Joint Staff
Development Programme
2019
TABLE OF CONTENTS

FOREWORD ......................................................... 1

STRENGTHENING LEADERSHIP AND MANAGEMENT SKILLS .......... 3
  Executive Leadership and Strategic Management Programme ........ 3

WELCOMING NEW OFFICIALS ................................... 5
  ILO e-induction course ........................................ 5
  Orientation workshop for new ILO officials ....................... 6

UPGRADING SKILLS AND TECHNICAL EXPERTISE ...................... 7
  Development Cooperation Learning Journeys ......................... 7
    Learning Journey 1: Shaping ILO Development Cooperation to Support the SDGs. 8
    Learning Journey 2: Creating Results-Based Theories of Change .......... 10
    Learning Journey 3: Integrating ILS in Development Cooperation through the Human-Right Based Approach ........ 11
    Learning Journey 4: Mainstreaming Environmental Sustainability in Development Cooperation .................. 12
    Learning Journey 5: Managing Risk in Development Cooperation Projects ........ 14
    Learning Journey 6: Mobilizing Resources and Partnerships in a Changing Development Landscape ...................... 15

  Internal Evaluation Certification Programme (IECP) .................. 17
  Green Jobs Certification Programme ................................ 18
  Mainstreaming environmental sustainability across the ILO’s work: Executive course .................. 20
  Promoting a just transition to environmental sustainability ........ 21
FOREWORD

Since 2011, the Human Resources Development Department (HRD) and the International Training Centre of the ILO (the Centre) have worked together to deliver a joint development and training programme for ILO staff. The objective of this learning partnership is to contribute to the overall capacity development services of the ILO and to create greater synergies and efficiencies in the provision of these services by the Centre and the ILO.

The flagship activity of the 2019 joint staff development and training programme is the sixth edition of the Executive Programme on Leadership and Strategic Management delivered in partnership with the United Nations System Staff College. The joint programme also offers tailored training courses for new ILO officials, blending the popular face-to-face orientation workshop with e-learning activities including the e-induction programme.

The Learning Journeys for ILO development cooperation practitioners is another example where technology is being harnessed to provide innovative multi-step learning experiences, bringing together colleagues from across the Office in events and activities focussed on thematic areas of key importance to the success of ILO’s work.

The offerings for 2019 show a stronger emphasis on mainstreaming environmental sustainability across the ILO’s work. In collaboration with the ILO Green Jobs Programme, the joint staff development and training programme includes an executive course on the subject for ILO directors, a Green Jobs Certification Programme for ILO technical experts and a self-guided distance learning course on ILO policy guidelines and tools to promote a just transition to environmental sustainability.

2019 also brings a further edition of the Internal Evaluation Certification Programme to strengthen the capacity of ILO staff to carry out internal project and programme evaluations, and to feed the findings into the Results-Based Management system of the organization.

Beyond the list of joint staff development activities centrally financed by HRD, you are also invited to consult the online catalogue of standard training courses offered by the Centre (accessible via www.itcilo.org). Some of these courses are related to themes of particular relevance to the 2019 ILO Centenary, such as the Future of Work and the link between the ILO Decent Work Agenda and the 2030 Sustainable Development framework. Financial support for these courses may be requested from decentralized staff development funds.

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STRENGTHENING LEADERSHIP AND MANAGEMENT SKILLS

Executive Leadership and Strategic Management Programme

*In collaboration with the Human Resources Development Department and the United Nations System Staff College*

Strong transformational leadership skills among current and future managers are key for positioning the ILO as the leading global organization in the world of work and its future. These skills are also crucial for achieving the ambitions targets set by the Sustainable Development Goals (SDGs) and for positively contributing to the UN Reform processes.

To support a strong and diverse future pipeline of leaders, the ILO has been delivering a flagship Executive Leadership and Strategic Management Programme (ELSM) on an annual basis since 2014. The ELSM was since revised to strengthen the skills needed for an impactful ILO today and in the future, and to provide an opportunity for ELSM alumni to further hone their skills. The 2019 edition of the course focuses primarily on transformational leadership, change management and innovation.

The interactive programme draws on a wealth of experience from outstanding international leaders and practitioners as well as renowned academics. It will expand and refine participants’ leadership potential and skills by exploring innovation through cutting-edge tools and approaches, effective strategies for driving systemic change and critical behaviours to enact transformational leadership.

**Target group**

The programme participants are a combination of ELSM alumni and ILO officials who have assumed management and leadership roles within the last three to four years, or who have the potential to assume such roles over the next three to five years (normally at the P5 or D1 level). Participants are nominated by the DDGs selected by the Senior Management Team, taking into consideration gender parity and geographical diversity.
Further information

**Cost:** The workshop fees, full board and lodging in Turin, and bus transport (Geneva-Turin-Geneva) of all participants are covered by HRD centrally managed staff development funds. For HQ-based staff, partial DSA for miscellaneous costs in Turin was funded from the department’s staff development funds. For field-based staff, travel related costs are covered by the staff development funds available at the organizational unit/project level. Depending on available funds, cost-sharing arrangements are applied.

**Dates:** 13 – 17 January 2019

**Venue:** Turin

**Contact:** leadership@ilo.org
WELCOMING NEW OFFICIALS

ILO e-induction course

What is at the heart of the ILO? What are the milestones that have shaped the way we work today? How are decisions taken in the ILO? What are the key areas in which the ILO adds value? Who are our partners and how do we organize ourselves to contribute to the global development agenda?

The ILO e-induction course provides answers to these and other questions. Through this course, new ILO staff will discover more about the ILO, hear a special message from the DG and feel a sense of pride in being part of the ILO family. The course has been developed in collaboration with subject matter experts from the three Portfolios, combining historical knowledge with some of the latest developments. Even staff who are not so new to the Office may learn things they did not know before.

This three-hour self-learning programme guides you through four interactive modules and is accessible worldwide in three languages (English, French and Spanish) via ILO People.

Target group

New ILO staff.

Further information

Access the course through ILO People
Orientation workshop for new ILO officials

In collaboration with the Human Resources Development Department

Each year, a number of new officials join the ILO. While they are recruited in relation to their relevant skills and competencies, their backgrounds are diverse and their experience with and understanding of the ILO differs. The orientation workshop aims to create a common understanding of the ILO's mandate, principles, and policies, foster a sense of belonging to the same working community and build the identity of ‘One ILO’. The workshop has been designed as an interactive event that takes place both at the Turin Centre and in Geneva. Participants will explore key areas in which the ILO works and essential mechanisms for achieving Decent Work as well as its history, vision and strategic direction.

Participants enhance their understanding of the ILO's culture and values as well as objectives, structure and working relationships. It is also an opportunity to build new networks and increase collaboration among new officials.

Target group

This workshop is targeted at new officials who have been recruited over the past 12 months on fixed-term (FT) contracts. Potential participants are nominated by individual work units and confirmed through HRD.

Further information

Cost: The workshop fees, full board and lodging in Turin, and bus transport (Geneva-Turin-Geneva) of all participants are covered by HRD centrally managed staff development funds. For HQ-based staff, partial DSA for miscellaneous costs in Turin is funded from the department’s staff development funds. For field-based staff, travel-related costs are covered by the staff development funds available at the organizational unit/project level. Depending on the funds available, cost-sharing arrangements may be considered.

Dates: 25 – 28 November 2019

Venue: Turin and Geneva

Contact: capability@ilo.org
UPGRADING SKILLS
AND TECHNICAL EXPERTISE

Development Cooperation Learning Journeys

In collaboration with the Department of Partnerships and Field Support (PARDEV)

Based on the successful experience in the previous biennium, the Turin Centre and PARDEV present a new series of learning journeys for ILO staff engaged in Development Cooperation (DC). The implementation of the 2030 Agenda, the Financing for Development paradigm as well as the UN reform, call for strategic, impactful ILO development cooperation and partnerships. Staff can select from six thematic learning journeys those, most relevant to their work.

• Learning Journey 1:
  Shaping ILO Development Cooperation to Support the SDGs

• Learning Journey 2:
  Creating Results-Based Theories of Change

• Learning Journey 3:
  Integrating ILS in Development Cooperation through the Human-Rights Based Approach

• Learning Journey 4:
  Mainstreaming Environmental Sustainability in Development Cooperation

• Learning Journey 5:
  Managing Risk in Development Cooperation Projects

• Learning Journey 6:
  Mobilizing Resources and Partnerships in a Changing Development Landscape

Learning journeys will comprise a series of online learning activities, such as self-guided modules and webinars, combined with individual feedback to assignments and face-to-face training workshops to enable participants to practically apply the knowledge gained. Learning journeys are carried out over an extended period and require participants to engage throughout to further application of knowledge and technical skills acquired for enhanced ILO effectiveness in DC. Participants in these learning activities must have completed the ILO Internal Governance e-learning Programme.

See the following pages for more information on each Learning Journey.
Learning Journey 1: Shaping ILO Development Cooperation to Support the SDGs

The world of work is experiencing rapid change through technological transformation, globalization, climate change and demographic trends, including labour migration. While there are new opportunities to accelerate economic growth, structural transformation and job creation, countries are also tackling a range of decent work deficits, including those faced by youth, women and persons with disabilities in the labour market. Crisis situations arising from conflicts and disasters have impacted many countries, leading to forced displacement and migration.

Building on the four strategic objectives of the ILO’s Decent Work Agenda, global challenges demand effective responses and innovative approaches, which are adapted to country-specific realities. The Resolution on Advancing Social Justice through Decent Work adopted by the Conference at its 105th Session, 2016, provides critical guidance in shaping ILO responses through its development cooperation and assisting Members to achieve the Sustainable Development Goals (SDGs).

Though official development assistance continues to be an important source of financing for development, there is an increased emphasis on domestic resource mobilization, multi-stakeholder partnerships, alignment of private financing and repositioning of international cooperation. To support the SDGs, there will be a further shift to innovative financing instruments, including pooled funds, requiring greater policy coherence at all levels. Furthermore the reformed UN development system are bringing about bold changes, which have profound implications for development cooperation. The ILO’s development cooperation needs to take into consideration these changing realities.

The International Labour Conference (ILC) discussed these matters in 2018. The discussion confirmed the importance of the ILO’s Development Cooperation as an integral means of ILO’s service delivery to constituents at the country level and of the need to remain relevant in a changing global development and world of work context. Some other highlights of the discussion included:

- Concerns related to decent work deficits in the informal and rural economies, especially for women, youth and people with disabilities, and burden-sharing in response to forced displacement;
- Financing for development: An increased emphasis on domestic resource mobilization, multi-stakeholder partnerships, private financing. ILO has also a role in creating awareness on trade and labour linkages. The ILO should pursue innovative partnerships and financing, while respecting the principles of accountability and transparency.
• ILO in the reformed UN Development System (UNDS): seize new opportunities to promote ILO’s added value and empower constituents to participate in national implementation processes in order to give them a genuine role in the reformed UNDS and also build capacity of UNDS (including RC system) on ILO’s mandate and agenda. Integrate DWCP priorities into UNDAFs. Review the configuration of the ILO field structure;

• Programmatic approach for results and impact: respecting national ownership development cooperation needs to take a longer-term, programmatic and focused approach, including through the ILO flagship programmes and other initiatives, bearing in mind long-term national development plans. The ILO needs to make better use of data, RBM tools and evaluation to demonstrate results and impact.

• The need for flexible, agile and innovative modalities for in-country delivery of services (e.g. ILO presence in non-resident countries, within UN teams).

These and other topics will be explored in more depth in this learning journey.

Learner profile: Field Office Directors; Department Directors; CTAs and project managers; Other staff involved in resource mobilization, partnerships, UN reform and ILO DC policies and strategies.

Learning objective: At the end of this learning journey, participants will be well-informed about the changing global Development Cooperation context and its implications for the ILO.

Further information: To know more about the learning path and the modality to participate in this online learning journey, please visit the following pages on the ecampus: https://ecampus.itcilo.org/mod/page/view.php?id=32447

Click this link to join the learning journey: https://ecampus.itcilo.org/mod/groupselect/view.php?id=33305
Learning Journey 2: Creating Results-Based Theories of Change

In the last five years, ILO programmes and projects have been subject to various internal and external evaluations and assessments. These evaluations take note of ILO’s strong commitment to RBM but have also identified recurring challenges with regard to the intervention models that the Office proposes and implement through Development Cooperation projects, in areas important for our ability to monitor, actively manage for and report on results. In particular, it has been pointed out that ILO operations as a whole would benefit from systematic use of theories of change, to clarify how we expect results to be achieved, key points of progress that need to be monitored and how stakeholders are expected to contribute to sustainable results, among other things.

These recommendations can be summarised as an invitation to programming staff, monitoring and evaluation officers and technical specialists to work together in order to rethink and improve our results-based intervention models by making them more holistic, evidenced-based and evaluable. Addressing these recommendations will ultimately facilitate reporting on country-level and global results to which project activities and outputs are contributing.

This learning journey which falls under the umbrella of the Results-based management task force established in January 2018 by the Director General, aims to strengthen ILO intervention models through the development of holistic, evidence-based and evaluable theories of change.

This practical learning journey will gather a group of ILO technical and programming specialists to develop intervention models articulated around advanced theories of change.

**Learner profile:**
- Project designers from the Headquarter departments and fields offices;
- Programming staff;
- Monitoring and evaluation staff;
- Development cooperation managers;
- Development cooperation practitioners such as Chief Technical Advisers (CTAs).

**Learning objective:**
At the end of this learning journey participants will be able to design comprehensive and evidence-based theories of change for their project.

**Further information:**
To know more about the learning path and the modality to participate in this learning journey which combines online learning activities and a 3-day workshop at the ITCILO on the 20, 21 and May 2019, please visit the following pages on the ecampus:


Click this link to join the learning journey:

https://ecampus.itcilo.org/mod/groupselect/view.php?id=33309
Learning Journey 3: Integrating ILS in Development Cooperation through the Human-Right Based Approach

With the adoption of the Sustainable Development Goals (SDGs) and the ambitious and transformative 2030 Agenda, the entire United Nations (UN) system has been called to refocus and to anchor its work in the principles of universality and human rights. The responsibility of the UN system with respect to human rights, and particularly that of the ILO which regard to the International Labour Standards, appears as one of the most important comparative advantages of the UN in the new development cooperation landscape.

The ILO’s normative role - which can be resumed as the adoption and review of international labour standards and the supervision of their application through an elaborate supervisory mechanism - is already well recognized within the UN system and this offers the Organisation a major opportunity to support efforts towards the implementation of the 2030 Agenda.

In so doing, the ILO will need to engage in inclusive collaboration and partnerships in the spirit of the UN reform and to innovate in its operations by strengthening the links between its global normative work and development cooperation operations at the country level. Following its recent general discussion on strengthening the ILO’s Development Cooperation, the ILC called upon the ILO “to assist countries in addressing recommendations from the ILO supervisory bodies regarding the implementation of international labour standards, upon request”.

This may result in more emphasis being placed on regional and sub-regional entities and in directing more ILO’s capacity-building efforts to support constituents to ratify conventions and to implement them in line with the guidance provided by the ILO supervisory bodies.

Broadly speaking, there are two ways in which the ILO can pursue this objective. Over the years, the ILO has had an increasing number of experiences of DC projects specifically aimed at facilitating implementation of the ILO supervisory bodies’ comments on ratified conventions, at the request of the member States concerned. The ILO’s normative role can also be further strengthened in ILO’s DC projects beyond those focused on ILS ratification and application per se, by integrating among the planned ILO interventions the building of capacities needed by rights-holders and duty-bearers to fulfil their respective roles as identified in the relevant standards and supervisory body comments.

The human-right based approach (HRBA) to Development Cooperation helps to embed human rights principles in all phases of the project cycle, including assessment and analysis, planning and design, implementation, monitoring and evaluation.
This learning journey aims at increasing ILO staff awareness of ILO standards and seek ways to improve their integration in project cycle management through the HRBA.

Learner profile: DC practitioners/designers at HQ and field levels; Programming staff; DC managers.

Learning objective: At the end of this learning journey, participants will know entry points to integrate ILS in Development Cooperation Projects.

Further information: To know more about the learning path and the modality to participate in this online learning journey, please visit the following pages on the ecampus: https://ecampus.itcilo.org/mod/page/view.php?id=33271

Click this link to join the learning journey: https://ecampus.itcilo.org/mod/groupselect/view.php?id=33310

Learning Journey 4: Mainstreaming Environmental Sustainability in Development Cooperation

Climate change is one of the greatest challenges of our time and its adverse impacts undermine the ability of all countries to achieve sustainable development. The world of work and the natural environment are interdependent in various ways and means. This dependency can be a very fragile one, leading to job losses as carbon and resource-intensive industries are transformed and scaled down, but, at the same time, if managed well harbours a huge opportunity for the creation of new job opportunities.

“Just transition to environmental sustainability” is one of the four cross-cutting policy drivers in ILO’s Programme and Budget 2018-2019. The addition of environmental sustainability as a fourth cross-cutting policy driver (CCPD) in the programme and budget is a major innovation to position the ILO to play its role in ensuring that the world of work takes up its responsibilities in combating climate change. Greening the economy, through just transition, and achieving the SDGs, including SDG 8 on Decent Work for all and sustainable, sustained and inclusive growth, requires integrated thinking, balancing environmental, economic and social considerations in ILO development cooperation.

In line with recent development partners’ requirements (France, IFIs, etc.) to assess the Office’s environmental and social standards as part of funding negotiations, and the MOPAN review—which despite positive overall results, evaluated some aspects of environmental sustainability at the ILO as unsatisfactory—the Office has taken steps to minimize the ecological footprint of development cooperation activities.
In effect, the Office, recognizing its responsibility to protect the environment, has proceeded to mainstream environmental sustainability in its results-based management frameworks, policies and programmes, Decent Work Country Programmes and projects –namely by establishing an environmental sustainability policy, an environmental management system, action plan, and corresponding directive and procedures to apply environmental and social safeguards (ESS) for the Office. These procedures will be guided by the forthcoming UN ESS common approach, which at its core, outlines minimum requirements to ensure social and environmental screening, assessment and management measures for programming. These internal guidance, rules and procedures should be applied in each phase of the project cycle –design, appraisal, approval, implementation and monitoring, and evaluation.

This staff development activity forms part of, and complements, other Office-wide efforts, currently underway, to develop environmental and social safeguards for the ILO. Against this backdrop, this learning journey aims to strengthen the capacities of ILO staff to:

- Understand the nexus between decent work and environmental sustainability and the linkages between green jobs, sustainable development, environmental protection and ILO partnerships;
- Be knowledgeable about the United Nations common approach to Environmental and Social Safeguards (to be finalized on September 2018) and understand how this approach will/has guided the ILO’s Environmental and Social Framework and Safeguards;
- Define, assess and mainstream a just transition to environmental sustainability in Development Cooperation programmes and projects –with reference to, and guided by, risk assessment in the project cycle.

**Learner profile:** ILO staff in HQ and field offices, involved in Development Cooperation, for example: Technical officers and specialists; CTAs; Project coordinators; National officers; Programming staff.

**Learning objective:** At the end of this learning journey, participants will be able to mainstream environment sustainability in their Development Cooperation Projects.

**Further information:** To know more about the learning path and the modality to participate in this [online learning journey](https://ecampus.itcilo.org/mod/page/view.php?id=33272), please visit the following pages on the ecampus: [https://ecampus.itcilo.org/mod/page/view.php?id=33272](https://ecampus.itcilo.org/mod/page/view.php?id=33272). Click this link to join the learning journey: [https://ecampus.itcilo.org/mod/groupselect/view.php?id=33313](https://ecampus.itcilo.org/mod/groupselect/view.php?id=33313)
Learning Journey 5: Managing Risk in Development Cooperation Projects

Risk management involves identifying, evaluating, treating and reporting on threats and opportunities to the achievement of objectives. It is a standard tool of project management and applied throughout the project cycle in any kind of projects. ILO Development Cooperation (DC) projects are by their complex nature risky enterprises. In such context, risk management is essential for robust outcomes and for building credibility.

Through this Learning Journey, participants explore risks relevant to ILO development cooperation, i.e. programme/strategy, reputation, financial and operational; and provides participants with emerging practices, tools and techniques for risk management in the context of ILO development cooperation.

This Learning Journey will also provide the Office an opportunity to rethink its risk management strategy and to help inform next steps in the development of the ILO’s risk management strategy. Participants are given the opportunity to contribute to this ongoing work by sharing the experiences, ideas and good practices.

Learner profile: Development cooperation practitioners such as Chief Technical Advisers (CTAs); Projects designers from the Headquarter departments and fields offices; Field office directors; Development cooperation managers and programmers.

Learning objective: At the end of this learning journey, participants will have applied risk management techniques to their projects.

Further information: To know more about the learning path and the modality to participate in this online learning journey, please visit the following pages on the ecampus: https://ecampus.itcilo.org/mod/page/view.php?id=33269

Click this link to join the learning journey: https://ecampus.itcilo.org/mod/groupselect/view.php?id=33314
Learning Journey 6: Mobilizing Resources and Partnerships in a Changing Development Landscape

Finance for development has changed significantly since the 2008 economic crisis. Boosted by the market globalization, by investors’ confidence in developing countries’ economies and by their insatiable quest for new opportunities, private sector inflows result in representing today more than half of the financial influxes into the developing world. Remittances and Foreign Direct Investment (FDI) turn to be the primary channels that mark this recent evolution letting Official Development Assistance (ODA) way behind.

Although regular member states contributions and OECD donor countries’ extrabudgetary voluntary contributions will probably remain the core of ILO funding, the ILO needs to expand resource mobilisation by engaging more with private sector actors, emerging countries and international financial institutions. Moreover the Implementation of the SDGs plans by countries assisted by UN and the UN Reform will profoundly change the ILO will go about its resource mobilisation, working increasingly in a joint-up context with other UN agencies. The ILO needs to pursue this course in a vigilant, informed and strategic manner.

While seeking to diversify and to expand its portfolio, the ILO will need at the same to develop new funding mechanisms, such as pooling of funds at country or thematic level, budget support and domestic funding at the country level to fund a Decent Work Country Programme. At the same time the ILO needs to demonstrate it offers value for money and has the agility it takes to adjust to rapidly changing situations.

Furthermore, mobilizing resources and partnerships in the current context, requires empowering ILO social partners who, together with governments, can then actively participate in the achievement of the Sustainable Development Goals, can contribute to the UN country programming mechanisms and can ensure that FDI actually fuels productive employment creation and inclusive and sustainable economic growth within the principles and conditions set out in the Decent Work agenda.

It is in this context that this practical learning journey will gather a group of ILO development cooperation practitioners to understand the complexity of the resource mobilization landscape and opportunities in order to leverage new partnerships in order to reach for new resources.
Learner Profile: DC practitioners/designers at HQ and field levels; Field office Directors; DC managers.

Learning objective: At the end of this module, participants will have reshaped and updated their resource mobilization strategy.

Further information: To know more about the learning path and the modality to participate in this learning journey which combines online learning activities and a 3-day workshop at the ITCILO from 25 to 27 November 2019, please visit the following pages on the ecampus:

Click this link to join the learning journey:
https://ecampus.itcilo.org/mod/groupselect/view.php?id=33309
Internal Evaluation Certification Programme (IECP)

*In collaboration with the Evaluation Office*

Beyond frameworks and theories, the operationalization and integration of Results-Based Management into the daily work of the organization demand the establishment of feedback loops that aim at continuous improvement and organizational learning. To harmonize evaluation practices and enhance quality, the ILO Evaluation Office (EVAL) has published evaluation policies, guidance, tools and instruments, and introduced capacity-building initiatives targeting ILO staff.

The third edition of the IECP builds on the eight successful iterations of the ILO Evaluation Manager Certification Programme (EMCP)\(^1\). It seeks to increase the frequency and to enhance the quality of the internal evaluations of ILO projects. The goal is to make internal evaluation reports more useful by improving their contribution to organizational learning. This goal is in line with the institutional goal of achieving the effective application of a results-based management principles.

The training programme combines distance learning, a face-to-face workshop and a practicum:

- **Phase 1**, the distance learning, comprises three webinars and individual assignments. This three-week phase introduces basic evaluation concepts and requires 15 hours of work from participants. Completing all assignments and tests under phase 1 is a prerequisite for participating in phase 2; the workshop.
- **Phase 2** involves a five-day face-to-face workshop. The training methods, developed by EVAL and the ITCILO, are based on a combination of theoretical presentations, group work and individual assignments. During the workshop, participants simulate an evaluation in order to practice before engaging in the third phase.
- **Phase 3** requires each participant to design and conduct an internal evaluation with guidance and coaching provided by EVAL experts. Participants who complete all of the requirements will be certified as ILO Internal Evaluators and receive a certificate signed by the ILO Director-General.

**Target group**

This training is intended for professional (national or international) ILO staff who have interest and aptitude for conducting internal evaluations of ILO projects and programmes. **Participants who have already completed the Evaluation Manager Certification Programme are given priority.** In order to be considered, participants must also have completed the ILO Internal Governance e-learning Programme.

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\(^1\) The EMCP has so far trained 136 ILO Officials out of which 99 obtained certification. Demand for the EMCP certification remains high and the programme continues to be conducted in the Regions by EVAL and ITC using regional resources.
Further information

**Cost:** The cost of participation in this certification programme is covered by HRD centrally managed staff development funds. For the workshop, HRD covers full board and lodging in Turin, and bus transport (Geneva-Turin-Geneva) of all participants. For HQ-based staff, partial DSA for miscellaneous costs in Turin is funded from the department’s staff development funds. For field-based staff, travel-related costs are covered by the staff development funds available at the organizational unit/project level. Depending on the funds available, cost-sharing arrangements may be considered.

**Dates:** to be determined.

**Venue:** 1) Distance learning; 2) Face-to-face workshop in Turin (Italy); 3) Practicum.

**Contact:** eval@ilo.org and sdp@itcilo.org

Green Jobs Certification Programme

*In collaboration with the Green Jobs Programme*

Concern for sustainable development reverberates in the conclusions adopted by the 102nd International Labour Conference in June 2013 on sustainable development, decent work and green jobs, which indicated a wide range of policy areas in which constituents could take action. The Strategic Action Plan, endorsed by the Governing Body in October 2013, emphasizes the need to gain further knowledge to inform evidence-based policy guidance and country implementation strategies. The *Guidelines for a just transition to environmentally sustainable economies and societies for all*, endorsed by the ILO in November 2015, provide a practical tool to inform evidence-based policy guidance and country implementation strategies to protect jobs and promote decent work creation in low-carbon and climate-resilient sectors. Furthermore, with the adoption of the Environmental Sustainability Policy in January 2016, the ILO has further reinforced its responsibility to protect the environment through a dual approach, which involves reducing the impact of ILO operations while progressively mainstreaming environmental sustainability in the Office’s result-based management frameworks, policies and programmes, Decent Work Country Programmes and projects.

This renewed programme builds on the achievements of the implementation of the Green Jobs Certification Programme in 2016-2017. This training is framed in the context of the Programme & Budget cross-cutting policy driver on “Just transition to environmental sustainability” and its implications in terms of ILO’s work. This
programme furthermore takes into consideration the overarching objectives of the ILO’s Environmental Action Plan, which foresees the greening of ILO’s programmes, projects, operations and offices. A Community of Practice will be added to enable sharing of knowledge and materials across offices and staff that has taken part in previous editions of the Certification Programme.

Target group

The programme is aimed at national and international ILO staff in the field and at headquarters currently or potentially involved in the promotion of green jobs through their respective areas of work. Participants will be technical specialists or project staff responsible for designing, delivering and evaluating capacity development activities with constituents and other stakeholders.

Further information

The certification scheme foresees the participation in one distance learning course and one face-to-face workshop, to be selected by the participant among a list of eligible courses available at www.itcilo.org/greenjobs for a minimum of 60 hours training. An additional estimated 30 hours should be allocated throughout the certification period to complete the mandatory assignments.

Cost: Support for the development and delivery of the programme is provided from HRD centrally managed staff development funds. Subsistence costs for face-to-face workshops in Turin will also be covered, depending on the availability of funds. Travel-related costs are covered by the staff development funds available at the organizational unit/project level. Staff who are not eligible to access staff development funds will need to cover all costs from project or operational budgets.

Application: Candidates will have to submit their application (registration form and motivation letter) and will be jointly selected by the ILO’s Green Jobs Programme and the International Training Centre of the ILO to ensure a balance between headquarters and regions, gender and technical areas.

Dates: See list of eligible courses available at www.itcilo.org/greenjobs

Venue: Online and Turin, Italy

Contact: greenjobs@itcilo.org
Mainstreaming environmental sustainability across the ILO’s work: Executive course

*In collaboration with the Green Jobs Programme*

In alignment to the ILO Centenary Green Initiative, the adoption of an Office-wide Environmental Action Plan and the foreseen implementation of the ILO *Policy Guidelines for a just transition towards environmentally sustainable economies and societies for all*, this executive course will enhance the understanding of the strategic role of the ILO in the promotion of sustainable development and environmental sustainability.

Through an intensive one-day programme, ILO directors, including heads of Global Technical Teams and Outcome Coordination Teams, will review and discuss the mainstreaming of environmental sustainability across the ILO’s work, through the greening of programmes, projects and operations and the promotion of strategic partnerships to support the delivery of the ILO just transition agenda.

**Target group**

The activity is targeted at ILO officials who serve in management and leadership roles at the D1, D2 and DDG level.

**Further information**

**Cost:** The cost of participation in this executive course is covered by HRD centrally managed staff development funds.

**Date:** 6 February 2019

**Venue:** Geneva, Switzerland

**Contact:** greenjobs@itcilo.org
Promoting a just transition to environmental sustainability

Overview of the ILO policy guidelines and programming tools

*In collaboration with the Green Jobs Programme*

This online self-guided learning course introduces new officials to the ILO *Guidelines for a just transition towards environmentally sustainable economies and societies for all* and examples of how to make them actionable through the ILO’s work. The Guidelines are both a policy framework and a practical tool to help countries at all levels of development manage the transition to low-carbon economies and can also help them achieve their Nationally Determined Contributions and the Sustainable Development Goals. Through a series of readings, quizzes, case studies and examples ILO officials will become familiar with the vision, guiding principles, policy areas and institutional arrangements included in the Just Transition Guidelines. Furthermore, they will get an understanding of just transitions which will assist in the application of the Cross-Cutting Policy Driver (CCPD) and related markers on “just transition to environmental sustainability” in the 2018-19 ILO Programme & Budget.

The course consists of a four-hour self-learning journey combining theory and practice, accessible through the ITCILO e-Campus in English and French as of May 2019. The Spanish version is planned for early 2020.

**Target group**

This self-guided distance learning course is aimed at national and international ILO staff in the field and at headquarters currently or potentially involved in the promotion and application of the Just Transition Guidelines in their respective areas of work.

**Further information**

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