the first part of the agreement was implemented in accordance with a project developed by TOROC (the Committee for the Organization of the 20th Olympic Winter Games, Turin), in consultation with the Centre and the City of Turin. As part of the agreement, in early 2006 the Centre provided hospitality to foreign press staff throughout the Games.

31. As a result of these arrangements, the accommodation capacity of the campus was increased from 190 to some 290 rooms. These have been available for the Centre's activities since March 2006.

32. A new project to renovate the classrooms and offices is expected to be implemented by 2011, using part of the funds which will be allocated by the City to celebrations of the 150<sup>th</sup> anniversary of the unity of Italy, in which the Centre will participate. Meanwhile, the Centre's management has started maintenance work to improve space allocation and to expand training facilities in a number of pavilions, with funding provided by the City under a separate arrangement.

33. The Director's report on internal administration provides more detailed information on the subject.



## 2006 PROGRAMME IMPLEMENTATION

### Introduction

34. The structure of the Training Department in 2006 reflected organizational measures taken in December 2005 to strengthen the capacity and effectiveness of the Centre.

35. While the operational modalities and responsibilities of all the Technical Programmes remained unchanged, under the leadership of the Director of the Training Department, the other units of the Department were organized into three main services: Learning and Communication; Planning and Coordination; and Regional Programmes.

36. The Learning and Communication Service supported the Centre's efforts to keep abreast of the state of the art in learning methodology and knowledge management, and to seek continuous improvements to external communication. The following units reported to the Learning and

Communication Service: Distance Education and Learning Technology Applications; Evaluation; Multimedia Design and Production; Translation, Interpretation, Editing and Reporting; Documentation; and Public Information.

37. The Planning and Coordination Service ensured the overall administrative and financial cohesion of the programme of operational activities, maintained consistency between donor conditions and the Centre's policies and financial regulations, and provided support for the effective and efficient management of activities and participants. The Planning and Coordination Service was responsible for the functions and staff of the following units: Programming and Coordination; Training Facilities and Technologies; and Participant Services.

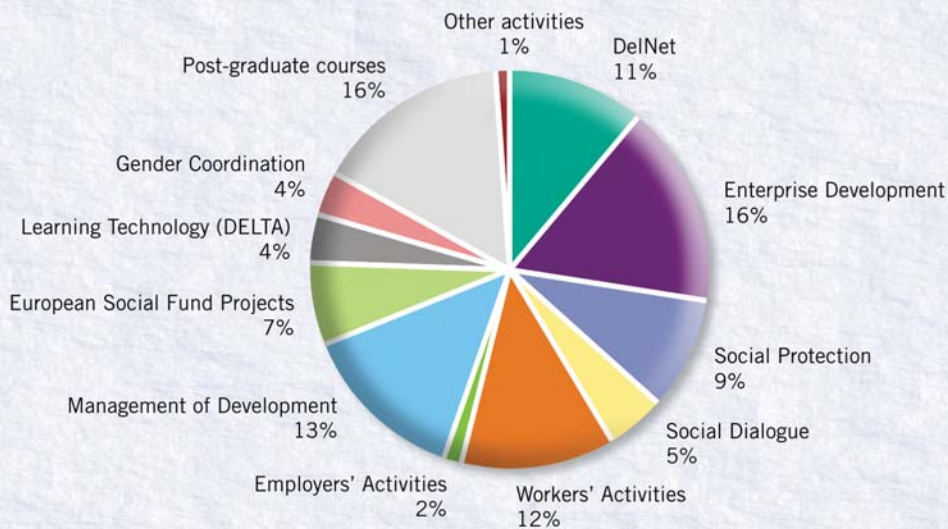
38. The Regional Programmes Service ensured that the Centre's programmes, activities and products were in line with the priorities of, and were

**TABLE 5:**  
**AREAS OF TRAINING**  
**Participants, days of training and participant days by area of training**

Area of training	2005			2006		
	No. of participants	Days of training	Participant days	No. of participants	Days of training	Participant days
Standards and Fundamental Principles and Rights at Work	1 577	188	5 684	2 027	186	6 212
Employment and Skills Development	777	220	4 611	642	185	3 904
DelNet	494	184	5 549	678	242	7 832
Enterprise Development	1 136	357	10 380	1 239	332	11 413
Social Protection	767	220	5 389	733	321	6 352
Social Dialogue	702	193	4 530	408	142	3 399
Workers' Activities	835	466	6 973	1 059	490	8 699
Employers' Activities	278	50	821	420	49	1 056
Management of Development	1 922	642	15 513	994	452	9 412
European Social Fund Projects	1 531	120	3 640	1 604	180	4 718
Learning Technology (DELTA)	613	163	5 956	619	137	2 800
Gender Coordination	897	198	3 942	432	131	2 544
Post-graduate courses *	151	389	11 658	145	379	10 956
Other activities	-	-	-	255	23	828
<b>Total</b>	<b>11 680</b>	<b>3 390</b>	<b>84 646</b>	<b>11 255</b>	<b>3 249</b>	<b>80 125</b>

\* Statistics on post-graduate courses in this table include also the Hydroaid programme. They exclude the "Occupational Safety and Health" course, which is covered by the Social Protection Programme.

**CHART D:  
PARTICIPANT DAYS BY TECHNICAL PROGRAMME IN 2006**



compatible with, the conditions in the regions, sub-regions and countries of the constituents and target groups; that new business opportunities were actively pursued; that potential sponsors were identified and cultivated; and that partnerships were established and maintained. The five Regional Programmes and the Tendering Support Unit made up this Service.

## Areas of training

39. To ensure the quality of content that its participants expect, the Centre drew on the expertise available within the ILO as a whole, including headquarters and field offices. For the same purpose, it also cooperated with specialist United Nations institutions, government agencies, universities, think tanks, trade unions and employer organizations.

40. Table 5 shows the distribution of participants, days of training and participant days in 2006. Chart D shows the same data as a percentage of participant days by Technical Programme.

41. The number of participant days provides a fair indication of the volume of operations for each area of training. Depending on the nature and objectives of the activities involved, programmes may attract large numbers of participants for a very short time, such as a two-day seminar, whereas most standard courses last from one to four weeks, or more in the case of post-graduate courses. This has an impact on the participant day indicator, which is calculated for each training activity as the product of the number of participants and the actual number of days of training.

42. An analysis of Chart D indicates that the seven Programmes immediately related to the ILO sectors, together with the three cross-sectoral Programmes, namely Management of Development, Learning Technology and Gender, ran about 80 per cent of the Centre's activities in 2006.

43. About 6 per cent of the activities were ESF-supported projects, promoting social policies of the European Union for EU member countries.

44. Finally, about 14 per cent consisted of five post-graduate courses, held in conjunction with the University of Turin and other specialist institutions. For the sake of clarity, in Table 5 and Chart D the five post-graduate courses have been clustered together as a single item. They account for so many participant days because they last so long (three to five months), although the number of participants in these courses (145) was only just above one per cent of the total number of participants.

45. The subjects of the post-graduate courses were:

- International Trade Law (16<sup>th</sup> year)
- Management of Development (Master's course - 5<sup>th</sup> year)
- Cultural Projects for Development (4<sup>th</sup> year)
- Intellectual Property (Master of Law - 6<sup>th</sup> year)
- Water for Development (Hydroaid - 5<sup>th</sup> year).

46. The last two courses were hosted by the Centre, which provided logistic and administrative support, on the basis of collaboration agreements with the WIPO World Academy and with the Hydroaid Association, respectively. The latter is an NGO which specializes in water resource management at the international level. It is supported by Italian national and local authorities.

47. The ILO Decent Work agenda remains the foundation and the leading principle of the Centre's regular programme.

48. All the Centre's Technical Programmes ensure that the Conventions and Recommendations of the ILO relevant to the subject of a training activity or project are included in the activity's design, and are presented to, and discussed with, the participants. All Centre participants learn about the legal framework of labour standards and ILO policies. This is done in addition to the activities on the Declaration run by the Technical Programme on Standards and Fundamental Principles and Rights at Work, and to the special training and information sessions on standards and fundamental workers' rights organized by the same Programme within other Centre activities and projects.

49. The Centre also runs training activities and projects that benefit participants other than the Organization's constituents. This is an opportunity for the Centre to make them aware of ILO principles and Conventions. Some activities target groups with a specific profile, such as judges, lawyers, or managers of technical cooperation projects. Other activities have non-ILO constituents among their participants, as well as government representatives from ministries other than the Ministry of Labour. They include staff of international financial institutions, local authorities, training institutions, and consultants. This significantly increases the reach of ILO principles and standards.

## Gender mainstreaming

50. To strengthen the gender dimension, different Programmes ran gender-related or women-specific activities.

51. The Centre continued to bring gender concerns into the mainstream of all Programmes, with the support of the Gender Coordination Unit and its in-house network of gender focal points.

52. Specific sessions on gender issues were held in most trade union training courses and in an increasing number of activities in other sectors.

53. Information on gender equality issues was constantly updated in a monthly news bulletin entitled "Genderinfo". The "Gender Equality" Web site, containing resources, tools and links that promote gender equality related to ILO priorities, was further enhanced. The database of "gender contacts" was updated. It serves the Training Department in its search for gender experts, as well as in promotional activities to attract more women to participate in the Centre's courses.

54. The Unit also provided specialist services to external institutions on gender-related issues. These are described in Chapter III.

## Tripartism

55. The Centre's main target group consists of the ILO constituents. The Centre continuously seeks opportunities to involve social partners in its training programme. Table 6 shows the social partners' involvement in Centre activities. The figures cover activities specifically designed for workers or employers, bipartite or tripartite courses and other general courses.

56. The overall social partner participation rate again reached 20 per cent of all participants in 2006. This was mainly due to a significant increase in activities designed specifically for workers' or employers' representatives by the respective Programmes.

57. In 2006, the "Central Fund" which had been set up to sponsor fellowships for worker and employer representatives in the Centre's standard courses was still in force. There was concern that changes in access to financial support from the Central Fund might bring numbers down. Nevertheless, the final result was that 210 social partner representatives (95 workers and 115 employers) attended standard courses in 2006, against 162 in 2005.

58. This is good news. However, there is still scope for enhancing employers' and workers' presence in the Centre's programme.

59. The Centre is seeking to do so by developing training curricula of specific relevance and interest to a tripartite audience.

60. These should be part of a more comprehensive strategy, to be developed together with the ILO Bureaux for Employers' Activities and for Workers' Activities.

61. Such a strategy would stress the unique character of the Turin Centre as a tripartite and bipartite meeting place for reflecting on common challenges and exploring innovative avenues for dealing with them.

**TABLE 6:  
PARTICIPATION BY EMPLOYERS AND WORKERS IN 2005 AND 2006**

	2005		2006	
	Employers	Workers	Employers	Workers**
Activities managed by the Employers' Programme	261		400	20
Activities managed by the Workers' Programme		835		1059
Bi-tripartite activities managed by other Programmes*			215	269
General activities*	398	491	85	161
TOTAL	659	1 326	720	1509
<b>Percentage of Centre total</b>	<b>5.64</b>	<b>11.35</b>	<b>6.40</b>	<b>13.41</b>

\* In 2005, disaggregated statistics for bi-tripartite and general activities were not provided.

\*\* In 2006, two follow-up seminars were held in Peru and in Argentina as part of the Freedom of Association Project. Each seminar/conference lasted one day, for 469 and 240 participants respectively, all workers' representatives. The participants in these events have not been included in the statistics in Table 6.

# TECHNICAL PROGRAMMES

## Standards and Fundamental Principles and Rights at Work

62. The Programme has two main focuses: 1) strengthening the capacity of ILO constituents effectively to apply ILS and fundamental principles at work; 2) supporting the Office's programmes to promote freedom of association and to eliminate child labour, forced labour and discrimination at work.

63. In 2006, the Programme, especially its child labour component, consolidated. It ran 41 training activities (with 2,027 participants, of whom 37 per cent were women). The majority of the Programme's activities were for a tripartite audience. All the regions were involved in the training activities, which can be classed as follows:

- interregional tripartite activities held in Turin;
- activities held at regional, subregional or national level, the subjects of which were chosen in close coordination with the technical services at Headquarters and the Office's field structure.

64. On 33 occasions, the Programme integrated standards into activities run by other Programmes at the Centre.

65. There was very close collaboration with the Programme for Workers' Activities, all of whose courses included a general presentation of standards and a specific module on freedom of association. In addition, several activities on standards were held in Turin and in the field for representatives of workers' organizations. Collaboration with the Programme for Employers' Activities was also boosted, with a regional activity in Latin America and a national activity in Ukraine.

66. The Programme also produced two training manuals (on forced labour and on child labour) and two CD-ROMs (on forced labour and on the use of international labour law by national courts), and updated its electronic library on freedom of association.

### Standards and Fundamental Principles and Rights at Work

Code	Title	Date	No. Part.	Lang.	Sponsor
<b>AFRICA</b>					
A151126	Droit international du travail et pratique judiciaire nationale (Majunga, Madagascar)	24/01/2006 27/01/2006	36	FR	ITALY MAE (VC) ILO/RBTC (NON TC)
A151127	Droit international du travail et pratique judiciaire nationale (Tuléar, Madagascar)	30/01/2006 02/02/2006	29	FR	ITALY MAE (VC)
A151123	Les normes internationales du travail et la mondialisation : instruments pour le marché du travail (follow-up seminar) (Dakar, Senegal)	28/02/2006 03/03/2006	19	FR	ILO RBTC/TC/AFRICA (06-07) ILO TRUST FUND FRANCE (RAF/05/07/FRA)
A100774	WACAP stakeholders' meeting on experience sharing, lessons learned, good practices, the way forward and perspectives on child labour in cocoa/commercial agriculture	18/04/2006 21/04/2006	27	EN	ITALY MAE (VC) ILO IPEC
A151006	International labour standards for judges, lawyers and legal educators (Ouagadougou, Burkina Faso)	08/05/2006 12/05/2006	24	EN	ITALY MAE (VC)
A100799	La lutte contre la traite des enfants à des fins d'exploitation de leur travail en Afrique de l'Ouest et du Centre - TRAFLEX	19/06/2006 22/06/2006	37	FR	ILO TRUST FUND USA (RAF0151PUSA) ILO TRUST FUND DENMARK (RAF0707PDAN)
A151240	Normes internationales du travail pour juges et juristes: activité n. 1 - atelier de sensibilisation et recueil d'information (Burundi, Rwanda, RDC) - P150343 (Bujumbura, Burundi)	03/07/2006 06/07/2006	17	FR	WALLOON REGION ITALY MAE (VC)
A151330	Droit international du travail et pratique judiciaire au Mali (Bamako, Mali)	30/10/2006 03/11/2006	33	FR	ITALY MAE (VC) ILO RBTC/TC/AFRICA (06-07)
A151329	Droit international du travail et pratique judiciaire au Sénégal - formation de formateurs (Dakar, Senegal)	06/11/2006 10/11/2006	19	FR	ITALY MAE (VC) ILO RBTC/TC/AFRICA (06-07)

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and Perspectives for 2008

Code	Title	Date	No. Part.	Lang.	Sponsor
A151279	IPEC Africa regional staff consultation 2006 / Consultation régionale du personnel IPEC Afrique 2006 (Addis Ababa)	27/11/2006 01/12/2006	40	EN FR	ILO TRUST FUND IPEC ITALY MAE (VC)
A151291	Les droits des peuples indigènes et tribaux: instruments et bonnes pratiques (Yaoundé, Cameroon)	27/11/2006 01/12/2006	18	FR	ITALY MAE (VC) ILO TRUST FUND PRO169/NORMES
A151327	International labour standards for judges, lawyers and law professors with a special focus on freedom of association and discrimination (Bahir Dar, Ethiopia)	04/12/2006 08/12/2006	23	EN	ITALY MAE (VC)
A151331	International labour standards and national judicial practice in Ethiopia (Nazareth, Ethiopia)	18/12/2006 22/12/2006	22	EN	ITALY MAE (VC)
<b>AMERICAS</b>					
A250997	Normas internacionales del trabajo para magistrados, juristas y docentes en derecho (Medellín, Colombia)	20/02/2006 24/02/2006	25	ES	ITALY MAE (VC) ILS SELF-PAYING COLOMBIA SELF-PAYING HONDURAS SELF-PAYING PANAMA SELF-PAYING PERU SELF-PAYING MEXICO
A251125	Normas internacionales del trabajo para magistrados, juristas y docentes en derecho (San José, Costa Rica)	03/04/2006 07/04/2006	17	ES	ITALY MAE (VC) ILO/RBTC/TC/AMERICAS (06-07) SELF-PAYING ARGENTINA SELF-PAYING COLOMBIA SELF-PAYING EL SALVADOR SELF-PAYING MEXICO SELF-PAYING PANAMA SELF-PAYING PERU SELF-PAYING VENEZUELA
A251203	Jornadas de sensibilización sobre las Normas Internacionales del Trabajo y el sistema de control de la OIT para miembros del poder judicial (Asunción, Paraguay)	17/08/2006 18/08/2006	55	ES	ILO TRUST FUND ITALY (FOA) ILO RBTC/TC/AMERICAS (06-07) ITALY MAE (VC)
A251204	Seminário internacional OIT/EMATRA para jueces en Brasil, en el marco del Protocolo de Entendimiento con el Tribunal Superior del Trabajo (Rio de Janeiro, Brazil)	21/08/2006 23/08/2006	236	ES PT	ILO TRUST FUND ITALY (FOA) ILO RBTC/TC/AMERICAS (06-07) ITALY MAE (VC)
A251328	Freedom of Association in the public administration (Bogotá, Colombia)	07/09/2006 09/09/2006	36	ES	ILO TRUST FUND ITALY (FOA) ILO RBTC/TC/AMERICAS (06-07) ITALY MAE (VC)
A251417	Seguimiento del proyecto: Libertad sindical en la administración pública - workshop 1 - E250334 (Quito, Ecuador)	08/11/2006 09/11/2006	35	ES	ILO RBTC/TC/AMERICAS (06-07) ILO TRUST FUND ITALY (INT/00/22/M/ITA)
A251418	Seguimiento del proyecto: Libertad sindical en la administración pública - workshop 2 (E250334) (Lima, Peru)	10/11/2006 10/11/2006	469	ES	ILO RBTC/TC/AMERICAS (06-07) ILO TRUST FUND ITALY (INT/00/22/M/ITA)
A251419	Seguimiento del proyecto: Libertad sindical en la administración pública - workshop 3 (E250334) (Buenos Aires, Argentina)	22/11/2006 22/11/2006	240	ES	ILO RBTC/TC/AMERICAS (06-07) ILO TRUST FUND ITALY (INT/00/22/M/ITA)
<b>ASIA</b>					
A351269	Training for professional staff on indigenous and tribal peoples in Asia (Chiang Mai, Thailand)	26/06/2006 30/06/2006	28	EN	ITALY MAE (VC) ILO RBTC/TC/ASIA (06/07)
A351377	Training project for Indonesian judges and lawyers: strengthening the capacities of the new industrial relations courts (group 1) (Jakarta, Indonesia)	12/10/2006 14/10/2006	27	EN	ITALY MAE (VC) ILO RBTC/TC/ASIA (06-07)
A351378	Training project for Indonesian judges and lawyers: strengthening the capacities of the new industrial relations courts (group 2) (Jakarta, Indonesia)	16/10/2006 18/10/2006	30	EN	ITALY MAE (VC)
<b>EUROPE</b>					
A400793	Social impact of peace-keeping	31/05/2006 31/05/2006	89	IT	Dipartimento di Studi Politici
A400794	International labour standards reporting: child labour Conventions (C.138 and C.182) for members of the child labour unit - Turkey	25/09/2006 29/09/2006	20	EN	ILO TRUST FUND IPEC
A451230	The domestic application of international labour law with a special focus on freedom of association and the protection of salaries (Kiev, Ukraine)	02/10/2006 05/10/2006	31	EN RU	ILO TRUST FUND FOA (INT/00/M22/ITA) IRELAND 2006



Code	Title	Date	No. Part.	Lang.	Sponsor
A451278	Regional workshop on labour inspection policies in child labour monitoring with regard to the elimination of the worst forms of child labour (Istanbul, Turkey)	30/10/2006 03/11/2006	26	EN RU	ILO IPEC/ITALY MAE (VC)
A400913	Second course on "Post-conflict rebuilding management" - visit to the ILO Turin Centre, UNICRI and UN Staff College	30/11/2006 30/11/2006	17	EN	Application School and Italian Army Military Studies Centre
<b>ARAB STATES</b>					
A551401	Cours sous-régional sur les normes internationales du travail et l'égalité dans l'emploi (avec un accent sur l'égalité des genres et la protection de la maternité) (Marrakech, Morocco)	11/12/2006 15/12/2006	29	FR AR	ITALY MAE (VC)
A551238	Tripartite workshop on international labour standards with a special focus on freedom of association (Manama, Bahrain)	19/12/2006 21/12/2006	37	EN AR	ILO RBTC/TC/ARAB STATES (06-07) ILO TRUST FUND ITALY (FOA) INT/00/22/M/ITA
<b>INTERREGIONAL</b>					
A900612	International labour standards and equality in employment with a focus on gender issues: tools and practice	03/04/2006 14/04/2006	23	EN FR	ITALY MAE (VC) ILO BUDAPEST ILO/RBTC/TC/EUROPE (06-07) ILO/RBTC/TC/ASIA (06-07) SELF-PAYING PART. SOUTH AFRICA SELF-PAYING PART. USA
A900614	International labour standards	15/05/2006 26/05/2006	31	EN FR ES	ITALY MAE (VC) ILO NORMES ILO FIELD OFFICES IRELAND 2006 ILO RBTC/TC/AMERICAS (06-07) ILO EUROPE SELF-PAYING HONG KONG SELF-PAYING QATAR SELF-PAYING UNITED STATES SELF-PAYING VIET NAM ILO ED NORMES ICTUR LONDON ILO RBTC/TC/ASIA (06-07)
A900611	Building a global alliance against forced labour	15/05/2006 19/05/2006	21	EN	ITALY MAE (VC) ILO SELF-PAYING PAKISTAN
A900613	Trafficking of human beings, with a particular focus on children: new trends and responses	18/09/2006 22/09/2006	23	EN	SELF-PAYING ZAMBIA ITALY MAE (VC) ILO TRUST FUND IPEC (LUTRENA PROJECT)
A900616	Indigenous and tribal peoples: rights and good practices	25/09/2006 29/09/2006	24	EN	ITALY MAE (VC) SELF-PAYING FRANCE SELF-PAYING ITALY SELF-PAYING INTERNATIONAL CIVIL SERVANT ILO PRO 169
A900786	International labour standards reporting: child labour Conventions C.138 and C.182	16/10/2006 20/10/2006	21	EN	OPEN ITALY MAE (VC) ILO TRUST FUND IPEC
A900617	International labour standards and globalization: tools for the globalized marketplace	06/11/2006 17/11/2006	24	EN FR	OPEN ITALY MAE (VC) ILO RBTC/TC/ASIA (06-07) ILO RBTC/TC/EUROPE (06-07) IRELAND 2006
A900615	International labour standards for judges, lawyers and legal educators	13/11/2006 24/11/2006	29	EN FR	OPEN ITALY MAE (VC) ILO RBTC/TC/ASIA (06-07) ILO JAPAN WALLOON REGION (BELGIUM)
A900766	Child labour and education: a capacity-building and training workshop	04/12/2006 08/12/2006	19	EN	SELF-PAYING ILO TRUST FUND IPEC ITALY MAE (VC)
A900920	Training course for PALOP representatives on child labour	11/12/2006 15/12/2006	21	PT	ITALY MAE (VC) SELF-PAYING

## Employment and Skills Development

67. The Programme's major objective is to contribute to a better understanding of employment-related problems and to the design of measures that address those problems in a manner which is both efficient and equitable, particularly in developing countries and transition economies. To achieve this objective, the Programme offers training and capacity-building services concerning employment and labour market policies, skills development policy, increasing equity and institution-building.

68. In 2006, the Programme ran 30 activities, with 642 participants, 36 per cent of them women. One third of the activities took place in Turin. The remainder were held around the world, always in close association with ILO Headquarters and field offices.

69. The standard course on employment policies was successfully held in Spanish for the first time. Another innovation was a blended course on training needs assessment, which combined face-to-face and distance learning. It was well received by participants. In a special arrangement with the ILO's Employment Sector, the Programme ran a series of activities on employment-intensive investment in public infrastructure. It also ran an important capacity-building project for the Ministry of Labour in Jordan.

70. The Programme invested quite heavily in the development of a training package on tackling youth employment problems.

### Delnet

71. Since its creation in 1998, the mission of the Centre's Delnet programme has been to support developing countries in improving governance and sustainable development at the local level. In line with the recommendations of the World Commission on the Social Dimension of Globalization, Delnet's overall strategy focuses on:

72. (i) strengthening the capacity of local authorities and socio-economic players to manage the institutional, economic and social dimensions of development at the local level;

73. (ii) promoting the intensive use of information and communication technology to facilitate networking and the sharing of know-how among local authorities and other stakeholders and to contribute to reducing the "digital divide".

74. In 2006, Delnet continued to expand its geographical and linguistic coverage. It ran 21 activities (involving 71 countries), training 678 participants, of whom 48 per cent were women. The core activities were based on the intensive use of information technology and its application to distance learning and knowledge management.

### Employment and Skills Development

Code	Title	Date	No. Part.	Lang.	Sponsor
<b>AFRICA</b>					
A100637	Supervisão e avaliação de programas de educação técnica e formação profissional	27/03/2006 07/04/2006	18	PT	ILO IMPREST REPORT ILO RBTC/TC/AFRICA (06-07) ITALY MAE (VC) SELF-PAYING
A151135	Les initiatives locales d'emploi pour la promotion du travail decent et la lutte contre le travail des enfants (Madagascar)	08/05/2006 12/05/2006	32	FR	ILO MADAGASCAR ITALY MAE (VC)
A100660	Elaboration des politiques de formation et d'insertion dans le marché du travail en Afrique	29/05/2006 02/06/2006	19	FR	ILO RBTC/TC/AFRICA (06-07) ITALY MAE (VC)
A151228	Labour market information systems for Botswana (Gaborone, Botswana)	26/06/2006 30/06/2006	26	EN	ILO PRETORIA (IN KIND) ITALY MAE (VC)
A151227	Workshop on labour market information (Harare, Zimbabwe)	03/07/2006 05/07/2006	44	EN	ITALY MAE (VC)
A151387	Collecting and using labour market information (Dar es Salaam, Tanzania)	27/11/2006 01/12/2006	17	EN	CINOP NETHERLANDS ITALY MAE (VC)
<b>AMERICAS</b>					
A251117	Análisis de las necesidades de formación y capacitación en un territorio	03/04/2006 16/06/2006	17	ES	ITALY MAE (VC) SELF-PAYING
A200782	Análisis de las necesidades de formación y capacitación en un territorio	02/05/2006 12/05/2006	17	ES	SELF-PAYING

Code	Title	Date	No. Part.	Lang.	Sponsor
A200629	Políticas de empleo y del mercado de trabajo con énfasis en el desarrollo de las competencias	05/06/2006 16/06/2006	17	ES	ITALY MAE (VC) SELF-PAYING UNDP
A200634	Inserción de personas con discapacidades en el trabajo: legislación y experiencias aplicadas en países de la Unión Europea	02/10/2006 11/10/2006	18	ES	ILO RBTC/TC/AMERICAS (06-07) ITALY MAE (VC) SELF-PAYING
A200816	Diálogo social, formación profesional e innovación tecnológica	20/11/2006 24/11/2006	28	ES	ITALY MAE (VC) VARIOUS
A251405	Poniendo el empleo en el centro de las estrategias de inversión pública y reducción de pobreza en un contexto de reconstrucción del hábitat productivo (Antigua, Guatemala)	07/12/2006 09/12/2006	15	ES	ITALY MAE (VC) UNDP GUATEMALA
<b>ASIA</b>					
A351283	Employment statistics and labour market information (Colombo, Sri Lanka)	19/06/2006 23/06/2006	19	EN	ILO COLOMBO (IN KIND) ITALY MAE (VC)
A351021	Employment creation and improved service delivery in poor urban settlements in South East Asia: module 2 - P950094 (Hanoi, Viet Nam)	31/07/2006 04/08/2006	24	EN	AGFUND ITALY MAE (VC)
A351300	Training workshop on labour market information and analysis (Kuala Lumpur, Malaysia)	31/07/2006 04/08/2006	31	EN	ITALY MAE (VC) MINISTRY OF HUMAN RESOURCES, MALAYSIA
<b>EUROPE</b>					
A451155	New roles for public employment services (Podgorica, Montenegro)	09/02/2006 11/02/2006	30	EN	ITALY MAE (VC)
A451174	Labour market and training policies (Dushanbe, Tajikistan)	27/03/2006 30/03/2006	13	EN/RU	ITALY MAE (VC)
A400726	Kosovo youth employment action plan	10/04/2006 14/04/2006	14	EN	ILO PROJECT RER/00/M05/ITA ITALY MAE (VC)
A451239	EIIP Workshop (Baku, Azerbaijan)	19/06/2006 23/06/2006	19	EN/RU	ILO MOSCOW ITALY MAE (VC)
<b>ARAB STATES</b>					
A551202	Public employment service and professional career guidance - P550101 (Amman, Jordan)	19/03/2006 23/03/2006	19	AR	ILO TRUST FUND (JOR/02/01/ITA)
A551284	Strengthening the public employment services in Syria (Damascus, Syria)	10/07/2006 20/07/2006	32	AR	ILO RBTC/TC/ARAB STATES (06-07) ITALY MAE (VC)
A500636	Labour force statistics and labour market analysis in Arab countries	13/11/2006 17/11/2006	21	AR	ILO RBTC/TC/ARAB STATES (06-07) ITALY MAE (VC) SELF-PAYING
A500910	Role of public employment service in the implementation of national employment and labour market policies - P550101	27/11/2006 06/12/2006	23	EN/AR	ILO TRUST FUND ITALY (JOR/02/M01/ITA)
<b>INTERREGIONAL</b>					
A900628	Employment statistics and labour market analysis	20/03/2006 31/03/2006	20	EN	ILO FIELD OFFICES ITALY MAE (VC) SELF-PAYING UNDP NEW YORK
A900631	Public-private partnership for urban poverty reduction	10/07/2006 14/07/2006	14	EN	ILO RBTC/AFRICA/TC (06-07) ILO TRUST FUND ITALY MAE (VC) SELF-PAYING UNDP UN HABITAT
A900661	Stratégies pour la promotion et le développement des initiatives locales d'emploi pour les jeunes	25/09/2006 29/09/2006	19	FR	ILO RBTC/TC/AFRICA (06-07) ITALY MAE (VC)
A900633	Putting employment at the centre of public investment and poverty reduction processes - interregional workshop on employment-intensive investment policies and programmes	09/10/2006 13/10/2006	17	EN	ILO COLOMBO ILO RBTC/TC/AFRICA (06-07) ITALY MAE (VC) SELF-PAYING
A900630	Employment and labour market policies in developing countries and transition economies	16/10/2006 27/10/2006	31	EN	ILO RBTC OTHER ALLOCATION ITALY MAE (VC) SELF-PAYING

### LOCAL DEVELOPMENT (DeiNet)

Code	Title	Date	No. Part.	Lang.	Sponsor
<b>AMERICAS</b>					
A251236	SENA - Curso a distancia para funcionarios sobre desarrollo local y género	20/03/2006 31/12/2006	70	ES	SENA (Servicios Nacional de Aprendizaje Colombia) - Red Universidades ALMA MATER
A251246	Reducción del riesgo de desastres en el marco del desarrollo local sostenible - P910294	28/11/2006 31/12/2006	20	ES	SELF-PAYING
<b>EUROPE</b>					
A451109	Formación a distancia: Grupo Junta Andalucía - P910252	01/01/2006 31/12/2006	16	ES	JUNTA DE ANDALUCIA
A451318	Acceso al sistema Info on line de Delnet - Convenio Junta de Andalucía- P910252	20/06/2006 31/12/2006	59	ES	JUNTA DE ANDALUCIA
<b>INTERREGIONAL</b>					
A950780	Curso de especialización en desarrollo local (Nov. 2005 - 2006)	01/01/2006 30/11/2006	34	ES	SELF-PAYING
A950781	Curso de especialização em desenvolvimento local (Nov. 2005 - 2006)	01/01/2006 30/11/2006	30	PT	SELF-PAYING
A950784	Curso de especialización en desarrollo local con perspectiva de género (Nov. 2005 - 2006)	01/01/2006 30/11/2006	18	ES	SELF-PAYING
A950782	Delnet - Specialization course on local development (Nov. 2005 - 2006)	01/01/2006 30/11/2006	14	EN	SELF-PAYING
A950779	Delnet - Curso de especialização em desenvolvimento local (April 2005 - 2006)	01/01/2006 30/04/2006	33	PT	SELF-PAYING
A950778	Delnet - Curso de especialización en desarrollo local (April 2005 - 2006)	01/01/2006 30/04/2006	74	ES	VARIOUS
A950783	Curso de especialización en desarrollo local con perspectiva de género (April 2005-2006)	01/01/2006 30/04/2006	19	ES	VARIOUS
A950287	Delnet Andalucía - Caja GRANADA (Andalucía, Spain)	01/01/2006 31/12/2006		ES	FUNDACION CAJA GRANADA
A951214	Curso presencial: Preparación y presentación de programas y proyectos de turismo sostenible a nivel local y regional - P910252 (Seville, Spain)	09/02/2006 10/02/2006	16	ES	JUNTA DE ANDALUCIA
A951066	Curso de especialización en desarrollo local (April 2006 - 2007)	15/04/2006 31/12/2006	40	ES	SELF-PAYING
A951067	Curso de especialização em desenvolvimento local (April 2006 - 2007)	15/04/2006 31/12/2006	28	PT	ILO COOP GENEVA SELF-PAYING
A951068	Curso de especialización en desarrollo local con perspectiva de género (April 2006 - 2007)	15/04/2006 31/12/2006	18	ES	SELF-PAYING
A951069	Curso de especialização em desenvolvimento local com perspectiva de género (April 2006-2007) - P950249	15/04/2006 31/12/2006	13	PT	SELF-PAYING
A951070	Curso de especialización en turismo y desarrollo local sostenible (Sept. 2006 - 2007) - P950247	08/09/2006 31/12/2006	71	ES	SELF-PAYING
A951073	Curso de especialización en desarrollo local con perspectiva de género (Oct. 2006 - 2007)	15/10/2006 31/12/2006	17	ES	SELF-PAYING
A951071	Curso de especialización en desarrollo local (Oct. 2006-2007)	15/10/2006 31/12/2006	33	ES	SELF-PAYING
A951072	Curso de especialização em desenvolvimento local (Oct. 2006 - 2007)	15/10/2006 31/12/2006	31	PT	SELF-PAYING
A951396	Especialização em desenvolvimento local com perspectiva de género (Oct. 2006 - 2007)	15/10/2006 31/12/2006	14	PT	VARIOUS
A951397	Specialization in local development (October 2006 - 2007)	15/10/2006 31/12/2006	14	EN	VARIOUS

## Enterprise Development

75. The Enterprise Development Programme promotes decent work in enterprises through building the capacity of ILO constituents and development partners. This involves promoting responsible entrepreneurship and demonstrating how an enabling business environment, complemented by business and financial services, can generate sustainable new jobs. There is a strong emphasis on job quality as well as job creation. In these efforts, the Programme works closely with the Social Finance Programme and the Job Quality and Enterprise Development Department at ILO headquarters in Geneva.

76. The Programme develops training packages and standard courses. It focuses on developing training tools that can be replicated by participants in their own countries. It has established a system for training and certifying national trainers. The Programme also works in partnership with other institutions, such as UNIDO and the Boulder Microfinance Institute, to develop top-quality international training courses in Turin. Training courses are offered in Arabic, Chinese, English, French, Portuguese, Russian and Spanish.

77. The Programme enjoyed another successful year in 2006, providing training to 1,239 participants and conducting 42 training courses. The geographical spread of training courses and participants over the five Regions was generally even, with Africa the largest source, contributing one quarter of participants trained. The trend towards more training in-country continued, reflecting the pattern of requests received from ILO Offices, projects,

constituents, partner organizations and sponsors. The areas of greatest demand were entrepreneurship education using the ILO's *Know About Business* training package, plus training in management of microfinance institutions and in women's entrepreneurship development. Several countries (such as Botswana, Kenya and Sri Lanka) are using the Centre's publication on entrepreneurship education for developing their national entrepreneurship curricula in secondary education, or as part of vocational education and training programmes.

78. Progress continued on developing training materials for new training courses on topics such as local development and microfinance. Several training packages were translated into Arabic and Spanish; meanwhile, more courses in French were added to the annual Boulder Microfinance Training Programme. A new participant's manual on *Making microfinance work: managing for improved performance* was published in English.

79. The staff of the Programme further developed their expertise in organizing large training events and conferences such as the Boulder Microfinance Training Programme in Turin. The Programme, together with the GTZ, ran the logistics for the Bangkok conference of the Donor Committee for Enterprise Development on "Creating Better Business Environments – Asian and global lessons for donors", in which the ILO played a prominent role both technically and as a member of the organizing committee.

### Enterprise Development

Code	Title	Date	No. Part.	Lang.	Sponsor
<b>AFRICA</b>					
A151140	Know About Business (KAB) - Training of trainers workshop (Nyeri, Kenya)	30/01/2006 03/02/2006	26	EN	ITALY MAE (VC)
A151144	Know about Business (KAB) - Training of trainers (Mombasa, Kenya)	27/02/2006 03/03/2006	26	EN	ITALY MAE (VC)
A151159	Making microfinance work: managing for improved performance (Lusaka, Zambia)	13/03/2006 24/03/2006	23	EN	ITALY MAE (VC)
A151158	Making microfinance work: managing for improved performance (Harare, Zimbabwe)	08/05/2006 19/05/2006	16	EN	ITALY MAE (VC)
A151177	Know About Business (KAB) regional training of trainers workshop (Gaborone, Botswana)	08/05/2006 17/05/2006	23	EN	MINEDUC BOTSWANA (IN KIND) ITALY MAE (VC)
A151381	Know About Business (KAB) - Training of trainers workshop (Gaborone, Botswana)	23/10/2006 03/11/2006	25	EN	MINISTRY OF EDUCATION - BOTSWANA (IN KIND) ITALY MAE (VC)
A151404	Sensitization workshop on the introduction of entrepreneurship education into the higher education system in Nigeria (Abuja, Nigeria)	06/11/2006 17/11/2006	55	EN	ILO RBTC/TC/AFRICA (06-07)
<b>AMERICAS</b>					
A251058	Estrategias para el Desarrollo Económico Local (DEL) (Guadalajara, Mexico)	20/03/2006 25/03/2006	21	ES	ITALY MAE (VC) SELF-PAYING

Code	Title	Date	No. Part.	Lang.	Sponsor
A200754	Desarrollo empresarial local (visita ACOPI - Colombia)	03/04/2006 08/04/2006	22	ES	ACOPI COLOMBIA ITALY MAE (VC)
A251292	Taller "Empleo, flexibilización laboral y aumento de la productividad" - actividad 2.2 - P250236 (San José, Costa Rica)	14/08/2006 18/08/2006	17	ES	EUROPEAN COMMISSION (EUROSOCIAL)
A251293	Taller "Empleo y condiciones de trabajo en la economía informal" - actividad 2.3 - P250236 (San José, Costa Rica)	14/08/2006 18/08/2006	17	ES	EUROPEAN COMMISSION (EUROSOCIAL)
A200761	Políticas de empleo y estrategias de desarrollo económico local - actividad 3.2 (EUROSOCIAL project) - P250236	16/10/2006 26/10/2006	25	ES	EUROPEAN COMMISSION (EUROSOCIAL)
A200694	Curso de especialización desarrollo empresarial y globalización	06/11/2006 22/11/2006	21	ES	ILO RBTC/TC/AMERICAS (06-07) ITALY MAE (VC) SELF-PAYING
A251403	Seminario de sensibilización - Entorno Empresarial (San José, Costa Rica)	15/11/2006 16/11/2006	18	ES	ITALY MAE (VC)
<b>ASIA</b>					
A351160	Making microfinance work: managing for improved performance (Hanoi, Viet Nam)	20/03/2006 31/03/2006	24	EN	ILO HANOI ITALY MAE (VC)
A351179	Capacity building for WED - strengthening women entrepreneurs' associations (Banda Aceh, Indonesia)	03/04/2006 07/04/2006	22	EN	ITALY MAE (VC)
A351184	Know about Business (KAB) workshop for promoters and facilitators (Cebu, Philippines)	04/09/2006 15/09/2006	18	EN	ILO ILO RBTC OTHER ILO RBTC/TC/ASIA (06-07) ITALY MAE (VC) SELF-PAYING
A351241	Strategic corporate restructuring and corporate governance (Beijing, China)	11/12/2006 15/12/2006	50	EN/CH	CHINA SOUTH INDUSTRIES GROUP ITALY MAE (VC)
<b>EUROPE</b>					
A400785	Human resources management	25/05/2006 30/05/2006	12	EN/RU	PENSION FUND OF THE RUSSIAN FEDERATION
A451187	Making microfinance work: managing for improved performance (2nd part) (Tirana, Albania)	19/06/2006 23/06/2006	20	EN	Albanian Saving and Credit Union (ASCU) in kind ITALY MAE (VC)
A451191	Making microfinance work: managing for improved performance - Part I (Yerevan, Armenia)	26/06/2006 30/06/2006	22	EN	MEDI through MFC (Micro Finance Centre - Poland) ITALY MAE (VC)
A451192	Making microfinance work: managing for improved performance - Part II (Yerevan, Armenia)	24/07/2006 28/07/2006	20	EN	MEDI through MFC (Micro Finance Centre - Poland) ITALY MAE (VC)
<b>ARAB STATES</b>					
A551168	Promoting women's entrepreneurship development (WED-PROMUJER) (Agadir, Morocco)	20/03/2006 24/03/2006	21	EN/FR	FUNDACION ESCUELA DE NEGOCIOS MBA (CANARY ISLANDS) ITALY MAE (VC)
A551181	Creating a business-enabling environment and promoting BDS-business incubators for small enterprises (Algiers, Algeria)	22/04/2006 26/04/2006	23	FR/AR	ITALY MAE (VC)
A551199	Promoting women's entrepreneurship development in Egypt: capacity building for women entrepreneurs associations - P150256 (Cairo, Egypt)	18/06/2006 22/06/2006	18	AR	ILO RBTC/TC/AFRICA FOR ARAB STATES (06-07) ITALY MAE (VC)
A500689	Creating an enabling environment for small enterprise development	28/08/2006 08/09/2006	15	EN/AR	ILO RBTC/TC/AFRICA FOR ARAB STATES (06-07) ITALY MAE (VC) SELF-PAYING
A551182	Making microfinance work: managing for improved performance (Cairo, Egypt)	25/11/2006 05/12/2006	24	EN/AR	ILO RBTC/TC/AFRICA FOR ARAB STATES (06-07) ITALY MAE (VC)
A551407	Promoting women's entrepreneurship development in Morocco: capacity building for grass roots organizations of women entrepreneurs (Agadir, Morocco)	18/12/2006 22/12/2006	28	FR/AR	MBA BUSINESS SCHOOL, CANARY ISLANDS ITALY MAE (VC)

Code	Title	Date	No. Part.	Lang.	Sponsor
<b>INTERREGIONAL</b>					
A951025	Generar procesos de desarrollo económico local mediante cooperativas (DELCOOP)	01/01/2006 30/04/2006	19	ES	ILO TRUST FUND ITALY SELF-PAYING
A951105	Training of trainers in capacity building for WED (Bangkok, Thailand)	09/01/2006 13/01/2006	14	EN	ITALY MAE (VC)
A900684	SME cluster development: principles and practice "Helping SME clusters in developing countries meet their potential in the globalized economy" - UNIDO/ILO ITC joint programme	24/04/2006 05/05/2006	18	EN	FAO ITALY MAE (VC) SELF-PAYING UNDP UNIDO
A900686	Know About Business (KAB) workshop	26/06/2006 07/07/2006	23	EN	ILO ILO RBTC OTHER ITALY MAE (VC) SELF-PAYING
A900687	Training course on SME export consortia	26/06/2006 30/06/2006	26	EN	ITALY MAE (VC) SELF-PAYING UN COLOMBIA UNDP UNIDO
A951051	Diploma course on market-oriented small business development services (MOSBDS)	01/07/2006 31/10/2006	16	EN	ITALY MAE (VC) SELF-PAYING
A900688	Microfinance training programme (Boulder Institute)	17/07/2006 04/08/2006	238	EN/FR	SELF-PAYING
A951065	The seventh annual seminar on business services: "Private sector development - what's next?" (Chiang Mai, Thailand)	18/09/2006 27/09/2006	128	EN	SELF-PAYING SWISS DEVELOPMENT COOPERATION
A900717	Managing small business associations	25/09/2006 29/09/2006	13	EN	ITALY MAE (VC) SELF-PAYING
A900690	Socially sensitive enterprise restructuring: how to mitigate the adverse effects on employment	02/10/2006 13/10/2006	17	EN	ITALY MAE (VC) SELF-PAYING
A900691	Strategies for local economic development (LED)	02/10/2006 13/10/2006	24	EN	GTZ GERMANY ILO BUDAPEST ILO CAIRO ILO RBTC/TC/AMERICAS (06-07) ITALY MAE (VC) SELF-PAYING
A900693	Creating an enabling environment for small enterprise development	16/10/2006 27/10/2006	18	EN	GERMAN DEVELOPMENT COOPERATION GOVT. OF NORWAY GTZ GERMANY ITALY MAE (VC) NETHERLANDS DEVELOPMENT COOPERATION SELF-PAYING
A951106	Generar procesos de desarrollo económico local mediante cooperativas (DELCOOP)	16/10/2006 31/12/2006	21	ES	ILO RBTC/TC/AMERICAS (06-07) ITALY MAE (VC) SELF-PAYING

## Social Protection

80. The aim of the Social Protection Programme is to design and implement training and learning activities that promote the ILO's Decent Work Agenda on the following subjects: social security, extension of social protection, occupational safety and health, working conditions, international labour migration and HIV/AIDS. In all these areas, the Programme works closely with ILO colleagues to achieve the strategic objective of improving the coverage and effectiveness of social protection.

81. In the area of social security, activities focused on the governance of statutory schemes, with a view

to improving both the administration of schemes and policy making. A tripartite national seminar in Zanzibar brought together the board members of all the schemes in Tanzania to discuss policies and strategies, and a seminar for worker representatives on the boards of the social security schemes in the CIS countries, held in cooperation with the Workers' Activities Programme and specialists from ILO offices in Budapest and Moscow, looked at the role of a board member and offered practical advice. The core courses on pension schemes, social security financing and social health insurance (offered in several languages) benefited from close cooperation with the International Social Security Association. For the first time, a course was held for top executives of social security institutions in Portuguese-speaking African

countries, and tailor-made activities were held for China, Iran and the Russian Federation.

82. A special challenge is to extend social protection to the informal economy, which in many countries does not offer either social security schemes or labour protection. As part of the ILO's Global Campaign for the Extension of Social Security, three core courses on extension were held. A course for Latin America was held in Santiago de Chile, in cooperation with the ILO Subregional Office and the UN Economic Commission for Latin America. It included visits to local organizations that illustrated best practice in combining social policies and targeting the poor. A third tripartite course on participatory approaches to improving working and employment conditions, which focused on informal economy workers in Asia, was held at the Korea Labor Education Institute in cooperation with the ILO's Conditions of Work and Employment Programme and the ILO Subregional Office in Bangkok.

83. A major achievement in 2006 was the launching of a post-graduate course on occupational health and safety (OSH) in the workplace, in cooperation with the University of Turin and SAFEWORK. In addition, the demand for courses on labour inspection increased, and training activities were held for several regions, including

French-speaking Africa, Latin America and China, as was an interregional course in English. Two technical cooperation projects on OSH were extended throughout the year, the first for the Ministry of Labour in Jordan and the second for the Russian Federation, which focused on the maritime sector, in particular shipping and ports. A further technical cooperation project, financed by the Government of Spain, concerned the fishing sector in Brazil, Peru and Uruguay. Following national seminars in Lima and Brasilia, tripartite representatives from the three countries attended a course in Bamio, Spain.

84. Altogether, the Programme ran 34 activities: 19 in Turin, 14 in other countries and one based on distance learning. Elements of distance learning were incorporated into other courses; for example, the first eight weeks of the post-graduate course on OSH were conducted at a distance, followed by a residential phase of 12 weeks in Turin.

85. The project on international labour migration in Africa concluded its activities with a seminar in Rabat and an African-European dialogue in Brussels attended by officials from the European Commission, among other bodies. The Workers' Activities Programme held several activities on social protection, three of which had a special focus on HIV/AIDS.

### Social Protection

Code	Title	Date	No. Part.	Lang.	Sponsor
<b>AFRICA</b>					
A150862	Tripartite governance of social security in Tanzania (Zanzibar)	31/01/2006 03/02/2006	59	EN	ITALY MAE (VC)
A150874	Interregional seminar on labour migration in Africa - P150161 (Brussels, Belgium)	04/04/2006 06/04/2006	27	EN/FR	AGFUND ILO/FRA/00M12/EEC
A100586	Atelier sur les régimes de pension et le financement de la sécurité sociale	24/04/2006 12/05/2006	24	FR	ILO TRUST FUND FRANCE ITALY MAE (VC) SELF-PAYING
A100753	Formulação de políticas e gestão da segurança social	10/07/2006 21/07/2006	14	PT	ILO RBTC/TC/AFRICA (06-07) ITALY MAE (VC) SELF-PAYING
A151225	Formuler une politique nationale et de procédures d'inspection du travail en Afrique (Yaoundé, Cameroon)	10/07/2006 14/07/2006	14	FR	ILO RBTC/TC/AFRICA (06-07) ILO TRUST FUND FRANCE (INT/00/M18/FRA)
<b>AMERICAS</b>					
A250868	Análise de necessidades de formação e assistência técnica no setor pesqueiro em Brasil - P250207 (Brasília)	29/05/2006 30/05/2006	23	PT	Ministerio de Agricultura, Pesca y Alimentación de España (MAPyA)
A250867	Análisis de necesidades de formación y asistencia técnica en el sector pesquero en Péru - P250207 (Lima)	25/06/2006 26/06/2006	23	ES	Ministerio de Agricultura, Pesca y Alimentación de España (MAPyA)
A251254	Formación a distancia: Formulación de políticas y gestión de la seguridad social en América Latina - P250180	26/06/2006 31/12/2006	24	ES	ILO RBTC/TC/AMERICAS (06-07) ITALY MAE (VC) SELF-PAYING
A250869	Desarrollo socio-económico del sector pesquero: La experiencia española - P250207 (Madrid, Spain)	17/07/2006 28/07/2006	19	ES	Ministerio de Agricultura, Pesca y Alimentación (MAPyA)
A250996	Taller sobre regímenes de pensiones y financiamiento de la seguridad social (Cartagena, Colombia)	22/08/2006 01/09/2006	18	ES	ILO RBTC/TC/AMERICAS (06-07) ITALY MAE (VC) SELF-PAYING



Code	Title	Date	No. Part.	Lang.	Sponsor
A200624	Gestión de la seguridad y salud en el trabajo en la empresa	02/10/2006 13/10/2006	17	ES	ILO ARGENTINA ITALY MAE (VC) SELF-PAYING
A251096	Estrategias para la extensión de la protección social (Santiago de Chile)	16/10/2006 27/10/2006	24	ES	ILO RBTC/TC/AMERICAS (06-07) ITALY MAE (VC) SELF-PAYING
<b>ASIA</b>					
A351143	Actuarial techniques and pension modelling (Tehran, Iran)	11/06/2006 22/06/2006	14	EN	ILO RBTC/TC/ASIA (06-07) SOCIAL SECURITY ORGANIZATION, IRAN
A300804	High level seminar on social security (China)	09/10/2006 20/10/2006	12	EN/CH	ITALY MAE (VC) MOLSS CHINA
A300751	Occupational safety and health management and inspection (China)	16/10/2006 03/11/2006	18	EN/CH	ITALY MAE (VC) STATE ADMINISTRATION OF WORK SAFETY CHINA
A351290	Participative approaches to improve working and employment conditions (Seong-nam City, Republic of Korea)	20/11/2006 24/11/2006	20	EN	ILO RBTC/TC/ASIA (06-07) ILO TRUST FUND KOREA ITALY MAE (VC)
<b>EUROPE</b>					
A450860	OSH management system in the shipping sector - P450088 (St. Petersburg, Russian Federation)	22/02/2006 24/02/2006	20	RU	ILO TRUST FUND FLANDERS (RUS/05/50M/FLA/01)
A450861	Strategic planning - P450088 (St. Petersburg, Russian Federation)	27/02/2006 01/03/2006	19	RU	ILO TRUST FUND FLANDERS (RUS/05/50M/FLA/01)
A451110	Port operations management - P450265 (Antwerp, Belgium)	06/06/2006 14/06/2006	9	RU	ILO TRUST FUND FLANDERS (RUS/06/50/FLA)
A400810	Pension system trends and reforms for the Russian Pension Fund	11/09/2006 16/09/2006	11	RU	PENSION FUND OF THE RUSSIAN FEDERATION
A400817	Development of social insurance programmes: international experience	25/09/2006 30/09/2006	15	RU	SOCIAL INSURANCE FUND OF THE RUSSIAN FEDERATION
A400811	Financing pension schemes (Russian Pension Fund)	27/11/2006 02/12/2006	13	RU	PENSION FUND OF THE RUSSIAN FEDERATION
A400818	Development of social insurance programmes: international experience	04/12/2006 09/12/2006	14	RU	SOCIAL INSURANCE FUND OF THE RUSSIAN FEDERATION
<b>ARAB STATES</b>					
A500743	Developing a national programme on occupational safety and health - P550101	13/03/2006 17/03/2006	20	AR	ILO TRUST FUND JOR/02/01/ITA
A500744	Occupational safety and health in the agriculture sector - P550101	20/03/2006 23/03/2006	20	AR	ILO TRUST FUND JOR/02/01/ITA
A500620	Workshop on pension schemes and social security financing for Arab States	03/07/2006 14/07/2006	42	AR	ILO BEIRUT ILO RBTC/TC/ARAB STATES (06-07) ITALY MAE (VC) SELF-PAYING
<b>INTERREGIONAL</b>					
A900585	Social health insurance	20/03/2006 31/03/2006	26	EN	ITALY MAE (VC) SELF-PAYING UNDP MALAYSIA WHO
A951129	Séminaire sous-régional tripartite sur les relations migratoires entre l'Afrique Sub-Saharienne, l'Europe et le Maghreb - P150161 (Rabat, Morocco)	25/04/2006 26/04/2006	41	FR	ILO (FRA/00M12/EEC) ITALY MAE (VC)
A900587	Workshop on social security financing	22/05/2006 02/06/2006	28	EN	ILOILO EUROPE ITALY MAE (VC) SELF-PAYING
A900621	Occupational safety and health inspection systems	31/07/2006 11/08/2006	20	EN	ILO RBTC/TC/AMERICAS (06-07) ITALY MAE (VC) SELF-PAYING
A900184	Post-graduate course on "Occupational safety and health in the workplace"	11/09/2006 01/12/2006	14	EN	CASSA RISPARMIO FOSSANO COMPAGNIA SAN PAOLO ITALY MAE (VC) SELF-PAYING

Code	Title	Date	No. Part.	Lang.	Sponsor
A900623	Workshop on pension schemes	18/09/2006 06/10/2006	27	EN	ILO RBTC/TC/AFRICA PROGRAMME CONJOINT IRELAND 2006 ITALY MAE (VC) SELF-PAYING
A900622	Stratégies pour l'extension de la protection sociale	13/11/2006 24/11/2006	17	FR	ILO TRUST FUND FRANCE (INT/00/18/FRA) ITALY MAE (VC) SELF-PAYING
A900625	Strategies for the extension of social protection	13/11/2006 24/11/2006	27	EN	ITALY MAE (VC) SELF-PAYING

## Social Dialogue

86. The Programme's mission is to promote social dialogue through capacity building (advocacy, knowledge-sharing and skills development). All the training activities are designed to support the ILO's role in promoting social dialogue. The Programme runs its activities in consultation with the relevant ILO departments, field office specialists and constituents to achieve this shared strategic objective. The Programme helps the ILO disseminate its knowledge, and uses ILO research, studies and expertise as key input into training. It takes a bottom-up approach, with a range of standard courses combining with great flexibility of response to the specific training needs of constituents at country and sub-regional level.

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

88. In 2006, the Programme ran 16 training activities, attended by 408 participants, of whom 37 per cent were women.

89. The highlights of 2006 included a course entitled "Promoting Sound Labour Relations" for a

high-level group from China. A major effort was made to produce relevant training materials in Chinese.

90. A summer school for experts in labour relations from Latin America has become a successful yearly event. It is held in conjunction with the University of Bologna, the University of Castilla La Mancha and the association of former participants, which is very active in the region.

91. The Programme's collaboration with the EU-funded project on promoting social dialogue in Turkey was strengthened with extensive technical assistance being provided, including a course in Ankara. In addition, a social dialogue project for Ukraine, funded by Flanders, started at the end of the year.

92. The Programme's work on labour dispute prevention and resolution comprises two main training curricula: one on conciliation and mediation, and one on negotiation skills for the social partners. A tripartite course on negotiation skills was held in Turin for an international audience.

93. The Programme ran regular courses in French and in Portuguese on human resources management in the public service and in English on a participatory approach to public service reform.

## Social Dialogue

Code	Title	Date	No. Part.	Lang.	Sponsor
<b>AFRICA</b>					
A100646	Gestão de recursos humanos na função pública	19/06/2006 14/07/2006	22	PT	ITALY MAE (VC) SELF-PAYING
A100650	Gestão da reforma da administração pública: uma abordagem participativa	21/08/2006 08/09/2006	25	PT	ITALY MAE (VC) UNDP SELF-PAYING
A100652	Formation des conseillers en gestion des ressources humaines dans la fonction publique	09/10/2006 03/11/2006	21	FR	ILO ALGER ITALY MAE (VC) SELF-PAYING UNDP TOGO

Code	Title	Date	No. Part.	Lang.	Sponsor
<b>AMERICAS</b>					
A200649	Curso para expertos latinoamericanos en relaciones laborales: la relación de trabajo	28/08/2006 15/09/2006	28	ES	ILO RBTC OTHER ILO RBTC/TC/AMERICAS (06-07) ILO TRUST FUND (INT/AE/15/ITA) ITALY MAE (VC) REGIONE EMILIA ROMAGNA SELF-PAYING
<b>ASIA</b>					
A351247	Conciliation and mediation of labour disputes - I (Jakarta, Indonesia)	08/08/2006 10/08/2006	42	EN	ILO RBTC/ASIA/TC (06-07) ITALY MAE (VC)
A351250	Conciliation and mediation of labour disputes - II (Sulawesi, Indonesia)	14/08/2006 16/08/2006	43	EN	ILO RBTC/ASIA/TC (06-07) ITALY MAE (VC)
A300771	Promoting sound labour relations (China)	27/11/2006 08/12/2006	12	EN/CH	ITALY MAE (VC) MIN. LABOUR AND SOCIAL SECURITY (CHINA)
<b>EUROPE</b>					
A400734	Dépendance et autonomie, souplesse et sécurité	28/06/2006 29/06/2006	34	FR	INTEFP (FRANCE)
A451245	Training of mediators and coaching of trainers on mediation of labour disputes - P450288 (Vlore, Albania)	13/11/2006 17/11/2006	17	EN	ITALY MAE (VC)
<b>ARAB STATES</b>					
A551394	Systèmes, méthodes et techniques de résolution des conflits de travail (Maghreb) (Marrakech, Morocco)	17/12/2006 21/12/2006	15	FR/AR	ILO RBTC/TC/AFRICA FOR ARAB STATES (06-07) ITALY MAE (VC)
<b>INTERREGIONAL</b>					
A900773	ILO workshop on local resource mobilization related to DWCP implementation	25/04/2006 28/04/2006	39	EN	ILO RBTC/OTHER AND FIELD OFFICES ILO TRUST FUND (DFID/UK)
A900644	Managing public service reform: a participatory approach	15/05/2006 02/06/2006	34	EN	ITALY MAE (VC) SELF-PAYING
A900645	Joint union-management negotiation skills	05/06/2006 09/06/2006	14	EN	ITALY MAE (VC) SELF-PAYING
A900647	Participatory labour law making	26/06/2006 30/06/2006	25	EN	ITALY MAE (VC) SELF-PAYING
A900643	Promoting social dialogue	24/07/2006 04/08/2006	17	EN	ITALY MAE (VC) SELF-PAYING
A900648	Social dialogue in the process of structural adjustment and private sector participation in ports	24/07/2006 28/07/2006	22	EN	ITALY MAE (VC) SELF-PAYING

## Workers' Activities

94. The activities of the Programme can be grouped as follows:

- I. Activities to strengthen trade union capacity in a range of specific subjects (ILS and the Declaration on Fundamental Principles; employment; social protection; etc.).
- II. Follow-up seminars in the field to assess the contribution of the Programme to the achievement of development objectives in the area of training.

95. Sessions on the following subjects are included in all the training activities: ILS and the Declaration;

gender and women workers' rights; globalization and its impact on workers' organizations; the informal economy; trade union policies and campaigns on HIV/AIDS; basic information technology; the agenda of the International Labour Conference.

96. The Programme supports the integration of the ILO Turin Centre with ILO headquarters in Geneva.

97. In 2006, the Programme ran 55 training activities. These included 25 courses in Turin, 22 courses and follow-up workshops in the field, and eight distance learning courses. The Programme further enhanced its regional dimension with training activities for the Europe region.

98. Several study visits contributed to establishing links between unions in the North and in the South, and promoted cross-fertilization among trade unionists. Study visits were made to Bonn (FES/DGB), Quebec (FTQ), Paris (CGT-FO, CGT and CFTD), Vienna (ÖGB), Madrid (UGT and CC.OO), Bamio (Instituto Social de la Marina), Tokyo (RENGO/JILAF), Oslo (LO) and Lisbon (UGT). Most were organized thanks to financial contributions from trade unions and the Friedrich Ebert Foundation (FES). All the Programme's courses included round-table discussions with representatives of the Italian trade union confederations: the CGIL, the CISL and the UIL.

99. The Programme developed training material on open-source software for unions, a manual of case studies of collaborative learning, and a training package in Portuguese for training online trainers. It also completed the adaptation and translation of two training packages on globalization into Spanish and French. Material on organizational management within trade unions (in English) and on labour relations was further developed and adapted for new courses.

100. New training material on OSH in Spanish was produced for course instructors. A third revised edition of *ILS: a trade union training guide* was produced in English. A special issue of the ILO review, on *Labour Education*, gave the Programme's work extensive coverage.

101. The Programme developed a library (on CD-ROM and online) for labour educators on labour issues and on ILO-related matters. Additional information on its training material can be found at: <http://www.itcilo.it/actrav/english/library.php>

102. The Programme ran online training courses using the SoliComm communication platform (based on free software), which enables distance learners in countries with unreliable or expensive telephone connections to use the Internet reliably and cheaply for education.

103. The Programme also took an active role in promoting workers' participation in bipartite and tripartite courses, and in the Centre's general training.

### Workers' Activities

Code	Title	Date	No. Part.	Lang.	Sponsor
<b>AFRICA</b>					
A100601	Trade union training in capacity building for organizing	06/03/2006 31/03/2006	15	EN	FES ILO RBTC/TC/AFRICA (06-07) ITALY MAE (VC)
A100603	Formation syndicale sur la sécurité et la protection sociale	10/04/2006 05/05/2006	18	FR	FES ILO RBTC/TC/AFRICA (06-07) ILO TRUST FUND (FRANCE) ITALY MAE (VC)
A151266	Preparatory online course on information technology	05/06/2006 25/08/2006	13	EN	ITALY MAE (VC) ILO RBTC/TC/AFRICA (06-07) ITALY MAE (VC)
A100607	Formation syndicale sur les politiques d'emploi et sur le Document Stratégique de Réduction de la Pauvreté (DSRP)	11/09/2006 06/10/2006	15	FR	FESILO RBTC/TC/ACTRAV (06-07)
A100814	Programme sectoriel de formation des travailleurs destiné aux Fédérations syndicales internationales (FSI), axé sur l'éducation ouvrière	09/10/2006 13/10/2006	8	FR	ILO RBTC/TC/ACTRAV (06-07)
A100815	Sectoral workers' education programme for the GUFs with a special focus on labour education for English-speaking African countries	09/10/2006 13/10/2006	9	EN	ILO RBTC/TC/ACTRAV (06-07)
A100609	Trade union training in information technology with a special focus on training methodology and labour education	06/11/2006 01/12/2006	13	EN	ILO RBTC/TC/ACTRAV (06-07)
A151314	Formation sous régionale et sensibilisation des travailleurs, particulièrement des zones franches industrielles sur les NIT et la liberté syndicale (Ocean Indien) (Antananarivo, Madagascar)	06/11/2006 10/11/2006	18	FR	ILO RBTC ACTRAV/ADDIS ILO TRUST FUND ITALY (FOA) ITALY MAE (VC)
A151317	National follow-up workshop for the Confederation of Ethiopian Trade Unions (CETU) (Addis Ababa, Ethiopia)	14/11/2006 15/11/2006	17	EN	ILO RBTC ACTRAV/ADDIS ITALY MAE (VC)
A151251	Formation syndicale en ligne et sur la mondialisation avec un accent particulier sur les NTIC et la formation à distance	20/11/2006 31/12/2006	13	FR	ILO RBTC/TC/ACTRAV (06-07)

Code	Title	Date	No. Part.	Lang.	Sponsor
A151416	Regional follow-up on PRSP and the recommendations of African heads of state with the social partners (Swaziland)	04/12/2006 06/12/2006	9	EN	ILO PRETORIA (IN KIND) ITALY MAE (VC)
<b>AMERICAS</b>					
A200610	Formación sindical en seguridad y salud (SST) en el trabajo con una énfasis sobre el SIDA	13/03/2006 07/04/2006	16	ES	ILO RBTC/TC/ACTRAV (06-07) SELF-PAYING
A251248	Formación sindical sobre enseñanza-aprendizaje en línea para CGT, Argentina	19/06/2006 25/08/2006	17	ES	ITALY MAE (VC)
A251272	El rol de la educación en el proceso de unificación sindical - P950283 (Santo Domingo)	28/06/2006 29/06/2006	40	ES	ITALY MAE (VC) ITALY MAE (VC)
A251251	Formación sindical sobre enseñanza - aprendizaje en línea para la CTM México: Fase II	05/07/2006 18/08/2006	26	ES	ILO MEXICO ITALY MAE (VC)
A251247	Formación de formadores en línea para CUT, FS y CGT de Brasil	10/07/2006 25/08/2006	26	PT	ITALY MAE (VC)
A251255	Formación sindical sobre seguridad y salud en el trabajo (San José, Costa Rica)	10/07/2006 15/07/2006	15	ES	ITALY MAE (VC)
A200789	Trade union training in FOA and collective bargaining for Mexican workers' organizations	17/07/2006 28/07/2006	15	ES	ILO TRUST FUND ITALY (FOA) ITALY MAE (VC)
A200760	Ratificación, promoción y control de la aplicación de los convenios marítimos de la OIT para su implementación práctica	21/08/2006 08/09/2006	20	ES	MINISTRY OF LABOUR AND SOCIAL AFFAIRS - SPAIN
A200790	Trade union training in FOA with a special focus on Conventions 151-154 for Colombian workers' organizations	02/10/2006 13/10/2006	6	ES	ITALY MAE (VC)
A251264	Distance education on union training for the international labour movement (Caribbean)	02/10/2006 15/12/2006	11	EN	ITALY MAE (VC)
A251262	Formación a distancia sobre el ciclo de trabajo y la salud (Brasil) (Sao Paulo, Brazil)	09/10/2006 08/12/2006	30	PT	ITALY MAE (VC)
A200608	Formación sindical en políticas de empleo con un énfasis sobre el empleo juvenil	23/10/2006 17/11/2006	14	ES	ILO RBTC/TC/AMERICAS (06-07) ITALY MAE (VC)
A251252	Formación a distancia sobre la globalización y la salud	06/11/2006 08/12/2006	41	ES	ITALY MAE (VC)
A251250	Seminário de avaliação e seguimento sobre ensino-aprendizagem em linha para a CUT, FS, CGT (Sao Paulo, Brazil)	05/12/2006 08/12/2006	21	PT	ITALY MAE (VC)
A300602	Trade union training in capacity building for organizing	06/03/2006 31/03/2006	16	EN	FES ILO RBTC/TC/ACTRAV (06-07) NTUC SINGAPORE (IN KIND)
A300739	Trade union training for NWJ in corporate social responsibility (CSR)	29/05/2006 08/06/2006	16	EN	NWJ JAPAN
A300605	Trade union training in occupational safety, health and the environment with special attention to HIV/AIDS	03/07/2006 28/07/2006	15	EN	FES ILO RBTC/TC/ASIA (06-07) ITALY MAE (VC) JILAF JAPAN (IN KIND)
A300747	Trade union training for ACFTU in promoting social dialogue (China)	11/09/2006 22/09/2006	18	CH	ACFTU (IN KIND) FES (IN KIND) ITALY MAE (VC)
A351323	Trade union training in globalization, labour law reforms and TU agenda (Suva, Fiji)	09/10/2006 13/10/2006	20	EN	ITALY MAE (VC)
A351322	Distance education on globalization and trade union strategies for trade unions in the Asian region	23/10/2006 15/12/2006	13	EN	ITALY MAE (VC)
A300813	Trade union training for ACFTU in trade union organizing	06/11/2006 17/11/2006	16	EN/CH	ACFTU (IN KIND) ITALY MAE (VC)
A351324	Trade union training in information technologies with a focus on network development (Bangkok, Thailand)	11/12/2006 15/12/2006	13	EN	ITALY MAE (VC)
A351325	Trade union training for Federation of Trade Unions Burma (FTUB) in freedom of association and migrant workers rights (New Delhi, India)	18/12/2006 22/12/2006	20	EN	ILO RBTC/TC/ASIA (06-07) ITALY MAE (VC)

Code	Title	Date	No. Part.	Lang.	Sponsor
<b>EUROPE</b>					
A451118	Strengthening social dialogue in the construction industry - P410267 (Florence, Italy)	06/02/2006 10/02/2006	13	EN	EUROPEAN COMMISSION
A400724	Devising training activities on Europe and globalization	16/03/2006 19/03/2006	32	EN/FR/ES	ETUI-REHS
A451217	Strengthening social dialogue in the construction industry - P410267 (Lithuania)	20/05/2006 22/05/2006	22	EN	EUROPEAN COMMISSION
A451218	Strengthening social dialogue in the construction industry - P410267 (Latvia)	25/05/2006 27/05/2006	21	EN	EUROPEAN COMMISSION
A400791	Strengthening the governance of social security: workshop for trade unionists who serve as scheme board members	05/06/2006 09/06/2006	17	RU	ILO TRUST FUND FRANCE ITALY MAE (VC)
A400777	TRACE (Trade Unions Anticipating Change in Europe) review workshop	15/06/2006 17/06/2006	33	EN/FR	ETUI-REHS SELF-PAYING
A451219	Strengthening social dialogue in the construction industry - P410267 (Bochnia, Poland)	19/06/2006 21/06/2006	27	EN	EUROPEAN COMMISSION
A451220	Strengthening social dialogue in the construction industry - P410267 (Malta)	27/06/2006 28/06/2006	23	EN	EUROPEAN COMMISSION
A451221	Strengthening social dialogue in the construction industry - P410267 (Tallinn, Estonia)	05/07/2006 08/07/2006	24	EN	EUROPEAN COMMISSION
A451223	Strengthening social dialogue in the construction industry - P410267 (Hungary)	31/08/2006 01/09/2006	41	EN	EUROPEAN COMMISSION
A451222	Strengthening social dialogue in the construction industry - P410267 (Slovenia)	06/09/2006 08/09/2006	15	EN	EUROPEAN COMMISSION
A400801	Devising training activities on globalization	14/09/2006 17/09/2006	28	EN/FR	ETUI-REHS
A400802	Devising training activities on globalization	26/10/2006 29/10/2006	31	EN/FR/ES	ETUI-REHS
A451367	Subregional trade union seminar on trade union strategies in southeast Europe in the period of transition and European Union enlargement: towards policy coherence (Budapest, Hungary)	26/10/2006 28/10/2006	23	EN	ITALY MAE (VC)
A451224	Strengthening social dialogue in the construction industry - P410267 (Cyprus)	29/11/2006 01/12/2006	20	EN	EUROPEAN COMMISSION
A400792	Young workers - makers of tomorrow's unions: new approaches to organizing	04/12/2006 08/12/2006	14	EN	LO Denmark ITALY MAE (VC)
<b>ARAB STATES</b>					
A500604	Trade union training in ILS and the ILO Declaration on fundamental principles and rights at work and its follow-up	15/05/2006 09/06/2006	20	AR	FES ITALY MAE (VC)
<b>INTERREGIONAL</b>					
A951173	Joint meeting ICFTU-WCL women's committees - P950283 (Brussels, Belgium)	20/03/2006 24/03/2006	23	EN/FR/ES	ILO RBTC/TC/ACTRAV (06-07) ITALY MAE (VC)
A900769	Trade union training in labour education and merger of the international labour movement - P950283	08/05/2006 10/05/2006	26	EN	ITALY MAE (VC)

## Employers' Activities

104. The main beneficiaries of the Programme for Employers' Activities are employers' organizations (EOs), their members and their staff in countries that are developing, in transition or emerging from conflict.

105. The Programme works closely with the ILO's Bureau for Employers' Activities (ACTEMP) and the International Organisation of Employers (IOE). It uses training to facilitate the development of the institutional capacity of employers' organizations to fulfil their two main roles: as a partner in setting national agendas for an environment conducive to business development and on issues relevant to the ILO's strategic objectives, and as a provider of services to members.

106. In 2006, the Programme ran 19 training activities, covering Africa, the Americas, Asia and the Pacific, and Europe. Of the 19 activities, one was held in Turin and the remainder in the field.

107. The following topical issues were covered: governance of employers' organizations; lobbying and advocacy; services for members; how employers' organizations can better reach out to SMEs; employers' organizations and the fight against child labour; employers' organizations and the struggle against HIV/AIDS. The programme also implemented a new capacity-building project, funded by the EU, for eastern European EOs wishing to expand their policy activities and services concerning occupational health and safety.

108. The Programme invested heavily in the development of training material. New material included a handbook for a four-day course on "The Effective Employers' Organization" and a training handbook on employers and youth unemployment. Moreover, there will soon be a handbook on effective participation by employers in tripartite bodies.

### Employers' Activities

Code	Title	Date	No. Part.	Lang.	Sponsor
<b>AFRICA</b>					
A150108	Atelier sous-régional sur la planification stratégique pour les organisations d'employeurs francophones d'Afrique de l'Ouest (Dakar, Senegal)	09/05/2006 12/05/2006	16	FR	ILO ACTEMP ILO RBTC/TC/AFRICA (06-07) ITALY MAE (VC)
A151326	Atelier sous-régional sur les organisations des employeurs d'Afrique Centrale et les enjeux des accords de partenariat économique (Douala, Cameroon)	11/09/2006 12/09/2006	32	FR	ILO RBTC/TC/AFRICA (06-07) ITALY MAE (VC)
A150897	Planification stratégique: atelier sous-régional pour les organisations d'employeurs francophones d'Afrique Centrale (Douala, Cameroon)	13/09/2006 15/09/2006	19	FR	ILO RBTC/TC/AFRICA (06-07) ITALY MAE (VC)
A151142	Lutte contre le VIH/SIDA sur le lieu de travail à travers les instruments de protection sociale et du dialogue social (Dakar, Senegal)	04/10/2006 06/10/2006	13	FR	ILO RBTC/TC/AFRICA (06-07) ITALY MAE (VC)
A151414	Employers and workers together against HIV/AIDS in the workplace - Building capacity for joint action programmes (Kampala, Uganda)	12/12/2006 14/12/2006	32	EN/FR	ILO AIDS ILO TRUST FUND (RAF/06/51M/OPE) ITALY MAE (VC)
<b>AMERICAS</b>					
A251119	Las organizaciones de empleadores y los mecanismos de control de la OIT (Ciudad de Panamá, Panama)	02/02/2006 03/02/2006	15	ES	ILO RBTC/TC/AMERICAS (06-07) ITALY MAE (VC)
A251242	Taller para organizaciones de empleadores: cómo representar y servir mejor a la PYME (Ciudad de Panamá, Panama)	05/04/2006 07/04/2006	16	ES	ILO RBTC/TC/AMERICAS (06-07) ITALY MAE (VC)
<b>ASIA</b>					
A351347	Strengthening employers' organizations in South East Asia to reach out to SMEs (Phnom Penh, Cambodia)	16/10/2006 18/10/2006	20	EN	ILO RBTC/TC/ASIA (06-07) ITALY MAE (VC)
A351380	Strengthening employers' organizations in Indonesia to reach out to SMEs (Bali, Indonesia)	22/11/2006 24/11/2006	33	EN	ILO RBTC/TC/ASIA (06-07) ITALY MAE (VC)
A351379	The effective employers' organizations in Indonesia (VNO) (Yogyakarta, Indonesia)	27/11/2006 01/12/2006	27	EN	ITALY MAE (VC) VNO NETHERLANDS

Code	Title	Date	No. Part.	Lang.	Sponsor
<b>EUROPE</b>					
A451306	Sectoral social dialogue in the European Union: conference on metal and textile sectors for the candidate countries (Zagreb, Croatia)	30/06/2006 30/06/2006	18	EN	FEB BELGIUM
A451334	Strengthening construction branch associations in the Republic of Moldova (Chisinau, Moldova)	15/09/2006 15/09/2006	19	EN	FEB BELGIUM
A451333	Strengthening branch associations (Plovdiv, Bulgaria)	19/09/2006 19/09/2006	32	EN	FEB BELGIUM
A451141	Regional employment network: Follow-up to 2005 meeting on reaching out to SMEs and the Bucharest process for Southeast European employers' organizations (Zagreb, Croatia)	21/09/2006 22/09/2006	19	EN	IOE IRELAND 2006 ITALY MAE (VC)
A451332	ILO supervisory procedures of international labour standards and their impact for employers, with a special focus on freedom of association (Kiev, Ukraine)	28/09/2006 29/09/2006	25	EN RU	FEB BELGIUM ILO TRUST FUND ITALY
A451375	Flexibility- Security- Flexicurity, which balance to strike? Which trade-offs can be made? Some European experiences as a background for the Croatian ongoing debate (Zagreb, Croatia)	17/10/2006 17/10/2006	32	EN	FEB BELGIUM
A451398	Employers' obligations resulting from EU and ILO OSH standards - P450327 (Berlin, Germany )	20/11/2006 22/11/2006	17	EN	EUROPEAN COMMISSION
A451413	Experience sharing in the field of OSH - P450327 (Brussels and Ghent)	13/12/2006 15/12/2006	16	EN	EUROPEAN COMMISSION
<b>INTERREGIONAL</b>					
A900783	IPEC interregional workshop for employers' organizations on child labour	03/07/2006 06/07/2006	19	EN	ILO TRUST FUND IPEC ITALY MAE (VC)

## Management of Development

109. The Programme's objective is to enhance professionalism and integrity in the management of public resources in support of good governance and sustainable development. The main subjects covered are: project cycle management; public procurement management; development policies and globalization.

110. The Programme plays a key role in bringing ILO standards into the mainstream of public sector management. The training and advisory services it offers provide the skills with which to implement ILO social policies by using government economic instruments like public procurement laws, regulations and contracts.

111. In 2006, the Programme conducted 53 group training activities, 13 advisory assignments and three activities to produce training materials for new courses. The 69 activities can be broken down by subject as follows: public procurement and financial management (34); project management (14); post-graduate programmes (5); institution building (6); advice (7); training materials (3).

112. The same amount of activities were held in Turin as in the field.

113. Altogether, 1139 participants attended the Programme's activities. They came from all five regions, though the bulk were from Asia or Europe, where the Programme is undertaking comprehensive human-resource development assignments. Nevertheless, the number of participants from Africa and Latin America increased significantly due to the expansion of project cycle management courses.

114. In addition, the Programme updated a number of its course curricula and developed two new courses, namely: "Social and Environmental Consideration in Public Procurement" and a Master's course on "Public Procurement Management for Sustainable Development". It was also involved in training Iraqi officials in project management and procurement management.



## Management of Development

Code	Title	Date	No. Part.	Lang.	Sponsor
<b>AFRICA</b>					
A151107	Project cycle management (Addis Ababa, Ethiopia)	23/01/2006 27/01/2006	15	EN	ITALY MAE (VC)
A151373	Formulation et gestion de projets de développement (Ouagadougou, Burkina Faso)	23/10/2006 27/10/2006	17	FR	ITALY MAE (VC)
<b>ASIA</b>					
A351163	National training course no. 1 on public procurement management - P35050 (Dhaka, Bangladesh)	22/01/2006 08/02/2006	28	EN	WORLD BANK/IDA
A351164	National training course no. 2 on public procurement management - P35050 (Dhaka, Bangladesh)	29/01/2006 16/02/2006	28	EN	WORLD BANK/IDA
A351255	National training course no. 3 on public procurement management - P35050 (Dhaka, Bangladesh)	26/02/2006 16/03/2006	26	EN	WORLD BANK/IDA
A351231	National training course no. 4 on public procurement management - P35050 (Dhaka, Bangladesh)	05/03/2006 23/03/2006	24	EN	WORLD BANK/IDA
A300677	Project for providing technical assistance for institutional enhancement to facilitate Viet Nam's accession to the WTO: specialized training in Turin - P350222	06/03/2006 26/04/2006	10	EN	ITALY MAE NON-PACKAGE (VIET NAM)
A351242	National training course no. 5 on public procurement management - P35050 (Dhaka, Bangladesh)	19/03/2006 06/04/2006	29	EN	WORLD BANK/IDA
A351243	National training course no. 6 on public procurement management - P35050 (Bangladesh)	27/03/2006 13/04/2006	26	EN	WORLD BANK/IDA
A351274	National training course no. 7 on public procurement management - P35050 (Bangladesh)	09/04/2006 27/04/2006	27	EN	WORLD BANK/IDA
A351275	National training course no. 8 on public procurement management - P35050 (Bangladesh)	16/04/2006 04/05/2006	24	EN	WORLD BANK/IDA
A351273	Public procurement reform in Bangladesh - study visit to Brisbane and Sydney (Australia) - P35050	07/05/2006 12/05/2006	5	EN	WORLD BANK/IDA
A351288	National training course no. 9 on public procurement management - P35050 (Bangladesh)	07/05/2006 25/05/2006	27	EN	WORLD BANK/IDA
A300752	Project cycle management for labour administrators (China)	08/05/2006 19/05/2006	22	CH	ITALY MAE (VC) MOLSS CHINA
A351289	National training course no. 10 on public procurement management - P35050 (Bangladesh)	14/05/2006 01/06/2006	27	EN	WORLD BANK/IDA
A351311	Capacity building for the National Procurement Agency of Sri Lanka (Colombo, Sri Lanka)	24/07/2006 28/07/2006	48	EN	NATIONAL PROCUREMENT AGENCY OF SRI LANKA
<b>EUROPE</b>					
A451128	Public-private partnerships (PPPs) for development of infrastructure and social services - second phase (Kyrgyzstan)	06/02/2006 10/02/2006	32	RU	ILO RBTC/TC/EUROPE (04-05) IRELAND 2006
A400697	International procurement management	13/03/2006 24/03/2006	27	RU	ASIAN DEVELOPMENT BANK SELF-PAYING WORLD BANK
A400740	Financial management and disbursement in World Bank-financed projects	27/03/2006 07/04/2006	36	RU	ASIAN DEVELOPMENT BANK SELF-PAYING WORLD BANK
A400704	Selection and recruitment of consultants in World Bank-funded projects	05/06/2006 09/06/2006	15	RU	SELF-PAYING UN AZERBAIJAN WORLD BANK
A400707	Works procurement management	10/07/2006 21/07/2006	9	RU	SELF-PAYING
A400711	Procurement management in World Bank-funded projects	25/09/2006 13/10/2006	12	RU	SELF-PAYING
A400741	Total quality management in procurement operations	06/11/2006 10/11/2006	25	RU	IRELAND 2006 SELF-PAYING

Code	Title	Date	No. Part.	Lang.	Sponsor
A451392	Project cycle management based on logframe approach (Baku, Azerbaijan)	06/11/2006 10/11/2006	13	EN	ITALY MAE (VC)
A451393	Project cycle management based on logframe approach (Ankara, Turkey)	27/11/2006 01/12/2006	24	EN	IRELAND 2006
A451415	Study visit of staff of the Ministry of Labour and Social Policy of the Republic of Bulgaria to the Ministry of Labour and Social Affairs of the Czech Republic - P45090 (Prague)	04/12/2006 07/12/2006	3	EN	MINISTRY OF LABOUR AND SOCIAL POLICY (BULGARIA)
<b>ARAB STATES</b>					
A550815	Selection and recruitment of consultants in IFI-funded projects (Beirut, Lebanon)	30/01/2006 03/02/2006	28	EN/AR	OMSA (LEBANON)
A551152	Project cycle management 1 (Jericho, West Bank)	20/02/2006 24/02/2006	22	EN	UNRWA
A551153	Project cycle management 2 (Jericho, West Bank)	26/02/2006 02/03/2006	22	EN	UNRWA
A551258	Formulation et gestion de projets de développement (Tunis, Tunisia)	24/04/2006 28/04/2006	18	FR	ITALY MAE (VC)
A551244	Procurement management of works and services contracts (Riyadh, Saudi Arabia)	13/05/2006 17/05/2006	8	EN/AR	WORLD BANK
A551245	Procurement management of works and services contracts (Jeddah, Saudi Arabia)	20/05/2006 24/05/2006	22	EN/AR	WORLD BANK
A550822	Project design based on the logical framework (Cairo, Egypt)	05/06/2006 08/06/2006	22	EN	ILO RBTC FIELD OFFICES ILO RBTC/TC/ARAB STATES ITALY MAE (VC)
A550823	Monitoring and evaluation of development projects (Cairo, Egypt)	12/06/2006 16/06/2006	17	EN	ILO RBTC FIELD OFFICES ILO RBTC/TC/ARAB STATES ITALY MAE (VC) SELF-PAYING UNDP KHARTOUM
A551259	Formulation et gestion de projets de développement (Rabat, Morocco)	03/07/2006 07/07/2006	21	FR	ILO ALGERIA (IN KIND) ITALY MAE (VC) MIN. DE L'EMPLOI, MOROCCO (IN KIND)
<b>INTERREGIONAL</b>					
A900594	Public procurement: capacity development for reform (World Bank - ILO/Turin)	06/03/2006 10/03/2006	12	EN	SELF-PAYING WORLD BANK
A900696	Financial management and disbursement in IFI-financed projects	06/03/2006 17/03/2006	23	EN	SELF-PAYING WORLD BANK
A900698	Masters course on "Management of Development"	13/03/2006 07/07/2006	33	EN	COMPAGNIA DI SAN PAOLO COMUNE DI TORINO FONDAZIONE CRT ILO RBTC OTHER ITALY MAE (VC) PROVINCIA DI TORINO REGIONE PIEMONTE SELF-PAYING
A900700	Post-graduate course on "International Trade Law" (16th year)	30/03/2006 23/06/2006	34	EN	COMPAGNIA DI SAN PAOLO COMUNE DI TORINO FONDAZIONE CRT GIAPICHELLI EDITORI IVECO JACOBACCI AND PARTNERS SELF-PAYING STUDIO LEGALE AGNOLI
A900702	Post-graduate specialization course on "Management of water resources"	10/04/2006 28/07/2006	25	EN	HYDROAID
A900703	Works procurement management	08/05/2006 26/05/2006	13	EN	SELF-PAYING WORLD BANK
A900706	Project management in World Bank-funded projects: control of project delivery (time, scope, procurement, budget and resources)	03/07/2006 07/07/2006	26	EN	SELF-PAYING WORLD BANK
A900699	Project cycle management	17/07/2006 28/07/2006	19	EN	ILO ITALY MAE (VC) SELF-PAYING UNDP

Code	Title	Date	No. Part.	Lang.	Sponsor
A900708	Post-graduate course on "Cultural projects for development"	04/09/2006 15/12/2006	17	EN	COMPAGNIA DI SAN PAOLO FONDAZIONE CRT ITALY MAE (VC) REGIONE PIEMONTE SELF-PAYING
A900709	LL.M. (Master of Law) in "Intellectual property"	04/09/2006 15/12/2006	36	EN	COMPAGNIA DI SAN PAOLO ITALY MAE (VC) SELF-PAYING WIPO
A900701	Procurement of information systems in World Bank-financed projects	11/09/2006 22/09/2006	16	EN	ITALY MAE (VC) SELF-PAYING WORLD BANK
A900710	Procurement management in the public sector	11/09/2006 29/09/2006	13	EN	ITALY MAE (VC) SELF-PAYING
A900712	Project cycle management	02/10/2006 13/10/2006	18	EN	ILO OTHER ITALY MAE (VC) SELF-PAYING
A900713	Equipment procurement management	16/10/2006 03/11/2006	22	EN	SELF-PAYING
A900714	Selection and recruitment of consultants in World Bank-funded projects	13/11/2006 17/11/2006	16	EN	SELF-PAYING
A900715	Financial management and disbursement in IFI-financed projects	04/12/2006 15/12/2006	25	EN	SELF-PAYING
A900914	Visit to the Centre by the winners of the 2006 alumni competition	06/12/2006 08/12/2006	10	EN	ITC ILO INVESTMENT FUND
A900716	Project management in World Bank-funded projects: control of project delivery	11/12/2006 15/12/2006	22	EN	SELF-PAYING

## European Social Fund Projects Unit

115. The ESF-supported projects seek to strengthen economic and social cohesion through growth and employment in the EU member states, candidate countries and potential candidate countries. The European Social Model is closely linked to ILO policy as expressed in the Decent Work Agenda.

116. In 2006, the Unit implemented the following projects:

### Diaspora as an asset for local development

- ITENETs – International Training and Employment Networks” Project, seven Southern Italian Regions and their respective communities of migrants as assets for development.
- PPTIE Project: territorial partnership as a tool for development; social network analysis; seven pilot projects.

### Employability

- “Social Capital Governance” Project: employability of textile workers made redundant by the textile crisis.

- “Transalp” Project: methods and tools for the analysis, description and assessment of professional profiles; guidelines for public employment services and cross-border workers.

### Decentralized technical cooperation and territorial partnerships

- Training local administrators and NGO operators in the management and evaluation of decentralized cooperation projects; evaluation of social networks.

### Disability

- “STREETS” Project: monitoring and evaluation of projects to improve the employability of disadvantaged people.

### ESF project cycle management

- “SISAUDIT” Project: strengthening the capacity of the Ministry of Labour and 21 regional teams to run an integrated audit and control system for ESF projects.
- Technical assistance with strengthening social dialogue for innovation and change in Turkey.

### European Social Fund Projects

Code	Title	Date	No. Part.	Lang.	Sponsor
<b>EUROPE</b>					
A651149	PPTIE - Progetto Pilota Regione Sardegna - Il mercato spagnolo: caratteristiche e prospettive per l'economia sarda - P650146 (Cagliari)	09/02/2006 09/02/2006	52	IT	MINISTERO DEGLI AFFARI ESTERI
A651161	PPTIE - PP Campania - 1° stage protocollo di sicurezza - P650146 (Miami)	21/02/2006 24/02/2006	5	EN	MINISTERO DEGLI AFFARI ESTERI
A651215	Project cycle management training 27 febbraio 2006 - 1 marzo 2006 Ankara - P650274 (Ankara, Turkey)	27/02/2006 01/03/2006	30	EN	EUROPEAID
A651148	Formazione GAR Sicilia - piano di lavoro 2006 - P61003 (Syracuse, Sicily)	01/03/2006 03/03/2006	15	IT	ITALY MAE (NON PACKAGE)
A651216	PPTIE - PP Campania: seminario sul protocollo di sicurezza ISPS - P650146 (Naples)	02/03/2006 03/03/2006	20	IT	MINISTERO DEGLI AFFARI ESTERI
A651252	PPTIE - PP Basilicata - Il carattere agronomico e le metodologie per l'individuazione, la produzione, la trasformazione e la commercializzazione delle piante officinali - P650146 (Potenza)	06/03/2006 18/05/2006	14	IT	MINISTERO DEGLI AFFARI ESTERI
A651162	PPTIE - PP Campania - 2° stage accoglienza passeggeri - P650146 (Miami)	20/03/2006 24/03/2006	5	EN	MINISTERO DEGLI AFFARI ESTERI
A651256	PPTIE - PP Sardegna - 4 Seminario: Il mercato belga - caratteristiche e prospettive per l'economia sarda - P650146 (Cagliari)	21/03/2006 21/03/2006	58	IT	MINISTERO DEGLI AFFARI ESTERI
A651257	PPTIE - PP Molise - La progettazione di interventi di internazionalizzazione in partenariato con gli italiani all'estero - P650146 (Campobasso )	22/03/2006 29/03/2006	18	IT	MINISTERO DEGLI AFFARI ESTERI
A651237	PPTIE - PP Sicilia - Creazione di competenze per l'internazionalizzazione in partenariato con i siciliani nel mondo - P650146 (Cefalù)	04/04/2006 07/04/2006	12	IT	MINISTERO DEGLI AFFARI ESTERI
A651261	PPTIE - PP Puglia - Costruzione di partenariati territoriali in Marocco e Tunisia tramite gli IRE - P650146 (Bari)	12/04/2006 15/05/2006	38	IT	MINISTERO DEGLI AFFARI ESTERI
A651267	Grant scheme training - P650274 (Ankara, Turkey)	12/04/2006 14/04/2006	20	EN	EUROPEAID
A651268	Leadership awareness training - P650274 (Kizilcahamam, Turkey)	15/04/2006 16/04/2006	87	EN	EUROPEAID
A651260	PPTIE - PP Calabria - La progettazione di interventi di internazionalizzazione in partenariato con gli IRE - P650146 (Catanzaro)	19/04/2006 05/05/2006	22	IT	MINISTERO DEGLI AFFARI ESTERI
A600775	Valutazione di progetti di cooperazione decentrata - 2° modulo - P650175	02/05/2006 12/05/2006	20	IT	REGIONE PIEMONTE
A651277	Le vie dell'equilibrio (Potenza, Italy)	11/05/2006 12/05/2006	18	IT	REGIONE BASILICATA
A651282	Progetto PPTIE - PP Campania - Seminario settore crocieristico e accoglienza passeggeri - P650146 (Naples)	11/05/2006 12/05/2006	19	IT	MINISTERO DEGLI AFFARI ESTERI
A600780	PPTIE - PP Calabria - Seminario di progettazione di interventi di internazionalizzazione - P650146	15/05/2006 19/05/2006	15	IT	MINISTERO DEGLI AFFARI ESTERI
A651287	Training of potential grant applicants: activity no. 1 - Ankara - P650274 (Ankara, Turkey)	22/05/2006 25/05/2006	32	EN	EUROPEAID
A600779	PPTIE - PP Molise - Seminario di progettazione di interventi di internazionalizzazione - P650146	29/05/2006 31/05/2006	10	IT	MINISTERO DEGLI AFFARI ESTERI
A651294	Training of potential grant applicants: activity no. 1 - Istanbul - P650274 (Istanbul)	29/05/2006 31/05/2006	19	EN	EUROPEAID
A651295	Training of potential grant applicants: Kayseri - P650274 (Kayseri, Turkey)	29/05/2006 01/06/2006	35	EN	EUROPEAID
A600781	PPTIE - PP Sicilia - Seminario di progettazione di interventi di internazionalizzazione - P650146	05/06/2006 09/06/2006	12	IT	MINISTERO DEGLI AFFARI ESTERI

Code	Title	Date	No. Part.	Lang.	Sponsor
A600778	Summer school on social dialogue - P650232	05/06/2006 09/06/2006	24	IT	REGIONE VENETO
A651296	Training of potential grant applicants: Adana - P650274 (Adana, Turkey)	05/06/2006 08/06/2006	23	EN	EUROPEAID
A651297	Training of potential grant applicants: Samsun - P650274 (Samsun, Turkey)	05/06/2006 08/06/2006	9	EN	EUROPEAID
A651298	Training of potential grant applicants: Izmir - P650274 (Izmir, Turkey)	12/06/2006 15/06/2006	44	EN	EUROPEAID
A651301	Il mercato Francese: caratteristiche e prospettive per l'economia sarda - P650146 (Cagliari)	14/06/2006 14/06/2006	35	IT	MINISTERO DEGLI AFFARI ESTERI
A651303	Training of potential grant applicants: Kirsehir - P650274 (Kirsehir, Turkey)	14/06/2006 15/06/2006	25	EN	EUROPEAID
A651302	Nuove linee marittime a supporto della cooperazione integrata Napoli/Miami - P650146 (Naples)	19/06/2006 20/06/2006	43	IT	MINISTERO DEGLI AFFARI ESTERI
A651304	Training of potential grant applicants: Bursa - P650274 (Bursa, Turkey)	19/06/2006 22/06/2006	33	EN	EUROPEAID
A651305	Training of potential grant applicants: activity no. 2 - Istanbul - P650274 (Istanbul, Turkey)	19/06/2006 22/06/2006	37	EN	EUROPEAID
A651342	Training of potential grant applicants: Gaziantep - P650274 (Gaziantep, Turkey)	26/06/2006 29/06/2006	19	IT	EUROPEAID
A651343	Training of potential grant applicants: activity no. 2 - Ankara - P650274 (Ankara, Turkey)	26/06/2006 29/06/2006	47	EN	EUROPEAID
A600776	Elementi di base del ciclo di gestione di programma e di progetto - IV Edizione - P650175	03/07/2006 07/07/2006	18	IT	REGIONE PIEMONTE
A651344	PPTIE - PP Sardegna - 6 Seminario: Il mercato statunitense - caratteristiche e prospettive per l'economia sarda - P650146 (Cagliari)	03/07/2006 03/07/2006	43	IT	MINISTERO DEGLI AFFARI ESTERI
A651309	PPTIE - Study tour in Uruguay - component of activity A651252 PP Basilicata - P650146 (Paysandú, Uruguay)	15/07/2006 22/07/2006	13	IT	MINISTERO DEGLI AFFARI ESTERI
A651508	Senior experts training (SET) - P650274 (Turkey)	11/09/2006 15/09/2006	20	EN	EUROPEAID
A651384	Università e ricerca negli USA: opportunità per la ricerca e l'alta formazione in Sardegna - P650146 (Loc. Piscinamanna - Pula [CA])	26/09/2006 26/09/2006	62	IT	MINISTERO DEGLI AFFARI ESTERI
A651348	PPTIE II - Seminario di diiffusione Progetto Pilota Regione Molise - P650146 (Campobasso, Molise)	05/10/2006 05/10/2006	66	IT	MINISTERO DEGLI AFFARI ESTERI
A651382	Study visit to Dublin and Rome - civil servicet trade unions (Group A) - P650274 (Dublin and Rome)	22/10/2006 28/10/2006	7	EN/FR	EUROPEAID
A651383	Study visit to Copenhagen and Berlin - Work councils (Group B) - P650274 (Copenhagen and Berlin)	22/10/2006 28/10/2006	7	EN	EUROPEAID
A600912	Attività di valutazione - esperti Itenets e PPTIE - P61003	06/11/2006 07/11/2006	26	IT	MINISTERO DEGLI AFFARI ESTERI
A651507	Training of trainers I - P650274 (Ankara, Turkey)	06/11/2006 10/11/2006	41	EN	EUROPEAID
A651434	Seminario finale Progetto Itenets e PPTIE - Regione Campania - P61003 (Regione Campania)	01/12/2006 01/12/2006	58	IT	ITALY MAE FONDO DI ROTAZIONE ITALY MAE ESF
A651435	Seminario finale Progetti Itenets e PPTIE - Regione Siciliana - P650146 (Palermo)	05/12/2006 05/12/2006	62	IT	MINISTERO DEGLI AFFARI ESTERI
A651462	Seminario Regionale Progetti Itenets e PPTIE - Regione Sardegna - P61003	13/12/2006 13/12/2006	51	IT	MINISTERO DEGLI AFFARI ESTERI
A651463	Seminario Regionale Progetti Itenets e PPTIE - Regione Calabria - P61003	15/12/2006 15/12/2006	50	IT	MINISTERO DEGLI AFFARI ESTERI
A651464	Seminario Regionale Progetti Itenets e PPTIE - Regione Molise - P650146	19/12/2006 19/12/2006	41	IT	MINISTERO DEGLI AFFARI ESTERI

Code	Title	Date	No. Part.	Lang.	Sponsor
<b>ARAB STATES</b>					
A651321	Stage in Marocco nell'ambito del progetto pilota della Regione Puglia " Partenariati per la cooperazione del sistema Puglia con il Marocco" - P650146 (Casablanca and Rabat)	11/09/2006 17/09/2006	14	IT	MINISTERO DEGLI AFFARI ESTERI
<b>INTERREGIONAL</b>					
A651461	Seminario Regionale Progetti Itenets e PPTIE - Regione Basilicata - P650146	11/12/2006 11/12/2006	32	IT	MINISTERO DEGLI AFFARI ESTERI

## Distance Education and Learning Technology Applications (DELTA)

117. DELTA is a cross-cutting programme that serves both the Centre itself and outside clients. It advises the Centre's Technical Programmes on the development of training and learning activities, including online learning, design of e-platforms, and training and evaluation in the areas of the ILO mandate. DELTA also provides technical assistance concerning learning technology to training organizations that operate in the framework of the ILO mandate and run courses for policy-makers, multi-media and curriculum designers, and specialists in face-to-face and distance learning.

118. The two functions build on each other, enabling the Centre to test and apply new learning and training approaches. It does so principally by systematizing and disseminating ways in which information and communication technology (ICT) is used in multi-media, flexible and distance learning.

119. In fulfilling its in-house function in 2006, DELTA was involved both in the design and

development of distance learning programmes and in the production of training materials. The programmes included part of a project on gender mainstreaming for development cooperation for EC staff, held in cooperation with the Gender Coordination Unit, courses on social security and OSH in cooperation with the Social Protection Programme, and on local economic development and business development services, in cooperation with the Enterprise Development Programme. DELTA's staff also provided input on learning technology to other Programmes' activities.

120. DELTA also helped implement various projects for outside clients. Beneficiaries included west Africa, El Salvador, Colombia and Iraq. Subjects ranged from training of trainers to devising a legislative framework.

121. DELTA ran on-line and face-to-face activities using a competency-based training of trainers platform (<http://www.itcilo.it/tot>) in Spanish, English and French, for which it produced several additional modules. It also developed online virtual platforms for blended learning.

### Distance Education and Learning Technology Applications

Code	Title	Date	No. Part.	Lang.	Sponsor
<b>AFRICA</b>					
A151241	Analyser les besoins de formation dans un territoire (Kinshasa, D.R. Congo)	03/04/2006 14/04/2006	32	FR	ILO RBTC/TC/AFRICA (06-07) ITALY MAE (VC)
A100736	Desenho e desenvolvimento de meios de aprendizagem convencionais	28/08/2006 08/09/2006	13	PT	ITALY MAE (VC) SELF-PAYING
A151308	Identifier et décrire les compétences professionnelles (Ouagadougou, Burkina Faso)	16/10/2006 20/10/2006	29	FR	ILO RBTC/TC/AFRICA (06-07) ITALY MAE (VC)
A151339	Formation de formateurs pour FNAFPP: vue d'ensemble sur le cycle de la formation (Lomé, Togo)	13/11/2006 17/11/2006	17	FR	FNA FPP TOGO ITALY MAE (VC)
<b>AMERICAS</b>					
A250709	Formación de formadores por competencias	01/01/2006 31/08/2006	54	ES	ITALY MAE (VC) SENA COLOMBIA
A250994	Formación de formadores por competencias	01/01/2006 30/09/2006	285	ES	INSAFORP EL SALVADOR ITALY MAE (VC) VARIOUS
A200639	Gestión de recursos humanos por competencias	22/05/2006 02/06/2006	27	ES	ITALY MAE (VC) SELF-PAYING

Code	Title	Date	No. Part.	Lang.	Sponsor
A251120	El rol del servicio de tutoría: facilitar el aprendizaje a distancia (Guatemala)	19/06/2006 23/06/2006	17	ES	ITALY MAE (VC)SELF-PAYING
A251395	Formación de formadores por competencias - INSAFORP	16/10/2006 31/12/2006	0	ES	INSAFORP EL SALVADOR ITALY MAE (VC)
A251121	Gestión de recursos humanos por competencias (Santiago, Chile)	23/10/2006 27/10/2006	37	ES	ILO RBTC/TC/AMERICAS (06-07) ITALY MAE (VC) SELF-PAYING
<b>EUROPE</b>					
A450733	Training of trainers overview of the training cycle: analyse training needs, design, delivery, evaluation of a training programme - P45090 (Sofia)	06/03/2006 10/03/2006	12	EN	MINISTRY OF LABOUR AND SOCIAL POLICY - BULGARIA
<b>INTERREGIONAL</b>					
A900720	Facilitating learning at a distance	22/05/2006 26/05/2006	15	EN	ITALY MAE (VC) SELF-PAYING UN PKO
A951008	Competency-based training of trainers (distance learning)	02/06/2006 31/08/2006	20	EN	ILO IFP/SKILLS ITALY MAE (VC) SELF-PAYING UNDP SOMALIA
A951009	Formación de formadores por competencias a distancia	05/06/2006 01/09/2006	6	ES	ILO CHILE ITALY MAE (VC) SELF-PAYING
A900641	Competency-based human resources management	09/10/2006 13/10/2006	25	EN	ILO JAKARTA ILO RBTC/TC/AMERICAS (06-07) ITALY MAE (VC) SELF-PAYING
A951010	Competency-based training of trainers (distance learning)	10/10/2006 31/12/2006	27	EN	ITALY MAE (VC) MLSP BULGARIA SELF-PAYING
A951011	Formación de formadores por competencias (distance learning)	01/11/2006 31/12/2006	3	ES	ILO RBTC/TC/AMERICAS (06-07) ITALY MAE (VC) SELF-PAYING

## Gender Coordination Unit

122. Sustained demand for specific gender-related training and advisory services is shifting the Unit's focus towards running activities directly for constituents and international bodies. Its role as a service unit, helping Technical and Regional Programmes to include gender issues in their training activities and research, however, remains.

123. In 2006, the Unit designed and directly ran two residential face-to-face activities, 16 field-based activities, and seven online learning courses.

124. In the second half of 2006, the Unit revamped its on-line courses. The restyling produced a flexible platform which includes all the modules in its three separate courses, thereby enhancing the Unit's

capacity to respond immediately to learning needs. A multi-language platform easily accommodates the existing materials and allows the Unit to activate as many language versions as it requires.

125. The pilot project for European Commission personnel on bringing gender into the mainstream of EC development cooperation ended in December 2006, after three years. The project enhanced the Unit's portfolio of gender-related competences in specific subjects such as trade, governance, decentralization, public administration reform, human rights, gender budget analysis, natural resource management, indigenous peoples and organizational change. It also provided the Centre with a wide array of gender mainstreaming tools, checklists and information sources that are available to the whole Training Department.

### Gender Coordination Unit

Code	Title	Date	No. Part.	Lang.	Sponsor
<b>AFRICA</b>					
A151211	Training in gender mainstreaming in EC development cooperation: workshop for Ghana - P950135 (Accra)	25/04/2006 27/04/2006	23	EN	EUROPEAID
A151346	Training in gender mainstreaming in EC development cooperation: workshop for Cameroon - P950135 (Yaoundé, Cameroon)	25/10/2006 27/10/2006	24	FR	EUROPEAID

Code	Title	Date	No. Part.	Lang.	Sponsor
A151151	Online learning course on mainstreaming gender equality in an organizational context (South Africa) (GPE year 2006) - P150280	15/11/2006 31/12/2006	20	EN	ILO TRUST FUND FLANDERS (SOUTH AFRICA)
A151399	Online learning course on mainstreaming gender equality in an organizational context (GMS 2006) - P150280	15/11/2006 31/12/2006	21	EN	ILO TRUST FUND FLANDERS (SOUTH AFRICA)
<b>EUROPE</b>					
A451136	Induction training - quality support measures: gender - P950135 (Brussels)	20/01/2006 20/01/2006	8	EN	EUROPEAID
A451157	Gender budgeting for AIDCO budgetary aid network - P950135 (Brussels)	03/02/2006 03/02/2006	17	EN	EUROPEAID
A451137	Workshop on gender and good governance - P950135 (Brussels)	27/02/2006 27/02/2006	9	EN	EUROPEAID
A451156	Engendering programme-based aid: focus on gender budgeting - P950135 (Brussels)	23/03/2006 24/03/2006	7	EN	EUROPEAID
A451210	Conférence du midi sur la budgétisation sensible au genre: le cas du Maroc - P950135 (Brussels)	31/03/2006 31/03/2006	26	FR	EUROPEAID
A451209	Thematic workshop on gender and sustainable natural resource management - P950135 (Brussels)	27/04/2006 27/04/2006	13	EN	EUROPEAID
A451285	L'intégration de l'égalité entre les hommes et les femmes dans la mise en oeuvre de l'aide au développement: cours approfondi - P950135 (Brussels)	15/06/2006 16/06/2006	9	FR	EUROPEAID
A451154	From policy to practice - mainstreaming gender in the implementation of aid delivery: when, where and how? - P950135 (Brussels)	05/10/2006 06/10/2006	4	EN	EUROPEAID
A451400	Mainstreaming of gender equality and peace building in the programming process - P950135 (Brussels)	28/11/2006 29/11/2006	7	EN	EUROPEAID
<b>ARAB STATES</b>					
A551232	UNWRA gender awareness training (Amman, Jordan)	17/04/2006 18/04/2006	32	EN	UNRWA
A551233	UNRWA gender awareness training (Ramallah)	20/04/2006 21/04/2006	20	EN	UNRWA
A551234	UNRWA gender awareness training (Damascus, Syria)	23/04/2006 24/04/2006	28	EN	UNRWA
A551235	UNRWA gender awareness (Beirut, Lebanon)	26/04/2006 27/04/2006	27	EN	UNRWA
<b>INTERREGIONAL</b>					
A951041	On-line training in mainstreaming gender equality in EC development cooperation (session B) - P950135	01/01/2006 31/03/2006	15	EN	EUROPEAID
A951082	On-line training in mainstreaming gender equality in EC development cooperation (session C) - P950135	01/01/2006 31/05/2006	28	EN	EUROPEAID
A951027	Mainstreaming gender equality in the world of work (online distance learning course)	23/01/2006 02/09/2006	19	EN	ILO RBTC/TC/AMERICAS (06-07) ITALY MAE (VC) SELF-PAYING
A951028	Gender, poverty and employment (online distance learning course)	23/01/2006 01/09/2006	11	EN	ITALY MAE (VC) SELF-PAYING
A900657	Mainstreaming gender equality: concepts and instruments	15/05/2006 26/05/2006	22	EN	ILO RBTC/ADDIS ABABA ITALY MAE (VC) SELF-PAYING UNDP NEW DELHI
A951299	On-line training in mainstreaming gender equality in EC development cooperation (session D) - P950135	03/07/2006 30/11/2006	22	EN	EUROPEAID
A900658	Genre et développement: concepts et instruments pour l'intégration d'une perspective de genre dans les actions de développement	09/10/2006 20/10/2006	21	FR	ITALY MAE (VC) SELF-PAYING UN BURUNDI



# THE REGIONAL DIMENSION OF THE CENTRE'S PROGRAMMES

126. The international character of the Centre's programmes is continuously reinforced by attracting participants from almost every country in the world, by offering training services in many different languages, and by doing so in many different places. The Centre's Turin campus has the appeal of being a unique meeting place where people from different corners of the earth, with differing agendas and interests, interact, share ideas and experience relating to common problems, and find joint solutions. At the same time, the Centre tailors programmes and products to the conditions and needs of its constituents in specific regions, sub-regions or countries. That is why a large number of its activities take place in-country, either in the form of face-to-face training or as distance learning.

127. The capacity to reconcile a truly international approach with the necessary attention to the diversity of ILO regional priorities, national needs and demand, levels of social and economic development, and linguistic and cultural contexts is one of the Centre's most important comparative advantages. Increasingly, the Centre seeks to align its activities closely with the work being undertaken by ILO Offices in the field, contributing to the achievement of ILO outcomes at county and regional level as part of a wider UN effort.

128. The Centre's 2006 activities fully reflected the double mandate of bringing people from different regions together and providing tailor-made programmes to specific audiences. What follows is a brief analysis of how ILO partners and constituents in different regions have accessed the Centre's training programmes and benefited from them.

## Africa

129. In 2006, the Centre's activities in the Africa Region witnessed an increase in both the number of activities (from 67 in 2005 to 79 in 2006) and the number of participants, which reached 1,929. The percentage of women participants rose from 36 to 37 per cent.

130. The scope of activities covered all technical areas of the Centre, with a pronounced increase in the areas of labour standards and fundamental principles and rights at work. That was made possible

partly through collaboration with the ILO's IPEC programme. The number of activities in the cross-cutting area of gender mainstreaming decreased due to the completion of the EU-funded project on "Gender Mainstreaming in EU Development Assistance Projects".



131. In the area of women's entrepreneurship development and youth employment, the Centre allocated the necessary financial resources to develop training curricula in these areas with a particular emphasis on Africa. Furthermore, activities are under way in a Dutch-funded project for mainstreaming entrepreneurship in the curricula of vocational training in Tanzania.

132. A significant development was the training in international labour standards provided in both anglophone and francophone countries to judiciary authorities and lawyers, enhancing their understanding of how labour standards impact on national judiciary practice. Furthermore, there were courses in both east and west Africa for employers and workers about the fight against HIV/AIDS in the workplace.

133. In the area of labour migration, the Centre ran two activities in 2006 with partial funding provided by France and AGFUND, in addition to its regular courses on pension schemes and the financing of social security schemes in Africa.

## The Americas

134. Thanks to the Centre's strategy and the cooperation of the ILO in the Americas, the number of participants rose even further in 2006. Altogether, 3127 people took part in the Centre's activities for the region; 2098 attended face-to-face courses (438 in Turin and 1660 in the region itself), whereas 1029 took distance courses.



135. Distance learning, using information and communication technology, is making strides in the Region, as shown by three

large projects. One, with the Salvadorian Institute for Vocational Training (Insaforp), targeted 280 skills trainers. Another, with Colombia's National Learning Service (SENA), did the same for 50 professionals, and the Delnet Programme, again with SENA, boosted the skills of 70 officials in local development from a gender perspective. Furthermore, a distance course on designing and running social security systems in Latin America proved a great success.

136. The Centre cooperated with the European Commission on the Eurosocal Employment Project. In 2006, this saw seven experience-sharing activities, in which 109 institutions from Latin America and 21 from Europe took part. The beneficiaries were 167 people from governments, trade unions, employers' organizations and other key development sectors in Latin America.

137. A project to support the socio-economic development of the fishing sector in Brazil and Peru received financial and technical backing from Spain's Ministry of Agriculture, Fisheries and Food. It saw training activities, seminars and internships in Brazil, Spain, Peru and Uruguay on responsible management of fisheries, social protection for crews and setting up fishermen's cooperatives. There was also a training activity for maritime sector trade unionists on promoting ILO Conventions, financed by Spain's Ministry of Labour and Social Affairs.

138. In November, the Turin Centre hosted the Third Meeting of the Network of Vocational Training Institutions of Central America, which targeted the top officials of training institutions in Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama. The aim was for them to learn about, and analyse, European trends in vocational training, research, technological innovation and the role of social interlocutors.

## Asia and the Pacific

139. In 2006, the Centre organized 56 training activities in or for the Asia and Pacific Region, 39 of which were held in the field and one of which was a distance-learning activity. The number of participants from the Region was 1,475, some 300 fewer than in 2005, which can be attributed to a lower number of activities within the "Public Procurement Reform Project" in Bangladesh. That project has now been extended for a further year.

140. The capacity-building project sponsored by the Italian Government to facilitate Viet Nam's accession to the World Trade Organisation (WTO) continued in 2006, and 10 Vietnamese officials from various

Ministries were trained in Turin and in Europe over two months on WTO-related issues.

141. In all these projects, the Centre contributed to achieving the desired objectives.

142. A final evaluation was undertaken of the "Entrepreneurship Development and Handicraft for Women" project in Afghanistan, which had been completed in 2005.

143. The Centre coordinated with the ILO Jakarta office to help regenerate employment following the tragic tsunami that hit Aceh in Indonesia by providing training for women entrepreneurs in the area.

144. Cooperation with the Chinese Ministry of Labour and Social Security (MOLSS) and other Chinese institutions saw seven activities on labour administration, labour relations, social security, strategic enterprise restructuring, occupational safety and health, social dialogue and project management.

145. The Asia Regional Meeting in September 2006 provided a new framework for the Centre's activities in the coming years. The recognition of the need for capacity development gives the Centre a basis on which to engage ILO field offices and donors in strengthening its programme for Asia and the Pacific.

## Europe and Central Asia

146. A major source of funds for the Centre's work in the Region is competitive bidding and tendering for European Commission projects. The Centre sought opportunities in the fields of social dialogue, management and good governance, and negotiated "technical training" arrangements with national and regional training institutions in areas related to the Decent Work Agenda.

147. Working closely with the ILO Office in Moscow, the Centre designed and successfully ran training activities within technical cooperation projects funded by the Dutch and British Governments. Training in labour-intensive work programmes was conducted in Azerbaijan. A project to improve safety and health in the maritime industry in St. Petersburg successfully ended after four years of direct cooperation and support from the Regional Government of Flanders (Belgium).



148. In Turkey, the Centre delivered training for Turkish labour inspectors in monitoring and reporting on child labour, funded from an EC-funded ILO child labour project. The Centre was awarded a tender for an EC-funded project on strengthening social dialogue for innovation and change in Turkey, in conjunction with the ILO Office in Ankara. The project will run until October 2007.

149. Other highlights included a multi-year project with workers' and employers' organizations in new EU member countries on negotiation skills and capacity building. Moreover, several training seminars on socially responsible enterprise restructuring were held for a tripartite audience from central and eastern European countries.

150. A new project on strengthening social dialogue in Ukraine was designed and launched, thanks to the financial and technical support of the Flemish Government.

## Arab States

151. In 2006, a total of 32 regional and national training activities were held for participants from the Middle East and north Africa. The main trends were courses in the Region itself and national activities; 21 courses were either country-specific or institution-specific. The total number of participants from the region was 776, including those attending interregional courses. 41 per cent of participants were women.

152. Highlights included: (i) four courses within an ongoing project to strengthen the Jordanian Ministry of Labour; (ii) the extension of support to Moroccan women entrepreneurs' associations; (iii) six assignments for the UNRWA on project cycle management and gender-awareness training; (iv) an analysis of the public employment services in Syria and a course to develop their capacities;

(v) procurement courses for Lebanon, at the request of OMSAR, and for Saudi Arabia, at the request of the World Bank; (vi) a tripartite seminar on international labour standards and freedom of association for Bahrain; and (vii) two sub-regional courses for Maghreb countries on conflict resolution and equality in employment.

153. Significant partnership agreements were concluded. The first was with the Cairo-based regional institution, "Sanabel", for the translation of the ILO/ITC book on making microfinance work and the subsequent running of a regional training-of-trainers course. The second was with the Jordanian business development centre for the preparation of case studies of business development services and for holding the first Arab Regional Conference on service markets and value chains early in 2007.

154. The development of training materials in Arabic on promoting social dialogue at the national level and on an enabling environment for enterprise development was completed.

155. Despite these achievements, the work in the region suffered from the precarious security situation in the Middle East, leading to the interruption of the Palestinian project and to the cancellation of some activities.



# EVALUATION OF THE CENTRE'S ACTIVITIES

## Introduction

156. The Centre considers it essential to undertake a systematic evaluation of its training activities. An Investment Fund (1998-2001) enabled it to establish a computerized system for gathering and statistically analysing participants' opinions at the end of each course. With the help of a new Investment Fund (2002-2005), the Centre has improved and expanded its tools and methods for assessing the effects of training, both on the participant's own performance and on the performance of the participant's organization. Using the current Investment Fund (2007-2011), the Centre will integrate evaluation into the whole learning cycle and extend it to training impact.

157. More and more Centre activities make a formal assessment of participants' learning. This is in response to an increasing demand from participants for formal assessment and certification of learning and the growing number of post-graduate courses. On longer-term training projects, the Centre conducts both mid-term and final evaluations.

## Evaluation of participants' satisfaction

158. *The end-of-activity questionnaire* provides feedback on participants' immediate degree of satisfaction with the quality and relevance of the content, methods and services related to the training activity they have just completed. 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. The information is ploughed back into the design and management of activities and working processes, and corrective action is taken as required. Improvement of the evaluation tool itself is an ongoing process.

159. Customized software enables each activity manager to create a questionnaire at their workstation, in one of the Centre's eight most frequently used languages. Computer support also makes it possible to enter the data into a database and to generate the most important statistics through a semi-automatic procedure. The results of all activities undertaken by the Centre are therefore available to each activity manager for direct consultation and for statistical purposes.

160. The Intranet evaluation pages have been regularly updated and enriched with new sections on impact evaluation and on evaluation reports.

161. During 2006, the Centre's standard questionnaire was completed by 5159 participants in 245 activities, covering 60 per cent of all the Centre's training activities. Overall coverage increased by 3 per cent over 2005, whereas the absolute number of processed questionnaires fell slightly (by 97). Tailor-made versions of the evaluation tool were provided to meet special requirements and organizational arrangements of some non-standard activities, for a total of 1928 questionnaires.

162. An ad hoc version of the end-of-activity questionnaire was also developed in cooperation with activity managers of distance learning courses, to meet their special needs. Work began on a shared evaluation tool that might better encompass the methodological and technical specificities of training conducted at a distance.

163. The questionnaire software was connected to the new management system for participants and activities, MAP.

164. At the end of the year, the Evaluation Unit started to fine-tune the questionnaire on campus facilities, in conjunction with the Services involved. A new version of the evaluation form was released in early 2007, with the aim of making the information obtained even more reliable and relevant.

165. *The results.* The results for 2006 are shown in the tables below. Table I refers to teaching and organizational aspects of the training activities. On a five-point scale (where 1 denotes minimum satisfaction and 5 denotes maximum satisfaction), the average scores ranged from 3.48 to 4.47. The scores on all items were close to those of the previous year. Overall feedback from participants was positive. Most participants found the activity relevant to the needs of their organization (4.43), and relevant to their current functions (4.35). They were also satisfied with the clarity of objectives (4.48) and with the achievement of objectives (4.17). Moreover, contents were judged appropriate both to the course's objectives (4.25) and to the prior level of the participant's knowledge (4.17). Participants were particularly satisfied with the work carried out by the secretaries (4.47), as well as with the study tours (4.44) and with the activity's overall organization (4.40).

## I – Average evaluation scores on 16 core questions dealing with teaching and organization

Item	2005 Average	2006 Average	2005/2006 Variation*
Preliminary information	3.46	3.48	0.02
Clarity of objectives	4.41	4.48	0.07
Achievement of objectives	4.13	4.17	0.04
Contents serve objectives	4.20	4.25	0.05
Contents appropriate to your level	4.12	4.17	0.05
Gender in the training	3.73	3.77	0.04
Learning methods	4.17	4.24	0.07
Resource persons	4.37	4.39	0.02
Group working relations	4.10	4.21	0.11
Materials quality	4.25	4.31	0.06
Activity's organization	4.32	4.40	0.08
Secretariat	4.38	4.47	0.09
Study tours/visits	4.32	4.44	0.12
Activity's overall quality	4.27	4.37	0.10
Relevance to current functions	4.28	4.35	0.07
Relevance to organization's needs	4.32	4.43	0.11
<b>Number of questionnaires</b>	<b>5,256</b>	<b>5,159</b>	<b>- 97</b>

\* On a scale from 1 to 5.

## II – Average scores on the main items dealing with the Centre's facilities and services

Item	2005 Average	2006 Average	2005/2006 Variation*
Accommodation	4.40	4.46	0.06
Laundry	4.00	3.98	-0.02
Reception	4.21	4.21	0.00
Shop	3.53	3.46	-0.07
Canteen (staff and food)	3.86	3.84	-0.02
Coffee lounge	3.98	4.03	0.05
Post office	4.08	3.97	-0.11
Bank	3.94	4.03	0.09
Documentation Centre	4.16	4.23	0.07
Training room	4.43	4.42	-0.01
Audio-visual equipment	4.33	4.33	0.00
Interpreters	4.33	4.34	0.01
Social/leisure activities	4.22	4.22	0.00
Medical Service	4.07	4.13	0.06
Travel Unit	4.24	4.29	0.05
Travel agency	4.11	4.21	0.10
The Centre's Web site	4.21	4.37	0.16
The Centre in general	4.45	4.51	0.06
<b>Number of questionnaires</b>	<b>2,478</b>	<b>2,474</b>	<b>- 4</b>

\* On a scale from 1 to 5.

166. As regards the services provided by the Centre (Table II), scores were roughly the same as for the previous year. The Centre in general was appreciated (4.51). So was the quality of training support services such as the Documentation Centre, the Centre's Web site, the classrooms and the audio-visual equipment. All these items received a high score.

## Assessment of learning

167. The Centre's trainers use a variety of methods to determine the extent to which participants have assimilated new knowledge and mastered new skills as a result of a training activity. The methods we favour are self-assessment, often both before and after a training session, and multiple-choice questionnaires. On longer courses, we administer more formal tests and require participants to write essays or to present the results of their work. Most activities guide their participants to develop action plans to implement when they return to their own organizations. Presenting these action plans at the end of the workshop gives both participants and trainers the opportunity to assess what learning has taken place.

168. The diversity of the objectives and the content of activities makes it undesirable to produce standard learning assessment tools. The activity manager decides on the appropriate tools to use in each case. External examinations are only carried out in a small number of longer-term activities, such as post-graduate or distance learning courses.

169. Like other post-secondary and higher education institutions worldwide, the Centre is increasingly confronted with a demand from its participants and their organizations to issue certificates or diplomas that "guarantee" that actual learning has taken place. It has also been suggested that in certain instances the Centre should testify to the participant's amount of learning, expressed in "credit hours" or "credit points". With the proper safeguards, a participant could use such credit points towards obtaining a higher education diploma or degree elsewhere.

170. The majority of the Centre's certificates and diplomas are currently not associated with a formal assessment of learning. Rather, participants receive a certificate or diploma upon completing their training programme, on the strength of their contribution. In a more limited number of cases, the Centre awards a diploma based on a formal assessment of the participant's achievement of explicitly set learning objectives. The postgraduate course on international trade law is one that does issue such a formal diploma. All the Centre's e-learning programmes also award diplomas based on formal proof of learning.

171. The Centre, by its international nature, cannot issue a formal university degree on its own. However, it can offer training and learning programmes that end with a formal university degree, provided such programmes are offered jointly with a higher education institution that is entitled to award degrees. Such is currently the case with the three Master's courses, on management of development, on intellectual property and on cultural projects for development, and for the postgraduate course on occupational health and safety in the workplace, which the Centre offers in conjunction with the University of Turin.

## Impact evaluation

172. The Centre's training activities come in different forms. They can be linked to a project. They can be tailor-made to the requirements of specific organizations. They can be standard courses which have been developed by the Centre, on the basis of perceived needs, in line with the ILO's mandate or within the wider United Nations mandate. In any of these contexts, the Centre's training activities are meant to build capacity in individuals and, through them, have a lasting effect on organizations and on society as a whole. They are meant to enhance the knowledge, skills and attitudes of the individual participants, and thus boost their performance once back on their jobs.

173. Whenever the Centre implements a long-term training project, project activities are subject to mid-term, final or ex-post evaluation, following procedures prescribed by the project document. The Centre systematically undertakes final evaluation of the projects implemented, every time the donor has made budget provision for the evaluation exercise. This type of evaluation focuses on the relevance and cost-effectiveness of project implementation, as well as on the achievement of project objectives, and involves all the stakeholders, i.e. the participants, their organizations, the Centre itself, and often the sponsor or donor agency.

174. When programmes are tailored to the requirements of specific organizations, the organizational effects of training can only be measured after a certain amount of time has passed. Staff mobility may hinder evaluation: former participants may have moved, supervisors and organizations themselves may have changed, irrespective of the intentions or objectives of the training whose impact is being measured. Moreover, the impact of training, beyond the acquisition by the individual of new knowledge and skills, is to a large extent determined by the organizational and institutional environment in which those new skills

and knowledge are applied. These environmental conditions are not under the influence or control of the trainers.

175. Measuring the impact is even more difficult for standard courses, where not all the participants are necessarily appointed by their organizations. A “linkage” between the individual and the organization may therefore not exist or may not be explicit. In spite of the difficulties, the Centre has been making attempts to measure the relevance and overall results of its core courses. The reason for this is that core courses respond to perceived needs of developing countries as a whole and have been instrumental in helping the Centre systematize the ILO's messages and strategies into learning tools for dissemination and promotion to a wide interregional audience.

176.

The Centre is well aware of the importance in terms of accountability and internal learning of regularly analysing the effects of training on participants' professional performance, on their institutions and even beyond. Within the framework of the new Investment Programme, the Centre is trying to enhance both the quality and the coverage of these levels of evaluation by:

- a) a systematic effort to incorporate an impact-oriented approach into the whole learning cycle;
- b) a new series of impact evaluation studies over the next five years, covering different subjects, regions, types of activity and learning technology.

# TRAINING AND LEARNING SUPPORT UNITS

## Multimedia Design and Production

177. In 2006, the Multimedia Design and Production unit provided graphic, photographic, duplicating and printing services for the creation and production of communication and multimedia learning and information material (promotional brochures and leaflets, training packages and manuals, monographs, briefing kits; CD-ROMs, DVDs, on-line publications, and material for events and exhibitions).

178. The most important publishing projects for the Centre were:

- a trilingual folder with brochures describing the Centre's Technical Programmes
- a manual with handouts, entitled *Training Materials for a Global Alliance Against Forced Labour*
- the Business Development Services 2006 Reader, entitled *Implementing sustainable development: striving for tangible results for the poor*
- training material on *Creating an Enabling Environment for Small Enterprise Development*.

179. For the United Nations days in October, a campaign against forced labour was organized in conjunction with the other United Nations agencies on campus, the local authorities and a wide number of partners. It included the production of a Web site and a CD-ROM for high schools on forced labour, and posters, leaflets, stickers and publicity pendants on buses in Turin.

180. In addition to the in-house services, there were 120 multilingual publishing projects for the ILO and other United Nations and European organizations. These generated income of US\$ 1.3 million.

181. Following an agreement with ILO HQ in 2003, the volume of work for ILO Departments was high. This will again be the case in 2007, when one objective will be to distribute work better over the two years the ILO budget covers and avoid having too many projects at the end of the biennium.

182. Publishing projects for the ILO included:

- the ILO magazine, *World of Work*
- IPEC's "12to12" community portal
- three manuals on *Tackling hazardous child labour in agriculture. Guidance on policy and practice*
- an updated electronic version of JUR's *Manual for drafting ILO instruments* (online and on CD-ROM)
- a CD-ROM on employers' organizations and the informal economy, including videos and photo galleries
- a book entitled *Making microfinance work: managing for improved performance*.

183. Following the signing of a memorandum of understanding in 2005, the United Nations High Commissioner for Refugees (UNHCR) increased its requests for publishing services. In addition to the UNHCR Global Report and Global Appeal, we published a joint UNHCR–Oxford University Press book entitled *The State of the World's Refugees*, a manual and an interactive CD-ROM for the *Protection Induction Programme*, and several other publications.

184. The European Training Foundation (ETF) was an important client. Following a tender, an umbrella contract for 2006-2009 was awarded to the Centre, and in 2006 there were 50 ETF projects in 25 languages.

185. In 2006, the chief of the Multimedia Design and Production unit was made responsible for the Translation, Interpretation, Editing and Reporting Section as well, with the aim of providing a more comprehensive service.



## PUBLICATIONS AND TRAINING PACKAGES, 2006

TITLE	DESCRIPTION	LANGUAGE*
<b>CENTRE PUBLICATIONS</b>		
Practical guide to child labour reporting Guide pratique pour la préparation de rapports sur le travail des enfants Guía práctica para la presentación de memorias sobre trabajo infantil	Guide	EN, FR, SP, AR
International Labour Standards: A Global Approach	Multimedia CD-ROM	EN
Guide - International Labour Standards Guide – Normes internationales du travail Guía – Normas Internacionales del Trabajo	Guide	EN, FR, SP
Training materials for a Global Alliance Against Forced Labour	Manual	EN
BDS Reader 2006 – Implementing sustainable development: striving for tangible results for the poor	Working document	EN, FR, SP
Creating an Enabling Environment for Small Enterprise Development	CD-ROM	EN
Proposte didattiche per un'alleanza globale contro il lavoro forzato	Web site and CD-ROM	IT
Torino – Giornate internazionali delle Nazioni Unite 2006	Public information campaign Web site	IT
Turin Info No. 14	Bulletin	EN, FR, SP, IT, AR
Technical Programmes of the ITCILO	Folders with leaflets	EN, FR, SP
The ILO Turin Centre: training for the world	Institutional brochure	EN, FR, SP, IT
<b>PUBLICATIONS FOR THE INTERNATIONAL LABOUR OFFICE</b>		
ILO Magazine World of Work Nos. 56, 57, 58	Magazine	EN, FR
Four guidebooks: The effective employers' organization	Four guides	RU
L'ILO: che cosa è e cosa fa	Brochure	IT
Uno sguardo sull'ILO	Brochure	IT
Managing Small Business Associations	Manual	EN
Youth Employment – A Global Goal, a National Challenge	Brochure	EN, FR, SP
IPEC Teacher's Kit - Revised edition, 2006	Teacher's kit	FR, SP
Tackling hazardous child labour in agriculture. Guidance on policy and practice	Folder with three manuals	EN
Manual for Drafting ILO Instruments Manuel de rédaction des instruments de l'OIT Manual para la redacción de instrumentos de la OIT 2006 edition	CD-ROM, Web site and manual	EN, FR, SP
Portworker Development Programme – Updating 2006	Training modules and CD-ROMs	EN, SP
IPEC 12 to 12 community portal	On-line portal	EN, FR, SP, IT
Presentation on Global Report on Child Labour	PowerPoint Presentation	EN
Female-operated and male-operated small enterprises: the FAMOS check	Training manual	EN
Saving lives, protecting jobs Sauver des vies, protéger les emplois	Brochure	EN, FR
A Strategy for Urban Employment and Decent Work	Brochure	EN
Employers' Organizations and the Informal Economy	Multimedia CD-ROM	EN
Photo exhibit on decent work	Photographic exhibit	EN, FR, SP
Education as an Intervention Strategy to Eliminate and Prevent Child Labour - Consolidated Good Practices of the International Programme on the Elimination of Child Labour (IPEC)	Book	EN
Making microfinance work: managing for improved performance	Book	EN
Employers' Organizations on TV	DVD	EN
IPEC Hazardous Child Labour Toolkit	Folder and documentation	EN, FR, SP

TITLE	DESCRIPTION	LANGUAGE*
<b>PUBLICATIONS FOR THE UNITED NATIONS SYSTEM</b>		
UNHCR Global Report 2005	Report	EN, FR
UNHCR Global Appeal 2007	Report	EN, FR
UNHCR Handy Guide to Microfinance in Conflict-affected Communities	Practical guide	EN, FR, SP
UNHCR The Protection Induction Programme (PIP)	Manual and interactive CD-ROM	EN, FR, SP, AR, RU
UNHCR leaflet on rescue at sea	Leaflet	EN, FR; SP, IT
UNHCR World Refugee Day 2006 materials: production and distribution	Poster and leaflet	EN, FR
UNHCR Analysis Gaps in Protection Capacity	Manual	EN
UNHCR Handbook for Repatriation and Reintegration	Manual	EN, FR
UNHCR Handbook on the Principles of Housing and Property Restitution for Refugees and Displaced Persons	Handbook	EN
The State of the World's Refugees – Joint UNHCR–Oxford University Press publication	Book	EN
UNFPA – Year planner 2007 for Mauritania	Poster	EN, AR
UN DPKO – Peacekeeping Standardized Generic Training Modules, Level I	Manual and CD-ROM	EN
<b>PUBLICATIONS FOR THE EUROPEAN TRAINING FOUNDATION</b>		
Brochures, magazines, leaflets, newsletters, reports, books, studies, CD-ROMs, DVDs, information and promotional material	Various publications	AR, BG, CZ, DA, DE, EE, EN, ES, FI, FR, GR, HU, IT, LT, LV, MT, NL, PL, PT, RO, RU, SK, SLO, SR, SW, TR

\* AR: Arabic; BG: Bulgarian; CZ: Czech; DA: Danish; DE: German; EE: Estonian; EN: English; ES: Spanish; FI: Finnish; FR: French; GR: Greek; HU: Hungarian; IT: Italian; LT: Lithuanian; LV: Latvian; MT: Maltese; NL: Dutch; PL: Polish; PT: Portuguese; RO: Romanian; RU: Russian; SK: Slovak; SLO: Slovenian; SR: Croatian; SW: Swedish; TR: Turkish.

## Translation, Interpretation, Editing and Reporting

186. To fulfil its mission of meeting the Centre's need for translation, interpretation, editing and reporting services, the Section's staff covers the three most heavily used languages, namely English, French and Spanish. It also draws on an international network of freelance specialists, especially for translation and interpretation services in all other languages.

187. In 2006, the Section joined forces with the Multimedia Design and Production unit. It translated a vast array of publications, course materials, manuals, evaluation forms, research papers, official documents, including reports and other items for the Board of the Centre, and promotional materials in nine languages (Albanian, Arabic, English, French, German, Italian, Portuguese, Russian and Spanish).

188. It also organized interpreting services in eleven languages (Albanian, Arabic, Chinese, English, French, German, Italian, Japanese, Portuguese, Russian and Spanish) for courses, conferences, seminars and meetings.

189. In addition, it was instrumental in maintaining the linguistic quality of the central part of the Centre's Web site, and provided advice upon request concerning translation, language usage and style.

## Documentation

190. The Documentation Service selects, organizes and disseminates specialist information in printed and electronic format in support of the Centre's training activities. Its services include:

- research assistance
- compilation of bibliographies and documentation files
- an online library catalogue
- access to external databases
- access to the ILO information network
- direct access to collections
- loans
- one-to-one orientation sessions
- introductory sessions for groups
- Intranet Web pages
- Internet access
- purchasing of publications for training programmes.

191. In 2006, the Documentation Service ran 48 orientation sessions for participants on campus and provided individual instruction on computerized research. It also managed an open access collection and operated a reading room, which is now equipped with eleven computer work-stations and four laptop connections. The service is open eleven hours a day.

192. The Documentation Service registered 4,212 attendances. It circulated and loaned material, and disseminated information through a monthly bulletin, a *New Acquisitions* mailing list, and electronic alerts.

193. The reference service used a range of methods and tools to meet 520 requests for information by trainers, external collaborators and participants involved in training and research.

194. Most of the documentation services are available electronically. The Web site offers access to online resources and materials through the Biblio and Weblinks databases, which are constantly updated, together with online topic guides and external electronic resources. Hits on the Documentation Service Web pages increased from 9,200 in 2005 to 10,150 in 2006.

## Public Information

195. The Public Information Office organized and staffed the Centre's information stand during the International Labour Conference.

196. During Turin's Winter Olympics in February 2006, it contributed to special events within the framework of the Olympic Truce, organized by the City of Turin and the Piedmont Region. It prepared and distributed ad-hoc press kits to media representatives staying on campus.

197. In October, it collaborated in the design and running of a series of local events held in Turin city centre to celebrate United Nations Days and the visit of Italian President Giorgio Napolitano to the campus, for which it handled press relations and obtained media coverage.

198. It maintained relations with the press throughout the year and gained local, national and international media coverage of several of the Centre's activities.

199. It maintained the "News" section on the Centre's Web site.

200. It produced issue No. 14 of Turin Info magazine, which focused on the successes of the

Centre's former participants, and oversaw its production in five languages.

201. It produced and distributed seven issues of ILO Turin News, a new monthly e-bulletin, in four languages.

202. It worked closely with the ILO's Department of Communications and the ILO Rome Office to make the Centre more visible to wider audiences and to support special ILO campaigns.

203. It collaborated with the ILO's Department of Communications in researching stories for TV documentaries on six former participants. Five of them have been completed and broadcast on CNN.

## Training Facilities and Technologies (TFT) and Participant Services (PSS)

204. On 1 January 2006, the TFT and the PSS were merged into one unit called "Training Facilities and Technologies and Participant Services", reporting to the Planning and Coordination Service.

205. The new unit ran staff training courses on standard software in use at the Centre, in collaboration with the HRS. It set up a help desk for Centre staff who wished to produce statistics on activities and participants, using the Management of Activities and Participants (MAP) database, for which it developed new tools. The unit's staff also sat on an ad hoc working party in charge of developing guidelines and standards for the Centre's Web site.

206. Participant Services contributed to making participants' life at the Centre more pleasant and enjoyable after the normal training hours by organizing excursions, sports, visits to museums, live music, parties, etc. These activities create a supportive, harmonious environment which helps maximize participants' learning during their stay at the Centre.

207. Participant Services also provided participants with support and assistance in emergency situations outside normal working hours.

208. In 2006, Participant Services helped organize more than 90 study visits in the Turin area and 50 study tours in Italy and abroad, for hundreds of participants. The unit provided the Technical Programmes with support in recruiting most of the participants attending courses on campus and in the field.

# PROGRESS REPORT ON ACTIVITIES IN 2007 AND PERSPECTIVES FOR 2008

## Highlights

### Funding strategy

209. The November 2006 Board Meeting discussed a range of options and issues related to the need for more sustainable funding for the work of the Centre, and the centrality of the relationship with the ILO in this respect. This was followed by discussions on the ILO's Governing Body PFAC in November 2006 and March 2007. The Director has built on this momentum by taking a series of initiatives in line with the directions set out.

210. First of all, a new "Programme Development and Regional Cooperation" service has been set up to assist the Technical Programmes with resource mobilization. This will focus on securing more stable and multi-annual project funding for the Centre, including funding for curriculum development<sup>1</sup>, innovation<sup>2</sup>, and monitoring and evaluation systems<sup>3</sup>. The service is also entrusted with implementing, together with ILO, the recommendations of the earlier joint Taskforce, especially to ensure involvement of the Centre in the technical cooperation programme of the ILO so that training and capacity-building elements of projects are entrusted to the Centre. There is an ongoing dialogue with PARDEV in Geneva to find concrete opportunities for greater collaboration.

211. Currently, the Programme Development and Regional Cooperation service is not fully equipped to develop collaboration with ILO Offices in all the regions, but an effort will be made to strengthen the team so that it can become an effective interface with the ILO field structure, both to promote the Centre's services and to incorporate the priorities at regional level and those expressed in the Decent Work Country Programmes into new services and activities of the

Centre that respond to the needs of the constituents in individual countries.

212. A second major development, following the PFAC discussions in March 2007, has been the setting-up of a Working Party of the ILO's Governing Body, involving major donor and beneficiary countries together with representatives of workers and employers. The Director has provided the Working Party with a first paper that outlines the basic challenge of the Centre's current funding structure.

213. With only the Government of Italy and the ILO providing substantial secure funding, amounting to around 30 per cent of the budget, the Centre must continuously focus on actual 'production', i.e. the supply of training services. Exclusively doing so, however, will in the longer term erode the Centre's technical capacity, as it is to the detriment of: i) innovation, development of new activities and training materials; ii) evaluating the quality and impact of activities; iii) sharing knowledge and best learning practices with other (ILO) staff; iv) developing professional skills in training design and learning approaches; v) networking with alumni, ILO colleagues, donors, training partners, etc.

214. The Working Party is looking into ways to provide more stable and predictable funding for the work of the Centre. The funding strategy that the Working Party may propose will reinforce the earlier recommendations on joint work with the ILO. In addition, donors will be encouraged to make direct contributions to the Centre, either for programmes with a certain thematic or geographic focus or for projects to strengthen the Centre's own capacity for monitoring, evaluation, innovation, alignment with ILO systems, etc.

1 *In order to remain up to date, training and learning material should constantly evolve and be revised and adapted, while new material such as manuals, modules and trainer's guides should be developed on emerging topics. This requires additional investment in needs analysis and product development, and in strengthening the capacity of the Documentation Service to provide support for training design.*

2 *Increasingly, the Centre uses distance learning as an alternative or complement to face-to-face training. Constructing learning platforms and transforming material for face-to-face training into online learning material requires considerable time and thus resources. In addition, the management of online learning is as demanding as that of face-to-face training but lasts longer, thereby consuming more resources. To meet the increased demand for training support and services, including by the ILO HQ and field structure, additional positions could be created in learning technology.*

3 *More and more will organizations send participants to the Centre and donors support its programmes and activities if there is evidence that its training has contributed to initiating or generating change or development in a given context and in relation to given issues or problems. To enable the Centre systematically to collect and process evidence at the various levels of learning, its application and its effects, the current one-person (G staff) Evaluation Unit should be strengthened with additional staff in the Professional category.*

## Learning strategy

215. The rapid evolution of the global context puts lots of pressure on the traditional way of handling training and participants. Significant ingredients in this evolution are:

- lifelong learning is gradually replacing once or twice in a lifetime retraining;
- people are increasingly working as part of teams or networks, and they change jobs more and more often;
- information and communication technology is spreading worldwide;
- institutions that were traditionally fully subsidized are now required to generate income, and are competing for resources and customers;
- training and learning opportunities are at times offered at a very low price or free of charge;
- the knowledge economy has obliged providers of learning and training to be innovative, adaptable and very responsive;
- learning activities are being held closer to the customers' location.

216. In their daily life, participants are increasingly used to satisfying individual needs rather than adopting and conforming to one-size-fits-all products and services. Their sense of time and space is changing, and they prefer short, intense and, above all, relevant learning and training. They need training and retraining to find or keep a job, develop a career and adapt their skills to a context in rapid evolution. Participants select those learning institutions that provide best value for money.

217. These factors induce a progressive refocusing from content to learning capabilities. Training is defined as an instructor-led, content-based activity, leading to desired changes in behaviour, whereas learning is a work-based process that places emphasis on individual needs. It leads to an increased capacity to adapt and improve performance. It is the process by which people gain new knowledge and skills to their own benefit, to that of their peers and to that of their organizations. A challenge is to embed learning in the organizational context and to make it strategic for the organization's development. One of the means used at the Centre is the sharing of practice, knowledge and tools among participants; they compare them, draw lessons and adapt them to their own context.

218. The Learning and Communication Service has based its functional "raison d'être" on three concepts: relevance, differentiation and impact.

219. Relevance means making sure that the Centre is truly client-oriented, towards both individuals and organizations, and that the training, learning and communication of the Centre meets their needs. Participants will assess relevance in relation to their own local and regional contexts.

220. Differentiation is about defining the Centre's competitive edge in learning technology and positioning it in relation to similar institutions. The Centre should be recognized as a training provider of world excellence on a limited number of topics on which participants prepare for enhanced professional action and impact; the rest of its activities should be tailor-made to the needs of 'partners' and 'customers'. Its differentiation and strategic positioning within the panorama of training providers should be combined with better corporate communication.

221. Impact is about making a difference. It is about becoming increasingly critical and relevant to our constituents and customers, because we are able to anticipate and meet their needs. It will be crucial to understand and communicate where and how the Centre's activities have helped generate change, in both content and process. Impact seems to be achieved better when learners and their organizations are supported over a longer period of time, when training input and learning processes are varied, when several participants from the same organization are trained to contribute to its development agenda, and when participants can continue their interaction and learning through professional networks and communities.

222. To fulfil the vision described above, some challenges will have to be met: having the L&C Service operate as a team, generate synergy and enhance creativity; enhancing its skills; challenging its practices; and bringing it to the forefront of innovation. The Centre as a whole has to complete and adopt the Turin Learning Approach, a learner-centred strategy and process, intended as the main methodological benchmark for training and learning design, implementation and evaluation. The Centre's overall capacity for learning design and technology should be continuously enhanced. A two-track staff development initiative has been launched in 2007 to enhance the capacity of activity managers for learning design and technology.<sup>4</sup>

<sup>4</sup> A first group of 17 colleagues (recruited since 2000) is involved in the initiative. A first training-of-trainers workshop was held from 12 to 16 February 2007, after which the participants have been involved in mutual coaching and feedback sessions.

## Training operations

223. The Training Department has continued its operations in line with principles and recommendations expressed in ILO policy documents such as *Decent Work*, *Working out of Poverty* and the *Report of the World Commission on the Social Dimension of Globalization*. At the country level, the ILO's Decent Work Country Programmes (DWCPs) set the broad framework for the Centre's operations in the current year and for the years to come.

224. Ideas for integrating distance learning more systematically into the Centre's overall programme have been discussed and endorsed in-house. Blended learning, i.e. distance combined with face-to-face training, is increasingly regarded as the best approach to training and learning, one in which the Centre should invest for the future in all its areas of expertise.

225. Against this background, the main features of the Centre's programme in 2007 and 2008 are:

- a volume of training activities and projects which is sustainable in both quantity and quality
- an increasing focus on ILO priorities, strategic objectives and approaches
- an enhanced capacity to respond to calls for tender by the European Union, the World Bank or other development agencies and potential sponsors
- the allocation of more resources to promoting tripartite activities and to improving the social partners' access to training courses
- increasing use of technology as a learning tool
- consolidation of the evaluation system
- new developments in networking with former participants
- further strengthening of the gender mainstreaming policy.

## Technical programmes

### Standards and Fundamental Principles and Rights at Work

226. In 2007 and 2008, the Programme will follow the same lines of action as in 2006, but will give special attention to implementing the Office's strategy on ILS activities, presented at the Governing Body's 298th session. Furthermore, discussions are under way with NORMES, the Italian Government and the "Centro di Formazione in Sicurezza della Navigazione di Genova" (a maritime safety training centre based in Genoa) on the development of material and courses to train trainers in maritime

labour inspection. This falls within the framework of the Office's action plan for the ratification and effective implementation of the Maritime Labour Convention, 2006.

227. There were 13 activities in the first part of 2007: five on child labour, four on ILS and international labour law, three on freedom of association and one on equal opportunities. Planned activities will involve all the regions, and the range of topics will include freedom of association in the public sector and in rural areas, judges and jurists. A trainer's guide will be added to the manual for employers on the ILS supervisory system. Furthermore, the Programme will work with the Programme for Workers' Activities on a study of the impact of the Freedom of Association Committee.

228. Activities against child labour will further increase, in collaboration with NORMES, IPEC and SAP-Forced Labour. The curricula will be maintained, but there will be specific new training material on legislation.

229. A much-needed training manual for judges and jurists will be published. Now that the Office recognizes the Centre as a touchstone in this area, the Programme will seek to have its skills made better use of in the ILO's long-term cooperation projects.

230. The annual interregional activity on discrimination will focus on equal pay. The Centre's new Development Plan mandates the Programme to help produce new activities on the subject, and it will strive to have training on discrimination included in the action plan which the Governing Body is to adopt in November 2007.

231. A postgraduate course on international labour law will be designed. It will bring the Centre's postgraduate portfolio more into line with its mandate, broaden the range of training the Programme offers, and make the Centre better known for training in international labour law. This will make it more likely to be included systematically in ILO projects with a legal training component. The resources to make it feasible remain to be found.

### Employment and Skills Development

232. The Programme is currently giving special attention to developing products and projects. It is producing distance-learning modules for new blended courses. The activities on youth employment are gaining momentum, with open and tailor-made courses planned for Turin and the Regions in 2007. Linking the planning of training programmes more effectively to labour market realities remains a

popular topic. The Programme is exploring avenues for developing training and capacity-building projects on these and other topics in consultation with ILO Geneva.

233. Delnet has expanded, with new activities (using distance learning and blended training) developed and run in close conjunction with ILO HQ and field offices (e.g. ILO/Crisis and ILO Offices in the Americas) and with United Nations system agencies and Programmes such as the UNISDR, UNOCHA, the UNDP and PAHO.

## Enterprise Development

234. The results for 2007 are expected to be similar in quantitative terms to those for 2006. Highlights include the first annual conference for Arab States on developing business service markets and value chains, held in Amman, Jordan, in February. The year will see a marked increase in training courses in Arabic for Arab States, and an Asian Regional Seminar on local economic development in Thailand in May. The 2007 Boulder Microfinance Training Programme is expected to attract over 200 participants to the campus in July. A new entrepreneurship training package on business skills for artists is to be launched, and the Programme is working with ILO headquarters on developing a new tripartite course on human resource management and good workplace practices in enterprises. Demand for tailor-made in-country training courses continues to grow.

235. A significant revamp of the Centre's standard training courses on enterprise development is planned for 2008. This will be in response to demand from sponsors and participants for greater choice and flexibility in the type of training and the way learning takes place. For example, the Programme plans to introduce blended courses in which participants study partly through Internet-based learning platforms and partly in a traditional classroom setting. In addition, there are plans to introduce a new multi-topic training programme covering the full range of ILO know-how on small enterprise development, with in-depth optional courses that offer participants more choice.

## Social Protection

236. The Programme will continue to offer training for interregional, regional or country-specific audiences, based on its core curricula, including courses on pension schemes, health insurance management and financing, the extension of social protection and OSH inspection systems. A new course on international labour migration will be offered in 2007.

237. The second post-graduate course on OSH, which was developed in conjunction with the University of Turin, will run from September 2007 to March 2008; it will include a distance learning component and a face-to-face component. Technical cooperation projects in Jordan (for the Ministry of Labour) and in the Russian Federation (for the port sector) will continue in 2007 and in 2008.

## Social Dialogue

238. In 2007, the Programme will strengthen its cooperation with ILO HQ in the key fields of social dialogue, labour law and labour administration.

239. A new course in French and an advanced module in English on participatory labour law-making will be held. An international high-level workshop on strengthening and re-engineering labour administration will be jointly organized with DIALOGUE, as the first step in a long-term programme. A new pilot course entitled "Promoting Pay Equity: a tripartite approach" will be offered in conjunction with ILO HQ (Declaration and Travail).

240. Cooperation with the ILO field offices and technical cooperation projects will increase synergy with the Decent Work Country Programmes.

## Workers' Activities

241. In 2007, the Programme is running ten core programmes, in addition to some 40 training courses. They all address the priorities established by the Trade Union Training Committee in 2006. In 2008, the Programme will continue to run training in eight strategic areas associated with 15 training curricula.

242. Courses related to the four ILO strategic objectives, as well as gender, GUFs, information technology for trade unions and training methodology, are being offered to regions and sub-regions not reached in previous years. New issues, such as labour education, organizing and youth employment, have been included to meet the changing needs of workers' organizations.

243. The Programme has attracted funding for courses, follow-up activities and study visits from external organizations such as the FES (Germany), JILAF (Japan), FO (France), LO (Denmark), the European Union and the FTQ (Quebec).

244. In relation to its Web pages and communication networks, the Programme will launch version two of SoliComm and further develop the labour education data base, in order to increase the number of trade union users.

245. The Programme will continue to make training packages available on paper, CD-ROM and the Internet for face-to-face training and distance education in English, French and Spanish.

## Employers' Activities

246. The Programme has developed a new strategy. It will focus on a quantitative and qualitative expansion of activities, diversification of funding, maximization of resources, greater visibility to employers, better integration with ACTEMP and the IOE, and, finally, a more needs-driven approach to training, which implies closer and stronger links with the constituents.

247. A work plan for 2007 has been drawn up through consultations with ACTEMP, its field specialist and the Regional Programmes of the Centre. It sets ambitious goals for the quality of training and the development of training material.

## Management of Development

248. The Programme will run its regular core courses on procurement, financial and project management, in addition to its post-graduate portfolio of six courses in partnership with the University of Turin and a variety of international organizations. Its accumulated experience and learning resources will be put to practical use through integrated capacity-building assignments whose tangible impact can be readily measured.

249. The Programme plans to compete for several major assignments concerning public procurement reform in Africa and Asia, in addition to supporting public procurement reform in Iraq with human resource development in public management.

250. A new Master's course on public procurement management for sustainable development will be launched in June 2007 in line with the Centre's strategy of bringing ILO Conventions into the mainstream of public sector management.

251. The Programme will also focus on reinforcing national capacity concerning socially responsible development.

## European Social Fund

252. In 2007, the Unit will work within the new EU 2007-2013 framework to develop capacity in the new EU member states and accession countries for managing the European Social Fund and supporting the social partners in promoting the inclusion of

groups such as women, migrants and the disabled in the labour market. In 2008, the Unit will focus on developing activities within the new EU programmes regarding accession and neighbourhood policies.

253. The Unit's activities and services can be divided into two broad subject areas. The first area covers the "instrumental" themes of capacity building and networking. The second area covers the "substantive" themes of employment and the inclusion of disadvantaged and special groups in the labour market with the collaboration of the other technical programmes.

### 254. Area One: Instrumental Themes

a) The Unit, true to its origin, provides training and advisory services to assist regional Italian authorities and national authorities in new EU member states to strengthen their institutional and organizational capacity for managing, controlling and evaluating the use of the European Social Fund facilities under their jurisdiction.

b) As a corollary of this capacity-development support, the Unit will standardize the ITENETS networking methodology for supporting international communities of migrants (linking diasporas with their regions of origin).

### 255. Area Two: Substantive Themes

256. Through projects in Italy and Europe as a whole, the Unit has acquired the expertise to assist local authorities and the social partners in enhancing the inclusion of special, disadvantaged or marginalized groups, such as women, the disabled, youth and migrants, in the labour market. The Unit organizes and provides networking, training, learning and advisory services in order to: (a) anticipate and manage changes in labour-market supply and demand; (b) take measures for enterprise restructuring, to create new opportunities for women in the ICT sector, and to share job skills in border regions.

## Learning Technology (DELTA)

257. DELTA's overall strategy in 2007 will be to: (a) continue the translation from Spanish into English and French of the competency-based training of trainers modular collection to make it a multilingual product which can be integrated into technical cooperation projects of the ILO; (b) meet in-house and outside requests concerning learning technology; (c) increase clients' access to cost-effective learning opportunities; (d) establish strategic alliances with constituents to enhance relevance and increase access to social partner representatives; (e)



strengthen gender mainstreaming; (f) expand the network of trainers and tutors who support the Programme.

258. Nine open courses, the majority of them inter-regional, are being held in 2007. Several projects are being continued or initiated: subjects range from entrepreneurship to distance learning to strengthening the capacity of local authorities to manage technical cooperation. DELTA will also develop materials and design platforms on behalf of other Programmes.

## Gender Coordination Unit

259. Good in-country collaboration with the ILO, UNIFEM, the UNDP and the UNFPA and a fruitful working relationship with the EC have generated a major new project, to be run in 2007-2009, featuring an "EC/UN Partnership for Gender Equality in Development and Peace". The Centre and UNIFEM will work in partnership with EC delegations in developing countries to identify practical approaches to incorporating gender equality and women's rights into aid programmes supported by the EC. In this way, the partners hope to strengthen the implementation of gender-equality commitments in national budgets and in national development strategies. The Unit will launch a Web site that offers updates, tools and interactive features related to gender equality and aid effectiveness.

260. A new on-line "gender campus" will host several online courses, in particular the capacity-building programmes on gender-sensitive provision of government services for South Africa and for Sri Lanka, respectively. The first online Spanish version of the "Gender, Poverty and Employment" course will be launched in May.

261. Residential courses in English and French will include a special version of "Training of Gender Audit Facilitators" for Africa and a workshop on gender budgeting, open to an international audience.

262. Perspectives for 2008 include: intensified use of the "gender campus" facilities, with a French version; a focus on Portuguese-speaking countries; continuation of the EC/UNIFEM project; and reinforcement of social partners' gender capacity through specific projects. Fighting discrimination is going to be a key topic.

## The regional dimension

### Africa

263. In 2007, a renewed effort is being made to link the Centre's activities closely to the priorities in the emerging Decent Work Country Programmes and the outcomes of the 11<sup>th</sup> African Regional Meeting, which in turn built on the commitments made at the Ouagadougou Summit on Employment and Poverty Alleviation.

264. A specific effort is being made regarding youth employment and gender mainstreaming, where existing expertise and products of the Centre are being made available to African participants. Cooperation with a wide range of regional and subregional institutions is being further developed as a way to increase the outreach of the Centre, in close collaboration with the ILO Office in Africa.

265. A new project, co-funded by France and Flanders, will tackle regional integration, economic partnership agreements (covering the SADC, ECOWAS and the WAEMU) and their impact on employment and labour market policies. Another project (co-funded by Flanders and the Netherlands) will focus on social dialogue in the SADC area.

266. Into 2008, the Centre will develop its work on HIV/AIDS, where the groundwork for training activities has been laid to meet demand from the region. It will also pull the fairly extensive activities of the Centre for the Portuguese-speaking countries of Africa together into a more comprehensive programme to be implemented in conjunction with the ILO.

267. The Centre will seek to deliver training-related outputs in major ILO technical cooperation projects, for instance those of the ILO-Netherlands Cooperation Programme in Ethiopia, Liberia and Mozambique.

268. Because the Decent Work Country Programmes are the main vehicle through which the ILO contributes to achieving the Millennium Development Goals at country level, the Centre will seek to support DWCP implementation by tailoring its action to specific country situations.

### The Americas

269. In 2007, the Eurosocial Employment Project will carry on, with European Commission funding. There will be inter-sectoral activities in other European Commission projects, on good practice in extending social protection and managing income from social security contributions. In June, Turin will

host a meeting of top-level participants from the ministries of labour of 11 countries in Latin America, Italy, the European Commission and the ILO, who will discuss strategies for making the Project's action sustainable.

270. The 17<sup>th</sup> specialization course for Latin American experts on labour relations, held in conjunction with the Universities of Bologna and Castilla La Mancha, will boost the network of former participants to around 400, all of them high-level professionals in the Region (<http://bclmt.itcilo.org>.)

271. In addition, the fourth course on enterprise development and globalization, held in conjunction with the University of Zaragoza and the Zaragoza Entrepreneurs' Federation, will help consolidate another former-participant network, this one bringing together around 100 professionals.

## Asia and the Pacific

272. In 2007, the Centre's focus for Asia and the Pacific is to respond to the priorities of the "Asian Decent Work Decade". In practical terms, this means linking up the Centre's Technical Programmes with the five priority work areas of the ILO in the Region: labour market governance, local development, youth employment, labour migration and competitiveness and productivity. In these areas, joint activities involving the Centre, relevant units at ILO headquarters and the ILO field offices are being held, with the Centre contributing training that focuses on capacity development, learning and tools. This will expand into 2008, and will take into account the priorities in the Decent Work Country Programmes.

273. A specific example is collaboration on decent work at the local level, where the Centre's activities on local economic development support a series of ILO projects in the region. Similar collaboration exists on youth employment and with the regional skills network initiative, SKILLS-AP.

274. The Centre has worked closely with the employer and worker specialists in Asia and the Pacific on joint activities for trade unions and employers' organizations such as the Indonesian employers' organization, APINDO. This work will now be replicated in the Pacific.

275. Specific projects will run either as stand-alone projects or as part of larger ILO programmes. The Centre will participate in international tenders such as that for the second phase of the 'Public Procurement Reform' project in Bangladesh.

276. For China, the Centre is looking at more closely aligning its programme with the work being carried out by the ILO, reviewing with the constituents the priority areas for training and capacity building in line with national Decent Work priorities. The Centre will seek to run training in China, preferably with a strategic partner organization, in addition to training in Turin.

277. The result should be further growth in the number of participants from Asia and the Pacific in the Centre's activities. Currently, the share of participants from the region is below what might be expected. This will be addressed by ensuring that the Centre's activities tie in closely with the overall work of the ILO and through better promotion.

## Europe and Central Asia

278. The programme for Europe in 2007 will cover a wide range of subjects, either through standard courses (e.g. on procurement management in investment projects) or through training related to regional or country-specific projects. The latter include a number of ongoing projects, some of which are expected to continue in 2008:

- The Bulgarian MLSP has provided additional funds to meet new training needs with respect to the labour market, employment and social protection.
- Improved OSH and management in the port sector for the Russian Federation will be pursued, with funding provided by Flanders.
- Activities to strengthen social dialogue in Ukraine will be carried out in the framework of another project funded by Flanders. The EU-funded project on social dialogue for Turkey will be completed in 2007.
- Two projects funded by the European Commission aim to strengthen social partners in European member countries, candidate and newly accessed countries. One project is specific to employers, while the other is for workers' organizations.

279. The emerging Decent Work Country Programmes and the implementation of 'One UN' in several countries will provide new opportunities for the Centre to design and promote long-term projects in cooperation with its strong regional and national network of contacts. One likely area of programme development will be vocational training, where demand for the Centre's support is strong.

## Arab States

280. In addition to the few regional standard courses on campus, 2007 will see the following:

- The project for the Jordanian Ministry of Labour will focus on extending the modernization of public employment services to all provincial offices and on developing the capacity of the inspection system in the designated industrial zones.
- Support for Moroccan women entrepreneurs' associations.
- New initiatives for Iraq, to train trainers and business advisers, and on procurement management.

281. As regards participation in courses, special consideration will go to under-represented countries. Constant attention will be given to increasing participation by workers, employers and women in all the Centre's activities: this continues to be rather weak in comparison with the other regions.

282. The focus will be on regional priority needs as set by the ILO in its programming cycle for 2008-2009: (i) poverty reduction and job creation, with particular emphasis on youth employment; (ii) tripartism and social dialogue; (iii) extending social protection to all; (iv) emergency assistance for crisis-affected countries and territories; and (v) gender mainstreaming.

283. Country-specific projects will be designed within the broad framework of the ILO's current and future Decent Work Country Programmes.

## ANNEX I

### DISTRIBUTION OF PARTICIPANTS BY COUNTRY/TERRITORY UP TO AND INCLUDING 2006

COUNTRY/TERRITORY *	1965-2000	2001	2002	2003	2004	2005	2006	Total
AFGHANISTAN	100	0	16	39	171	37	3	366
AFRICAN NATIONAL CONGRESS	141	0	0	0	0	0	0	141
ALBANIA	851	148	169	52	108	164	62	1554
ALGERIA	937	34	81	40	39	111	51	1293
ANGOLA	493	20	27	80	101	54	73	848
ANTIGUA AND BARBUDA	45	5	9	3	9	3	3	77
ARGENTINA	1436	190	154	139	174	257	367	2717
ARMENIA	26	26	2	8	9	20	56	147
AUSTRALIA	57	1	3	7	3	2	15	88
AUSTRIA	63	3	2	5	7	2	5	87
AZERBAIJAN	81	32	32	55	31	56	59	346
BAHAMAS	48	4	3	0	6	10	2	73
BAHRAIN	133	23	27	5	10	11	47	256
BANGLADESH	529	31	44	259	277	557	321	2018
BARBADOS	89	35	16	13	12	13	2	180
BELARUS	140	4	1	5	3	1	2	156
BELGIUM	198	6	13	42	52	26	48	385
BELIZE	39	6	3	2	5	6	1	62
BENIN	639	103	47	73	44	29	26	961
BERMUDA	12	0	0	0	2	0	1	15
BHUTAN	81	1	2	1	2	3	2	92
BOLIVIA	249	24	30	28	43	27	37	438
BOSNIA AND HERZEGOVINA	142	59	15	46	19	35	8	324
BOTSWANA	248	9	19	15	9	24	92	416
BRAZIL	2912	628	331	473	588	663	529	6124
BRITISH VIRGIN ISLANDS	6	0	2	0	0	1	0	9
BRUNEI DARUSSALAM	1	0	0	0	0	0	0	1
BULGARIA	260	17	39	93	133	576	86	1204
BURKINA FASO	400	39	115	25	16	75	101	771
BURUNDI	236	14	67	10	15	28	32	402
CAMBODIA	104	5	5	9	31	17	36	207
CAMEROON	602	25	37	62	77	62	61	926
CANADA	62	24	156	7	10	17	16	292
CAPE VERDE	202	89	82	46	40	31	20	510
CAYMAN ISLANDS	17	0	1	0	1	2	0	21
CENTRAL AFRICAN REPUBLIC	266	10	13	7	11	14	8	329
CHAD	319	6	8	6	17	18	13	387
CHILE	710	68	48	38	101	55	56	1076
CHINA	2005	207	213	200	346	220	172	3363
COLOMBIA	680	45	191	236	653	96	288	2189
COMOROS	110	13	4	10	3	3	4	147
CONGO	461	21	27	11	16	22	19	577
DEM. REP. OF THE CONGO	875	23	36	11	19	129	73	1166
COOK ISLANDS	2	0	0	0	3	1	2	8
COSTA RICA	473	49	42	106	28	70	71	839
COTE D'IVOIRE	643	13	27	18	10	8	27	746
CROATIA	46	25	91	91	239	66	62	620
CUBA	108	5	12	15	43	8	13	204
CYPRUS	153	3	1	10	23	1	25	216
CZECH REPUBLIC	128	1	5	49	13	1	5	202
CZECHOSLOVAKIA	85	0	0	0	0	0		85

COUNTRY/TERRITORY *	1965-2000	2001	2002	2003	2004	2005	2006	Total
DENMARK	67	4	6	5	6	3	4	95
DJIBOUTI	68	5	2	6	3	2	1	87
DOMINICA	42	5	2	2	4	1	3	59
DOMINICAN REPUBLIC	221	27	26	36	27	55	50	442
ECUADOR	407	16	34	33	72	45	94	701
EGYPT	2267	35	48	41	24	26	71	2512
EL SALVADOR	189	94	38	44	46	316	334	1061
EQUATORIAL GUINEA	41	0	0	2	3	2		48
ERITREA	111	18	12	19	12	17	9	198
ESTONIA	129	114	33	7	17	6	28	334
ETHIOPIA	1146	64	39	28	85	87	126	1575
FIJI	129	22	6	19	21	31	14	242
FINLAND	33	3	5	5	4	4	9	63
FRANCE	413	44	17	68	31	18	61	652
FRENCH POLYNESIA	0	1	0	0	0	0	2	3
GABON	252	11	11	17	9	18	20	338
GAMBIA	195	4	17	5	12	7	8	248
GEORGIA	53	11	11	28	35	19	23	180
GERMANY	332	20	17	34	26	15	17	461
GHANA	605	44	21	40	44	77	72	903
GREECE	190	0	2	47	4	0	4	247
GRENADA	41	6	6	6	8	2	1	70
GUATEMALA	230	34	26	28	15	16	72	421
GUINEA	477	40	26	25	43	8	26	645
GUINEA-BISSAU	1021	17	16	61	28	56	25	1224
GUYANA	128	6	3	6	19	7	3	172
HAITI	141	10	103	4	4	7	18	287
HONDURAS	278	33	86	176	67	56	64	760
HONG KONG	39	3	2	5	2	10	4	65
HUNGARY	540	71	22	19	14	9	55	730
ICELAND	3	0	0	0	0	0		3
INDIA	1594	58	56	122	90	85	65	2070
INDONESIA	1117	238	82	119	166	209	257	2188
IRAN, ISLAMIC REPUBLIC OF	2183	3	6	6	71	180	25	2474
IRAQ	439	6	9	4	51	71	30	610
IRELAND	47	3	3	5	2	2	3	65
ISRAEL	43	2	0	1	2	0	4	52
ITALY	11550	1533	1242	1470	2249	1781	1154	20979
JAMAICA	174	17	11	12	9	30	16	269
JAPAN	63	24	20	21	22	25	22	197
JORDAN	462	93	46	49	181	88	107	1026
KAZAKHSTAN	88	29	2	8	9	17	10	163
KENYA	799	20	53	43	70	59	108	1152
KIRIBATI	6	6	3	10	2	15	3	45
KOREA, DEMOCRATIC PEOPLE'S REP. OF	0	0	0	0	1	0	2	3
KOREA, REPUBLIC OF	226	4	4	34	4	23	5	300
KOSOVO (UNMIK)	0	42	165	204	85	38	25	559
KUWAIT	98	10	16	7	6	3	4	144
KYRGYZSTAN	48	17	6	18	38	118	54	299
LAO PEOPLE'S DEMOCRATIC REPUBLIC	156	8	8	9	14	8	24	227
LATVIA	104	23	6	92	58	26	31	340
LEBANON	416	35	19	63	41	17	52	643
LESOTHO	216	8	26	12	5	11	9	287
LIBERIA	188	0	0	0	0	12	0	200

COUNTRY/TERRITORY *	1965-2000	2001	2002	2003	2004	2005	2006	Total
LIBYAN ARAB JAMAHIRIYA	590	0	1	12	12	24	7	646
LITHUANIA	167	19	4	10	21	12	24	257
LUXEMBOURG	14	0	1	2	1	0	0	18
MACAU SAR	0	0	0	0	0	1	0	1
MACEDONIA, The former Yugoslav Republic of	16	18	23	35	65	33	12	202
MADAGASCAR	878	28	8	74	68	16	126	1198
MALAWI	347	21	22	20	20	15	17	462
MALAYSIA	631	70	72	26	22	22	53	896
MALDIVES	35	0	0	0	5	5	4	49
MALI	588	28	22	41	69	52	70	870
MALTA	49	0	0	6	18	1	26	100
MARSHALL ISLANDS	3	0	0	0	0	2	0	5
MAURITANIA	410	44	21	27	47	24	28	601
MAURITIUS	191	26	36	14	19	21	20	327
MEXICO	748	64	137	174	169	207	148	1647
MOLDOVA, REPUBLIC OF	48	2	5	7	25	10	39	136
MONGOLIA	90	11	10	75	80	19	33	318
MONTSERAT	13	0	1	0	1	2	1	18
MOROCCO	732	41	81	223	95	152	157	1481
MOZAMBIQUE	690	89	126	122	54	64	50	1195
MYANMAR	214	0	0	25	22	23	18	302
NAMIBIA	449	38	56	41	14	13	11	622
NEPAL	396	20	37	38	20	53	31	595
NETHERLANDS	198	5	16	24	18	17	14	292
NETHERLANDS ANTILLES	35	0	0	0	1	0	6	42
NEW CALEDONIA	0	0	0	0	1	0	4	5
NEW ZEALAND	15	3	2	3	0	4	1	28
NICARAGUA	185	32	15	45	48	39	61	425
NIGER	586	74	43	14	13	15	11	756
NIGERIA	1272	63	63	76	31	62	139	1706
NIUE	3	0	0	0	0	0	0	3
NORWAY	36	4	10	7	2	4	0	63
OMAN	119	7	17	2	3	10	8	166
PACIFIC ISLANDS TRUST TERRITORY	5	0	0	0	0	0	0	5
PAKISTAN	804	17	137	28	34	46	42	1108
PALESTINIAN AUTHORITY (The)	931	18	17	28	70	78	13	1155
PAN AFRICAN CONGRESS	59	0	0	0	0	0	0	59
PANAMA	214	21	50	25	23	16	32	381
PAPUA NEW GUINEA	97	8	3	9	2	15	3	137
PARAGUAY	384	18	17	19	21	16	70	545
PERU	521	43	56	64	97	84	617	1482
PHILIPPINES	853	75	20	60	158	67	48	1281
POLAND	683	6	8	39	19	14	34	803
PORTUGAL	488	8	13	15	13	17	22	576
PUERTO RICO	0	0	1	0	0	0	2	3
QATAR	38	5	7	4	2	2	4	62
REUNION	22	3	0	1	0	0	3	29
ROMANIA	434	208	85	25	82	83	74	991
RUSSIAN FEDERATION	1128	152	140	158	97	131	163	1969
RWANDA	249	35	36	20	20	15	25	400
SAINT KITTS AND NEVIS	27	4	6	1	3	0	0	41
SAINT LUCIA	36	8	11	5	9	1	3	73
SAINT VINCENT AND THE GRENADINES	34	6	8	6	5	2	5	66

COUNTRY/TERRITORY *	1965-2000	2001	2002	2003	2004	2005	2006	Total
SAMOA	20	0	0	2	4	14	0	40
SAO TOME AND PRINCIPE	105	10	15	54	48	26	10	268
SAUDI ARABIA	254	14	41	25	86	126	38	584
SENEGAL	814	53	125	98	77	133	61	1361
SERBIA	0	1	22	52	47	30	50	202
SEYCHELLES	71	7	8	5	2	1	3	97
SIERRA LEONE	224	2	5	2	6	6	13	258
SINGAPORE	183	5	2	3	4	5	6	208
SLOVAKIA	122	15	4	15	8	10	3	177
SLOVENIA	80	2	9	9	7	3	26	136
SOLOMON ISLANDS	24	4	2	7	2	17	2	58
SOMALIA	212	1	1	1	3	0	2	220
SOUTH AFRICA	469	90	154	105	31	59	69	977
SPAIN	565	97	98	51	42	57	157	1067
SRI LANKA	660	23	12	82	87	34	115	1013
SUDAN	831	24	25	66	95	49	28	1118
SURINAME	59	6	3	8	7	4	6	93
SWAZILAND	149	3	12	10	2	13	13	202
SWEDEN	117	8	8	15	8	11	11	178
SWITZERLAND	147	5	12	15	11	13	32	235
SYRIAN ARAB REPUBLIC	338	22	22	22	21	27	39	491
TAJKISTAN	6	11	3	6	21	16	34	97
TANZANIA, UNITED REPUBLIC OF	1308	36	59	136	137	84	123	1883
THAILAND	627	24	13	20	26	19	26	755
TIMOR-LESTE	0	13	7	6	7	11	10	54
TOGO	406	42	35	21	9	10	49	572
TONGA	9	0	0	0	1	2	3	15
TRINIDAD AND TOBAGO	114	9	52	13	15	155	9	367
TUNISIA	606	60	83	86	29	112	59	1035
TURKEY	936	9	12	13	8	48	676	1702
TURKMENISTAN	10	2	0	0	1	0	3	16
TURKS AND CAICOS ISLANDS	20	0	1	0	0	1	0	22
TUVALU	0	0	0	0	1	4	2	7
UGANDA	795	22	52	114	94	57	39	1173
UKRAINE	169	11	6	53	31	14	93	377
UNITED ARAB EMIRATES	87	5	7	5	5	3	9	121
UNITED KINGDOM	318	5	17	31	37	21	22	451
UNITED STATES	205	16	28	33	28	39	32	381
URUGUAY	558	60	44	53	67	158	61	1001
UZBEKISTAN	96	8	13	53	35	13	15	233
VANUATU	8	2		3	2	14	1	30
VENEZUELA	328	125	59	15	26	27	33	613
VIET NAM	1191	193	136	197	60	97	93	1967
WESTERN SAMOA	0	0	0	0	0	0	2	2
YEMEN	1491	363	69	365	41	13	24	2366
YUGOSLAVIA	54	9	66	0	0	0	0	129
ZAMBIA	611	27	45	49	49	103	61	945
ZIMBABWE	613	24	20	16	13	75	59	820
National participants in the "gender mainstreaming" project (EuropeAid)						232		232
<b>TOTAL</b>	<b>81213</b>	<b>7845</b>	<b>7539</b>	<b>9160</b>	<b>10393</b>	<b>10845</b>	<b>10731</b>	<b>137726</b>
INTERNATIONAL CIVIL SERVANTS	4437	1147	468	589	403	835	524	8403
<b>GRAND TOTAL</b>	<b>85650</b>	<b>8992</b>	<b>8007</b>	<b>9749</b>	<b>10796</b>	<b>11680</b>	<b>11255</b>	<b>146129</b>

\* In alphabetical order

**ANNEX II**  
**DISTRIBUTION OF PARTICIPANTS BY SECTOR, REGION AND GENDER (2006)**

	AFRICA						AMERICAS						ASIA and the PACIFIC						EUROPE						ARAB STATES						ICS			TOTAL by Unit				
	TOTAL		Workers		Empl		TOTAL		Workers		Empl		TOTAL		Workers		Empl		TOTAL		Workers		Empl		TOTAL		M		W		TOT	%W						
	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W								
ILS/FPF	262	133	8	16	14	6	676	464	499	240	8	4	99	27	4	3	0	0	155	65	0	1	1	0	40	42	11	7	6	5	35	29	2027	37%				
Employment and Skills Development	149	76	8	4	16	4	71	46	11	3	9	6	67	34	1	0	3	1	48	29	0	2	1	1	77	43	0	0	0	2	0	642	36%					
Delnet	35	16	0	0	0	0	233	241	0	0	0	1	5	5	0	0	0	79	60	0	0	0	0	3	1	0	0	0	0	0	0	678	48%					
Enterprise Development	223	128	1	0	3	3	129	97	4	0	17	18	183	96	0	4	3	83	79	0	0	2	1	91	107	0	0	4	1	8	15	1239	42%					
Social Protection	137	62	15	5	9	6	94	66	16	11	14	8	67	40	3	1	6	1	68	47	1	0	0	0	98	38	12	4	9	6	11	5	733	35%				
Social Dialogue	85	47	9	10	7	1	22	20	5	2	1	5	96	31	42	2	12	4	30	35	9	8	5	6	21	10	0	0	1	0	5	6	408	37%				
Workers' Activities	86	71	86	71	0	0	184	125	184	125	0	0	93	61	93	61	0	0	271	137	271	137	0	0	15	14	15	14	0	0	2	0	1059	39%				
Employers' Activities	94	24	14	2	80	22	25	6	0	0	25	6	52	33	0	0	52	33	110	73	4	0	106	73	3	0	0	0	3	0	0	0	420	32%				
Mgt. of Development	40	42	1	0	0	0	11	16	0	0	0	0	358	75	0	1	32	0	165	195	0	0	0	0	111	54	3	0	0	0	33	39	1139	37%				
ESF	0	0	0	0	0	0	5	1	0	0	0	0	3	2	0	0	0	1012	581	97	26	18	7	0	0	0	0	0	0	0	0	1604	36%					
DELTA	85	29	5	0	5	0	240	200	0	1	0	1	19	12	1	0	0	3	10	22	0	0	0	2	0	0	0	0	0	0	0	619	42%					
Gender	22	79	0	2	0	1	0	5	0	0	0	0	3	13	1	0	1	3	0	11	0	1	0	0	6	0	0	0	0	124	169	432	66%					
Other	2	0	0	0	2	0	86	64	0	1	2	0	0	0	1	0	0	30	31	1	1	0	1	0	0	0	0	0	0	25	16	255	44%					
<b>TOTAL</b>	<b>1220</b>	<b>707</b>	<b>147</b>	<b>110</b>	<b>136</b>	<b>43</b>	<b>1776</b>	<b>1351</b>	<b>719</b>	<b>383</b>	<b>76</b>	<b>49</b>	<b>1045</b>	<b>430</b>	<b>145</b>	<b>69</b>	<b>110</b>	<b>48</b>	<b>2061</b>	<b>1365</b>	<b>383</b>	<b>176</b>	<b>133</b>	<b>89</b>	<b>461</b>	<b>315</b>	<b>41</b>	<b>25</b>	<b>12</b>	<b>245</b>	<b>279</b>	<b>11255</b>	<b>40%</b>					
	<b>AFRICA</b>						<b>AMERICAS</b>						<b>ASIA and the PACIFIC</b>						<b>EUROPE</b>						<b>ARAB STATES</b>						<b>ICS</b>							
<b>TOTAL</b>	Tot		%W		Empl		TOTAL		Workers		Empl		TOTAL		Workers		Empl		TOTAL		Workers		Empl		TOTAL		Workers		Empl		TOTAL		M		W		Tot	%W
<b>Participants</b>	1927	37%	257	43%	179	24%	3127	43%	1102	35%	126	40%	1475	29%	214	32%	158	30%	3426	40%	559	31%	222	40%	776	41%	66	38%	35	34%	524	53%						



