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ELEVENTH ITEM ON THE AGENDA

Report of the 82nd Session of the Board of the International Training Centre of the ILO, Turin (Geneva, 25 October 2019)

1. The 82nd Session of the Board of the International Training Centre of the ILO (ITC–ILO) was held in Geneva on 25 October 2019.
2. The report of the Board’s meeting is submitted to the Institutional Section of the Governing Body in accordance with the Governing Body’s decisions at its 310th (March 2011) and 311th (June 2011) Sessions.

Opening of the session

A. Introductory statements

3. *The Chairperson, Mr Ryder*, Director-General of the ILO, opened the meeting and welcomed the Board members as well as the representatives of the Government of Wallonia, the Government of Panama and the Former Officials Association of the Turin Centre.
4. *The representative of the Government of Italy, H.E. Ambassador Mr Cornado*, reaffirmed the continued support of Italy and the Ministry of Foreign Affairs for the Centre and its training activities. The financial support of Italy for the Centre amounted to an *ex lege* contribution of €7.85 million and a voluntary contribution of €1.6 million, as well as an ad hoc contribution of €3 million to the renovation of two pavilions with a view to creating a new Innovation Learning Lab.
5. The Government looked forward to seeing greater synergies between the ILO and the Turin Centre and congratulated its management on the very positive financial and performance outcomes achieved to date in the current biennium. In the context of the UN reform,

Italy looked forward to seeing the Centre become a key asset in the development and delivery of training for United Nations (UN) resident coordinators and UN country team (UNCT) members.

6. The Government strongly supported the approach adopted in the Programme and Budget proposals for 2020–21, which were fully in line with the Board’s previous discussions, and continued to support the Strategic Plan for 2018–21. It welcomed the outcomes related to both technical and financial performance.
7. The Government agreed with any capacity development at the Centre to support future work transitions as expressed in the ILO Centenary Declaration for the Future of Work and fully supported the drive towards high-quality training, including knowledge acquisition and knowledge application after training, as well as the renewed focus placed on larger-scale funding agreements, including with non-traditional partners. The Italian Government considers it essential that the Centre’s aspiration to keep the global standard of good governance continues in the next biennium, as it has for the current one.
8. The Government stressed the importance of higher education provided through the Turin Centre. The increasing importance of the Turin School of Development is a solid example of the university offer to students coming to Turin from all over the world. The Turin School of Development testifies the close link that the Centre has with national and international universities.
9. The Government was determined to maintain a safe and modern campus as an essential asset for the ILO and the City of Turin, through its continuing support for the renovation of its facilities. The fact that the Centre was committed to reducing its environmental footprint was fully in line with the Government’s environmental policies.
10. *The Chairperson, speaking as the Director-General*, acknowledged the commitment and support to the Centre – both political and financial – of the Government of Italy, which was essential to the Centre’s success and sustainability. He thanked the authorities of the City of Turin and the Piedmont Region for their continued commitment, and the Unione Industriale of Turin for its active engagement and support to the Centre. He emphasized that by hosting, as an exception, the current session of the Board in Geneva in its Centenary year, the ILO was expressing the importance it attached to the interrelationship between the ILO and the Centre.
11. With the forthcoming session of the ILO’s Governing Body due to focus particularly on follow-up to the Centenary Declaration for the Future of Work adopted by the International Labour Conference, the current session of the Board had the added dimension of ensuring coherence and complementarity between the work of the ILO and the Centre.
12. The value of the UN and multilateralism was being questioned in many quarters, and receptivity to the values, principles and approaches that they stood for was not always high. It was thus all the more critical for the ILO, and the UN, to show their worth by the results they achieved – the Centre had an important role to play in that regard by becoming a centre of excellence, and a resource for ILO tripartite constituents and for the UN system as a whole.
13. With the Centenary Declaration in hand, the ILO was now once again demonstrating its ability to adapt to changing conditions and find new ways to engage in an interconnected global economy where work itself was undergoing transformative changes.
14. Certain provisions in the Centenary Declaration were particularly relevant to the work of the Turin Centre and its relationship with the ILO as a whole, as the Declaration placed particular emphasis on the acquisition of skills, on lifelong learning and on facilitating the

transition from education and training to work. The Declaration provided a solid platform for developing the necessary synergy between the ILO programme of work for the next biennium, due to be approved in the Governing Body sessions, and the Centre's Programme and Budget for 2020–21.

15. In 2018, the first year of the current biennium, the Centre's intensified efforts to strengthen and diversify its resource base and partnership portfolio, including through a proactive approach to potential new partners, had resulted in the signing of more than 150 agreements ranging from single assignments to multi-year projects and training programmes. The earned income from training accounts, to the value of three quarters of the approved budget of the Centre, and its net contribution to fixed costs, was vitally important to the Centre's financial sustainability. Those resources covered the general costs of the Centre, to the overall benefit of constituents in terms of capacity development activities. The Centre's ambitious Gender and Diversity Action Plan for the period 2018–21 also aimed to strengthen its capacity in those areas.
16. The Programme and Budget proposals of the ITC–ILO for 2020–21 were ambitious but realistic. The close alignment with the technical programmes of the ILO, as reflected in the Organization's Programme and Budget proposals for 2020–21 now before the ILO Governing Body, reflected a common commitment to ensuring synergy between the Centre and the ILO, anchored by the important capacity-development work of the ILO in furtherance of the aims of the Centenary Declaration.
17. The Centre was an invaluable resource for ILO development cooperation activities, and there was further scope to promote its closer involvement in development cooperation projects, to the benefit of the ILO's constituents. That trend was reflected both in the Interim Implementation Report for 2018 and by the indicators of achievement in the programme and budget proposals before the Board, especially with regard to the number of workers, employers and labour ministry and related agency representatives participating in training activities.
18. For the next biennium, the Centre was positioning itself strategically to support the institutional capacity of the tripartite constituents in conformity with the proposed ILO policy outcomes. The delivery of capacity development programmes for tripartite constituents on social dialogue, tripartism, labour relations and international labour standards was fundamental to the success of the programme and budget now before the Board.
19. In the broader context of UN reform, the Centre, thanks to its agility, size and mandate, could play an even more important role in the promotion and implementation of the Centenary Declaration.
20. At its last session in September 2019, the UN General Assembly had adopted an important resolution on the Centenary Declaration, stating that:

[The Assembly] “Recognizes the particular relevance of the International Labour Organization Centenary Declaration for the Future of Work in informing the work of the United Nations system” and “Requests the United Nations funds, programmes, specialized agencies and financial institutions [...] to consider the integration of the policy contents of the International Labour Organization Centenary Declaration for the Future of Work, as part of the United Nations Sustainable Development Cooperation Framework, in order to inform the work of the United Nations country teams, as appropriate, and in line with national priorities”.
21. The Centre had recently showcased its services in hosting the UN High-level Committee on Programmes as well as the corresponding High-level Committee on Management. It played a strategic role in taking forward the objectives of the Centenary Declaration and, in so doing, advancing the implementation of the 2030 Agenda for Sustainable Development.

22. The Director-General welcomed the positive and encouraging independent external evaluation of training and learning activities in the area of labour migration, matched by the management's positive response and commitment to implementing the main recommendations arising from the evaluation, and looked forward to further development of that innovative work in such a crucial area.
23. Concerning the financial stability of the Centre, he encouraged its management to maintain its commitment to reform, which was consistent with his own commitment reflected in the proposed ILO Programme and Budget for the next biennium.
24. The Government of Italy had shown its strong commitment to the continuous improvement of the Centre's facilities by signing a financial agreement to provide funding of €3 million for the refurbishment of pavilions on the campus and the creation of a new Innovation Learning Lab Those developments were welcome.

B. Adoption of the agenda

25. *The Board adopted the agenda.*¹

C. Election of Government Vice-Chairperson of the Board for the period 2019–20

26. *The Chairperson* invited the Government group to nominate a new Vice-Chairperson following the resignation of the Government of Argentina from membership of the ILO Governing Body. The group nominated Mr Brizuela (Government of Paraguay).
27. As there were no other nominations, the nominee was elected by the Board.

1. Interim Implementation Report for 2018 (First item on the agenda)

28. *The Director of the Centre, Mr Liu*, presented the documents.² He reminded the Board that the Interim Implementation Report for 2018 covered the first year in the implementation cycle of the Centre. The figures for 2018 and the training statistics for the first nine months of 2019 showed that the Centre had further improved its competitiveness and that its operations were sustainable.
29. All the indicators including the disaggregated ones relating to Outcome 1, "Increased service outreach", were on track, and the targets would be met or exceeded by the end of the current year. The indicators for Outcome 2, "Better service impact" were almost at the level of Outcome 1. During 2018, the Centre had piloted the use of participant tests six months after training in order to verify knowledge acquisition, and the results are very positive ones. The indicators under Outcome 3, "Strengthened resource base", tracked the overall revenue linked to larger-scale training contracts and the Centre's success rate in bidding for such contracts. The net contribution to fixed costs from such earned income was crucial to the Centre's financial sustainability.

¹ Document [CC 82](#).

² Documents [CC 82/1](#) and [CC 82/1 Add.](#)

30. As to Outcome 4, “Leaner cost structures”, total fixed expenditure for the biennium, the first indicator, had reached 83 per cent of the budgeted figure by the end of September 2019, and the targets for the other two would be met by the end of 2019. Concerning Outcome 5, “Skilled and motivated staff”, a leadership development programme had been launched in 2018 with the aim of reinforcing leadership and managerial capacities. More than half of managers had already completed that programme. Three out of the eight enrolled Professional training staff had been accredited with the International Facilitator Association; that ongoing process would be reviewed before the end of 2019. Concerning the third indicator on the Recognition Awards Programme, the successful pilot project would be reviewed in the near future. Outcome 6, “Effective oversight”, sought to assess the progress made by the Centre in complying with the highest standards of good governance for international organizations. Outcome 7, “Reduced environmental footprint”, addressed an important component of the Centre’s facilities and internal services strategy. Great efforts had been made, and all the indicators were on track to meet, and even exceed, the targets.
31. Turning to the cross-cutting policy drivers, he noted that all the indicators relating to policy driver A, “Innovation and learning”, were showing positive results. Likewise, the indicator relating to the three action areas under policy driver B, “Gender equality and diversity”, was on track. As to policy driver C, “Tripartism, social dialogue and international labour standards”, the Action Plan, built on the lessons learned since 2012 in mainstreaming international labour standards, social dialogue and tripartism under the 2012–15 Strategic Plan of the Centre and the recommendations drawn from external evaluations carried out in 2017 and 2018, was still an ongoing process.
32. Finally he noted that the Centre had recently overhauled its website to improve communications with constituents and facilitate their and participants’ access to training material.
33. *The Worker Vice-Chairperson, Ms Cappuccio*, welcomed the significant growth in participant numbers achieved by the Centre in 2018 as well as the improved collaboration with ILO departments and field offices, which had ensured that 90 per cent of all group training activities were linked to the higher-level ILO strategy framework described in the ILO Programme and Budget for 2018–19.
34. The group welcomed the indicators, based on participant evaluations, which showed that the Centre had improved its service quality and its effectiveness in delivering its mandate, and noted the achievements of all the staff who had contributed to the accomplishments listed in the summary. It welcomed the conclusion that recent cross-cutting policy drivers had given the work of the Centre a new impetus.
35. The group noted the balance achieved between high numbers of face-to-face participants and those trained by distance-learning modalities, and welcomed the disaggregated information showing participation by region, by ILO outcome and by constituents. To improve common understanding, the group would appreciate clearer definitions of all the terms used in the report in relation to training technologies.
36. While it was important to maintain a balance between distance learning and face-to-face learning activities, it was also vital to ensure the long-term sustainability of the residential campus in Turin, particularly to promote social dialogue skills and training.
37. Given the significant growth in the Centre’s participant base, particularly through distance-learning activities, the group requested further information regarding how the revenue stream from distance activities compared with campus-based training activities.

38. The figures on training activities designed and or delivered in partnership with other training institutions showed room for improvement. The group would like to hear how the Centre intended to make improvements in that area. Working with union training centres around the globe was a priority which would help the Centre to achieve that target.
39. The group valued the efforts to include participants in the evaluation of service delivery, particularly through the panels, which the Workers' Activities Programme had recently facilitated. It requested information about the Centre's capacity to capture examples of the application of knowledge post-training and to assess the long-term impact of training activities through enhanced use of the e-Campus platform. It welcomed the recently introduced range of quality management instruments, including the use of markers to track the integration of international labour standards and social dialogue and tripartism in the training activities of the Centre.
40. Turning to financial performance, she noted that the Centre had met 44 per cent of its revenue target for the biennium and welcomed the work done in attracting and securing a complex array of funding allowing the Centre to reduce financial risk and balance diverse funds in order to reduce earmarking risks. The group noted that part of the net surplus of €950,000 will be reinvested in future training activities.
41. Using a surplus to finance scheduled training was becoming an established structural feature of the Centre. A surplus should be seen as additional financial support and not be used to pay for core activities. The sound funding of ILO constituents' programmes should be at the core of the Centre's financial planning. Regardless of the financial results of the Centre, workers' and employers' participation in the Centre's activities must be assured. The group looked forward to receiving proposals that ensured the financial sustainability of the two constituent programmes.
42. The Workers' group welcomed the recent activities to enhance leadership and management capacities and to enhance facilitation skills, as well as efforts made to address gender parity and diversity across the campus. The Centre's staff should participate as observers in the training related to social dialogue and tripartism, so that, by sharing the same experience as constituents, they could better incorporate the core ILO mandate into their work.
43. The group noted the outcomes in relation to Innovation and Learning, and would like to have further information on the status of the Innovation Learning Lab planned in the Africa 11 pavilion. It welcomed the action plan devoted to enhancing efforts to promote tripartism, social dialogue and international labour standards as fundamental values underpinning the work of the Centre, and was encouraged by the promising results shown in the table related to policy driver C. The programmes to provide training for resident coordinators, in line with the guidance provided by the Governing Body on UN reform, were crucial to the promotion of the ILO normative mandate, the fundamental role of tripartism, and the contribution that the social justice agenda brought to the UN system.
44. The group paid tribute to the volume and quality of work done by all the technical training programmes including the Turin School of Development. Their high level of achievement made a significant contribution to the work of the Centre and the ILO. Finally, it noted the information provided in the Preliminary Results of the Programme and Budget for the Financial Period 2018–19, and commended the level of descriptive and numerical detail provided throughout the whole report.
45. *The Employer Vice-Chairperson, Mr Kyriazis*, placed special emphasis on the close relationship that ought to exist between the Centre and the ILO, which served to achieve two of his group's objectives in cooperation with the Centre's management: to provide

services to employers' associations and enterprises for the practical implementation of ILO decisions and to encourage tripartite ways of working at the Centre.

46. The speaker took note of the Interim Implementation Report for 2018, which represented a move in the right direction. The impact of the courses was clear from the encouraging figures, which revealed high levels of knowledge acquisition and application and consequent behavioural changes among participants. The Centre's sustainability was contingent on its competitiveness in providing its services to constituents; strategic decisions should therefore take into account that 40 per cent of participants were ILO constituents and his group stood ready to support the Centre's efforts together with the Employers' Activities Programme at the Centre and the International Organisation of Employers (IOE) to that end.
47. The Centre's efforts to implement recommendations made by his group at the previous Board meeting were satisfactory, in particular the proposed diversification of sources of income and automation of repetitive tasks (including by the Streamlining Project Team). He congratulated the Centre for achieving double the training revenue targets contained in indicator 3.2 and thanked the Governments of Italy, Portugal, Belgium and Ireland, universities in China, social partners and the private sector for their contribution to that result.
48. Given the high number of distance-learning participants, he requested clarification on how distance-learning participants were counted and whether there was a risk of double-counting. The Employers' Activities Programme, in response to the demand of the Employers' group, is successfully implementing a **blended learning** strategy that grows in the number of participants every year, but apparently this is not visible in the implementation report. He noted positively that the e-Campus platform was used on 84.2 per cent of open courses. The findings of end-of-activity satisfaction surveys demonstrated that quality had improved. Were such surveys circulated following the courses offered through the Turin School of Development? If so, those results should be included in future implementation reports.
49. *The Government Vice-Chairperson, Mr Brizuela*, commended the Centre for the remarkable results achieved, in particular the increase in participants, and its recent efforts to improve geographical and demographic diversity among participants. However, the Centre should now take steps to reach underrepresented regions, such as the Arab States. He appreciated the growth in outreach to distance learners and the concurrent maintenance of zero staff cost growth; the improvement in quality, as demonstrated by the high knowledge acquisition and application figures; and the high percentage of women trainees. He supported the decision to reinvest the budget surplus in training and innovation, and asked for future reports to compare statistics to illustrate annual changes in participant numbers disaggregated by region and training modalities.
50. *The representative of the Government of China* welcomed the Centre's achievements regarding its three performance pillars, improvements in its competitiveness and participant satisfaction levels and the sustainability of its operations. High-quality service delivery was the Centre's lifeblood and should be valued and treated as its core activity. He encouraged the Centre to maintain its robust financial performance and invest in its long-term and strategic development.
51. *The Director of Training, Mr Klemmer*, said that the definition of "distance-learners" had been provided in indicator sheets attached to a quality management manual compiled by the Centre; however, the next implementation report would contain an annex comprising definitions of all indicators for the information of constituents. The Centre would also consider releasing a document on its distance-learning activities to share with the Board in advance of the following meeting. He highlighted that face-to-face training activities were also increasing, albeit slower than the fast-growing area of distance learning, which provided access to free services through the e-Campus. Distance learning reduced revenue generation,

as it negated the opportunity to raise funds through on-site accommodation or catering services. However, it should be viewed as part of a multi-step process, with participants combining such activities with subsequent face-to-face training. Moreover, building relationships with distance-learning participants could encourage them to spread the message to potential future participants.

52. The subject of institutional capacity-development had gained attraction within the ILO and the Centre had been requested to invest in capacity-development services for training institutions in the field, which would in turn strengthen capacities among ILO constituents and development partners. The number of partnerships with national and regional training institutions would significantly increase in the next biennium.
53. To capitalize on follow-up evaluations, the Centre was considering the expansion of its pilot participant panels, used to track emerging outcomes one year after the completion of training activities, to generate a meta-evaluation of its independent external evaluations. Human Resources Services (HRS) would continue to invest in the training of in-house staff on international labour standards and social dialogue and tripartism.
54. The proposed Innovation Learning Lab would be located in the Centre's refurbished pavilions and allow ILO staff, constituents and training institutions to access cutting-edge learning methodologies and technologies, such as augmented reality and multimedia resources.
55. *The Board took note of the report.*

2. Programme and Budget proposals for 2020–21 (Second item on the agenda)

56. *The Director of the Centre* presented the document.³ The Centre had worked closely with the ILO Strategic Programming and Management Department (PROGRAM) and the technical departments to ensure alignment with the draft ILO programme and budget 2020–21.
57. In response to concerns raised by the Workers' group regarding the sustainability of financial and human resources supplied to the Employers' Activities and the Workers' Activities Programmes, he said that the Centre would continue to prioritize the allocation of resources to both programmes as far as possible; however, the Centre's financial sustainability was paramount and was itself dependent on resource generation through training, services and innovation. He appreciated the comments on the strategic role that could be played by the Centre in the delivery of development cooperation programmes and hoped that the Centre's collaboration with Partnerships and Field Support Department (PARDEV) would be strengthened by effectively integrating the Centre's work into the implementation of ILO partnership programmes aiming at capacity-development. The Centre would maintain its zero real-growth policy regarding overall fixed expenditure for the 2020–21 biennium. Flexibility was necessary in the management of human resources to meet ever-changing demands; however, such flexibility was subject to variations in the Centre's financial performance and would require the use of ad hoc external resources. The Centre would also explore more innovative approaches in consultation with constituents.
58. Responding to constituents' interest regarding the convening of interregional dialogue forums on aspects of the future of work, he said the Centre would organize consultations with constituents on an ad hoc basis. Finally, he thanked the Government of Italy for its financial support for the renovation of two pavilions at the Centre and the creation of a new

³ Document [CC 82/2](#).

Innovation Learning Lab, which would help the development and application of new learning and training methodologies and technologies.

59. *The Employer Vice-Chairperson* expressed his appreciation for the consultations held with constituents on the draft programme and budget 2020–21 and the Centre’s efforts to incorporate his group’s proposals. The focus on supporting future-of-work transitions through capacity-building was timely, with the ILO Centenary Declaration for the Future of Work providing strategic guidance on constituents’ policy priorities for consideration in the programme and budget proposals and ILO work. The maintenance of high standards and satisfaction rates and impact through knowledge acquisition and application should be prioritized.
60. He congratulated the Centre on the results of its revenue diversification strategy, including the anticipated budgetary surplus. He acknowledged the importance of the Centre’s efforts to make good use of its facilities during the off-season and to intensify efforts to raise awareness of its services among member State missions, which should in turn spread the message of the Centre’s added value. Highlighting a number of impressive innovations employed by the Centre to enhance its work, such as chatbots, machine learning and the learning topics on using blockchain for governance of mass-membership organizations, he called for the engagement of enterprises in such initiatives.
61. He highlighted five further recommendations. Firstly, he encouraged continued experimentation with innovative distance-learning products, focusing on human skills that could not be automated, such as critical thinking and creativity, to increase employability and match supply to demand; active engagement with enterprises would be crucial to that end. He also suggested exploring the use of trust-building exercises to build tripartite cooperation, as well as region-specific products. Secondly, the Centre should continue to enhance staff skills and motivation by fostering an environment conducive to strong working relationships, open communication and, consequently, productivity. Staff should also explore pedagogical methodologies, learning from teachers and professors, as well as opportunities for learning by doing. Thirdly, the Centre should work closely with the ILO’s Skills and Employability Branch (SKILLS) to ensure that global skills policies were aligned with constituents’ needs by exploiting synergies through joint work on areas such as apprenticeships and the ILO–IOM–UNESCO Global Skills Partnership on Migration in which the IOE and the International Trade Union Confederation (ITUC) are partners. Fourthly, the Centre should expedite the lengthy staff selection process and look into reducing processing times, given its relatively small size compared to other UN agencies. While the stability of staff levels was important for budgetary purposes, the Centre should also remain agile, to enable it to respond to changing demand and avoid losing market share to more competitive training providers. Finally, the Centre should explore other partnerships: for instance, by working with local university students to study how to reduce its environmental footprint as part of their assignments. His group approved the adoption of the Programme and Budget proposals for 2020–21.
62. *The Worker Vice-Chairperson* welcomed the Programme and Budget proposals for 2020–21, expressing her appreciation for its links to the ILO’s draft programme and budget 2020–21 and its focus on activities to strengthen constituents’ capacities to manage their future-of-work transitions. The Centre’s efforts to extend its global outreach were commendable. Noting the stability in the number of participants engaged in face-to-face training and the increase in the number of distance-learning participants and self-paced learning modules and products, she supported efforts to balance distance and face-to-face training and called for the promotion of online courses and childcare provisions, in particular for women with family responsibilities. However, the Centre’s collaboration with the wider ILO could be further improved. The ILO Institutional Capacity Development Strategy should focus on supporting constituents in the framework of the Organization’s core agenda,

with International Labour Standards and tripartism at its centre. The ILO should also seek to export its agenda to other UN organizations, rather than vice versa.

63. She requested details on how the expansion of the Centre's suite of Massive Open Online Courses (MOOC) would support its face-to-face training offer. It would be beneficial to devise a learning path that described how to combine the different learning modalities, with the aim of reducing the reliance of educational and professional networks on ILO support after an agreed period. The new learning topics proposed should strengthen constituents' capacities in accordance with their needs. She supported the Centre's work on the Future of Work initiatives and welcomed the provision of disaggregated figures for the Indicators of Achievement for Outcome 1, but requested clarification on the classification and calculation of "blended" and "active" learners.
64. She welcomed the improvements in quality and impact; the emphasis on the provision of world-class services; and the consolidation of modular diploma-type training courses, which would permit the recognition of participants' achievements. However, efforts to achieve ISO certification should not block access for constituents, in particular workers with different levels of education.
65. She welcomed the diversification of the Centre's resources and its close collaboration with traditional partners, but highlighted the need to maintain a strong focus on the Centre's mandate when exploring new markets, especially in the context of UN reform and multi-stakeholder partnerships. The Centre's had been successful in managing expenditure, but any growth in productivity should not compromise the quality of training and the Centre's staff should be consulted on the feasibility of initiatives. Ways should be sought to make improvements in the Centre's recruitment and selection process, and training, especially of new recruits, should ensure their solid understanding of the role of the ILO, tripartism and international labour standards.
66. She acknowledged the acceleration of innovation and learning, particularly regarding the distance-learning platforms, and asked how the new Innovation Learning Lab would serve the needs of participants, especially those trained in the field. Innovation and learning should focus on the right combination of technologies and methodologies for constituents, and the Centre should focus on the development of capacity-building and learning methodologies, supported by appropriate technologies, that could cross the digital divide. Innovation in that area was connected to the extensive use of learning networks for lifelong learning. The Innovation Learning Lab should remain competitive by developing the right mix of learning technologies and methodologies for blended and distance-learning programmes and facilitate permanent learning networks using the Centre's facilities.
67. The Gender and Diversity Action Plan was welcome, but it should include young workers as a separate category. She also welcomed the Centre-wide Action Plan on tripartism, social dialogue and international labour standards and looked forward to receiving reports on each indicator of achievement in that plan. She requested regular updates on the indicators and targets of the Programme and Budget proposals for 2020–21 and information on activities envisaged for 2020.
68. *The Government Vice-Chairperson* acknowledged the importance of including training and outreach activities related to UN Development System reform in the programme and budget. He welcomed the fact that issues related to environmental sustainability and gender equality were accorded higher priority on the training agenda. The target of 150 days for the completion of the recruitment selection process, as determined under indicator 5.1, was acceptable, but making efforts to shorten the process still further should be made. The performance target for planning activities with other UN agencies could also be exceeded.

69. He requested more information about the eight processes defined as targets and four processes defined as baselines under indicator 4.2 on streamlining. He wished to know when and how the biennium allocation for new product development mentioned in paragraph 152 of the report would be determined. Lastly, he reported that his group would have liked to see differentiation across different levels and categories of staff in the section on gender equality within the Centre.
70. *The representative of the Government of the Islamic Republic of Iran, Mr Behzad*, noted that the Centre had a key role to play in implementing the human-centred agenda contained in the Centenary Declaration for the Future of Work. He proposed that the Centre should become more involved in South–South and triangular cooperation in order to respond more effectively to the training needs of constituents. Lastly, he called on the Centre to further increase the number of participants from Asia and the Pacific in its training programmes.
71. *The Director* reaffirmed the Centre’s commitment to tripartism.
72. The Centre’s mandate for the next biennium would be aligned with the Centenary Declaration for the Future of Work. The Centre would remain in contact with constituents to address their capacity concerns and other challenges, such as the digital gap.
73. *The Director of Training* noted the calls made by all three groups for the Centre to prioritize innovative learning methods. During a recent 24-hour event convened by the ILO, a new distance-learning product had been trialled with encouraging results. Future foresight training, which assisted participants to think outside the box, might be an area in which the Centre could provide value-added services in years to come. He noted Board members’ reflections regarding ways in which the Centre could provide skills-training for youth and, at the other end of the spectrum, lifelong learning opportunities for the aging workforce, and confirmed that the Centre would continue to invest in training products for workers with family responsibilities and workers with disabilities, as well as products to sensitize other participants to their needs. He drew attention to the self-guided training course on inclusion, developed together with the University of Cornell, which was available for free on the Centre’s e-Campus. He agreed with the notion of aligning indicator 2.4 on quality management with best practice in global training industries. Whether that would involve certification would be left to the Board to discuss and re-discuss as the performance gaps identified were gradually narrowed.
74. With regard to innovative approaches under scrutiny, a disability simulator was being used in training about the specific needs of people with disabilities and how they could be accommodated in the workplace. A product for virtual factory inspection was being developed in respect of occupational safety and health. The Centre was also exploring opportunities to use artificial intelligence on its website, to better tailor its products and services to the needs of users.
75. *The Deputy Director, Mr Casale*, responding to the Government group, explained that the Centre had embarked on the considerable task of streamlining its processes in 2016. While the streamlining target for the current biennium was six processes, for the 2020–21 biennium it would be eight processes, meaning a 25 per cent increase in automated processes. He provided examples of ways in which technology was being used to streamline paper-based procedures, including a new electronic leave management system, one-stop shop cost centre budget transfer requests and an automated invoicing process.
76. *The Board approved the Centre’s Programme and Budget for 2020–21 and the point for decision contained in paragraph 193 of document CC 82/2.*

3. Independent external evaluation of the ITC–ILO training and learning activities in the area of labour migration (Third item on the agenda)

77. *The Worker Vice-Chairperson* requested clarification from the Office on the methodology used for the evaluation given in the document,⁴ particularly on whether the Labour Migration and Inclusive Labour Markets, Labour Relations and Working Conditions branches had been consulted in the design of the terms of reference. As the right to migrate was a human right regardless of employment arrangements, the Centre should use the terminology “labour migration” rather than “migration for employment”. It was regrettable that the document failed to mention the most vulnerable categories of migrant workers, the working conditions of migrant workers and their contribution to the development of host countries. Learning activities should be developed to promote freedom of association, collective bargaining, occupational safety and health, and social dialogue in general.
78. The group was concerned that the report did not include examples that could help to guide the Centre’s work, such as the efforts undertaken by trade unions in Latin America to inform migrating workers of their rights. However, she welcomed the Centre’s recent involvement in a project on labour exploitation in agriculture, funded by the Ministry of Labour of Italy, which made a successful contribution to a long-standing issue.
79. *The Employer Vice-Chairperson* commended the report (stating that skills anticipation, skills development, and labour mobility are important to Employers) and proposed that, within the ILO–IOM–UNESCO Global Skills Partnership, the activities of the Centre should be systematically aligned with those of the ILO Labour Migration Branch. The Employers’ group supported the proposal, contained in paragraph 25, for the Centre to consider developing a new training or advisory service with respect to the monitoring of capacity development activities in the field of labour migration. The IOE is the coordinator of the Business Advisory Group which organizes the views and interests of the private sector at the Global Forum on Migration and Development. The private sector views have been reflected in the Global Compact for Safe, Orderly and Regular Migration. He reported that Employer members in Asia had requested technical guidance in that sphere and that the Employers’ group was already working on the topic with the Employers’ Activities Programme at the Centre.
80. *The Government Vice-Chairperson* emphasized that all six recommendations made in the report were necessary. His group would like to see the Centre cooperate not only with relevant ILO departments but also with other entities in the UN system that had accumulated deep knowledge of the challenges faced by migrant workers, such as the International Organization for Migration (IOM), the Office of the UN High Commissioner for Human Rights and the World Health Organization. He proposed that such an exchange could take place in the context of recommendations 4 and 5.
81. *The Director of Training* acknowledged that the issues under discussion were sensitive and that the solutions proposed might not meet the approval of all parties. Nevertheless, he assured the Board that the terms of reference had been determined in consultation with the Labour Migration Branch, and that the Branch would be heavily involved in efforts to refine the recommendations of the Independent Evaluator in line with the outcomes of future Governing Body discussions. Referring to the call made by the Government group, he

⁴ Document [CC 82/3](#).

reported that the Centre would continue to work closely with the IOM and seek to align its activities more closely with the wider UN system.

82. *The Chairperson* informed the Board that the relevant ILO technical departments would be alerted to the need to cooperate with the Centre on the issues outlined. He indicated that the newly established UN Network on Migration was already proving useful for deepening existing cooperation between the ILO and other parts of the UN system under the coordination of the IOM. He thanked all Board members for the comments made, which would be used to inform the actions of both the Office and the Centre.

4. Financial questions (Fourth item on the agenda)

A. Financial Statements and External Auditor's Report for the year ended 31 December 2018

83. *The Chairperson* recalled that the document⁵ had already been formally adopted by the Officers of the Board in May 2019 and was submitted for information.

84. *The Worker Vice-Chairperson* welcomed the positive performance of the International Training Centre of the ILO shown in the financial statements and the External Auditor's report.

85. *The Government Vice-Chairperson* said that the group supported the ongoing efforts of the Director of the International Training Centre to ensure the financial sustainability of the Centre and maintain provision of high-quality new products. He welcomed the agreement signed with the City of Turin on financial contributions for the 2016–19 period, and the agreement with the Government of Italy on financing the renovation of two pavilions on the campus. He agreed with the External Auditor's recommendation that ways should be sought to enhance recruitment procedures, and encouraged the Director to improve those procedures and to address the causes of the delays encountered. He applauded the application of International Public Sector Accounting Standards (IPSAS) in the preparation of the audit.

86. *The Employer Vice-Chairperson* had no further comments.

87. *The Board* took note of the document.

B. Report of the meeting of the Officers of the Board (May 2019)

88. *The Worker Vice-Chairperson* expressed satisfaction that the points raised by the Workers' group had been reflected in the report.⁶

89. *The Employer Vice-Chairperson* had no further comments.

90. *The Board* took note of the document.

⁵ Document [CC 82/4/1](#).

⁶ Document [CC 82/4/2](#).

C. Plan for the audit of the 2019 Financial Statements

91. *The representative of the External Auditor, Mr Danilo Cabug, presented the plan.*⁷ As for the past three years, a risk-based audit approach would be applied, in accordance with the International Standards on Auditing (ISA). The approach would be collaborative and the External Auditors would work closely with the Office of Internal Audit and Oversight (IAO). It would focus on the Centre's compliance with IPSAS requirements. The External Auditors would examine the business operations of the Centre, its resource mobilization arrangements, strategies and implementation, to determine whether the processes were efficient and effective. An interim audit was planned from 4 to 22 November 2019, followed by the end-of-year audit for the financial year of 2019, which would be conducted from 17 to 28 February 2020. The completed audit would be ready for presentation to the 339th Session of the Governing Body (June 2020).

92. *The Board took note of the document.*

D. Report of the Chief Internal Auditor for the year ended 31 December 2018

93. *The Chief Internal Auditor, Mr Anthony Watson, said that the IAO had not identified any major weaknesses in the Centre's system of internal control. It had however found areas where there was room for improvement and had made a number of recommendations that were summarized in the report.*⁸

94. *The Worker Vice-Chairperson said that her group welcomed the Internal Auditor's findings that there were no major weaknesses in the Centre's systems of control. In particular, the group supported the IAO recommendations concerning evaluation systems, with the provision that care should be taken to avoid duplication of procedures, and on the understanding that the procedures in question were internal; the review of Business Continuity Planning; and the review of travel expenses. The group highlighted the importance of remedying the policy with respect to participants requiring an accompanying person to travel and lodge with them. The group stressed that some workers, such as those with disabilities or with family responsibilities, could only participate fully, if accompanied.*

95. *The Employer Vice-Chairperson concurred with the comments of his Worker colleague.*

96. *The Government Vice-Chairperson had no further comments.*

97. *The Board took note of the document.*

E. Follow-up to the recommendations of the Chief Internal Auditor for the year ended 31 December 2018

98. *The Board took note of the document.*⁹

⁷ Document [CC 82/4/3](#).

⁸ Document [CC 82/4/4](#).

⁹ Document [CC 82/4/5](#).

5. Human resources questions (Fifth item on the agenda)

99. *The Chief of Human Resources Services, Ms Jeannette Shalabi*, said that the report,¹⁰ called for a decision from the Board in respect of the recommendations of the International Civil Service Commission (ICSC) concerning an increase of the base/floor salary scales for Professional and higher category of staff on a no-loss-no-gain basis; increases in separation payments; amendments to the Staff Regulations in respect of the education grant and mobility incentive. The Board was also called on to take note of the exceptions to the Staff Regulations approved by the Director, as set out in the report.
100. *The Employer and Worker Vice-Chairpersons* endorsed the report and supported the decision point.
101. *The representative of the Government of China* stressed the importance of the issues covered by the decision point. The ILO was part of the UN common system and a base/floor salary scale on a no-loss-no-gain basis was a general practice across the system. His Government supported the decision point.
102. *The Board approved the point for decision contained in paragraph 11 of document CC 82/5.*

6. Administrative questions (Sixth item on the agenda)

A. Administrative questions

B. OSH risk assessment on the ITC–ILO campus

103. *The Board took note of the documents.*¹¹

7. Reports of the Trade Union Training Committee and the Employers' Training Committee (Seventh item on the agenda)

104. *The Worker Vice-Chairperson*, presenting her group's report,¹² looked forward to the Centre's continuing success in responding to the training and capacity-building needs of workers throughout the world. The group noted the achievements of the Employers' Activities Programme, but asked for clarification regarding the nature of the technical working meeting with the International Labour Standards Department (NORMES), which the Employers' Training Committee (ETC) included under paragraph 3 of their report;¹³

¹⁰ Document [CC 82/5](#).

¹¹ Documents [CC 82/6/1](#) and [CC 82/6/2](#).

¹² Document [CC 82/7/a](#).

¹³ Document [CC 82/7/b](#).

and in respect of the Internal Governance Documents System (IGDS) referred to in paragraph 2 of their report.

- 105.** *The Employer Vice-Chairperson* agreed with the point made by the Trade Union Training Committee (TUTC) that the Centre senior management should ensure a balanced and appropriate tripartite participation in all Centre academies. His group was very pleased with the quality, relevance and impact of the Employers' Activities Programme. *Changing Business and Opportunities for Employer and Business Organizations*, a recent publication of the IOE and the ILO Bureau for Employers' Activities (ACT/EMP) provided further guidance to employer organizations and companies in harnessing the opportunities the future of work would bring. The ETC had suggested future training developments that would be complemented with a training needs assessment conducted by ACT/EMP before the end of the year.
- 106.** In response to the Workers' two queries, the meeting with NORMES referred to in paragraph 3 of the ETC report was related to the peer review, begun one year previously, undertaken at the Centre to enhance course content. One of the first courses to be evaluated was the International Labour Standards course for judges and lawyers. The Employers had made a number of comments concerning that course, and specifically on the manual for the course for which NORMES was responsible. To answer those comments, the Employers had requested a meeting with NORMES. The issues concerned all parties, and the group would be open to a tripartite format for the projected meeting.
- 107.** The IGDS on which the Workers had requested clarification had first been discussed in 2018. At that time the Employers and Workers had agreed that a document similar to IGDS No. 536, *Terms of Reference for the Bureau for Employers' Activities (ACT/EMP) and the Bureau for Workers' Activities (ACTRAV)*, should be developed for the Turin Centre. The Employers' Training committee had requested a specific timeline for such development. The group was open to sharing the process with their Worker counterparts, to obtain a document approved by all parties.
- 108.** *The Board took note of the documents.*

8. Date and place of the next session (Eighth item on the agenda)

- 109.** *The Chairperson* proposed that the 83rd Session of the Board of the Centre be held just before the 340th Session of the Governing Body of the ILO, which would take place in Geneva from 29 October to 12 November 2020. Therefore, the 83rd Session of the Board would be held in Turin on 29 and 30 October 2020.
- 110.** *The Board approved the Chairperson's proposal.*
- 111.** *The Chairperson* informed the members of the Board that the report of the 82nd Session of the Board would be considered in the Institutional Section of the 337th Session of the Governing Body. He proposed that, in order to facilitate the preparation and finalization of the report, the Board should delegate the task of approving the draft report to the Officers of the Board.
- 112.** *The Board approved the Chairperson's proposal.*
- 113.** *The Chairperson* closed the 82nd Session of the Board.

Geneva, 25 October 2019

Appendix

Statement by the representative of the Staff Union Committee to the Board of the Centre (25 October 2019)

It is an honour and a pleasure to address you today on behalf of the Centre staff in my role as Chairman of the Staff Union Committee. We would like to extend our thanks once again to Mr Ryder, who, as Director-General has always chaired the meetings of the Board of the Centre, and today on an exceptionally important occasion here in Geneva in the Centenary year of the ILO.

Today, on behalf of all staff members, I firstly wanted to reiterate our pride in working for an organization as important as the ILO, following the mandate that all of you as members of the Board of the Training Centre have been defining in accordance with the decisions you also make as part of the Governing Body of the ILO.

The Centenary year has provided the opportunity to assess the achievements and progress made by the Organization, as well as to reassert its values and principles in the face of current and future challenges. It is in this huge capacity to build, in tripartite, a better future, and in the leadership shown by the Organization and the Office when addressing the challenges posed by the future of work, that we must base our training endeavours as the International Training Centre of the ILO.

Perhaps you were expecting a speech similar to that of previous years, in which we might talk about the importance of strengthening collective bargaining at the Centre, or the challenge of improving life/work balance for all of us, or the importance of advancing together to promote optimal working conditions not only for our own staff but also for our contractors and subcontractors.

These are essential elements of a speech from the Centre's Staff Union in the presence of the Board. Yet, 2019 is the year of our Centenary, and we would like to address our speech to you all, with a focus on the commitment you have shown over the years to the guiding principles of the Organization as set out in the Declaration of Philadelphia; renewed in the Declaration on Social Justice for a Fair Globalization; and now revitalized by the Centenary Declaration.

As Centre staff, we also want to act in keeping with this commitment and mandate, and do so in an increasingly sustainable and effective way. However, we must be clear when we say that merely wanting to achieve these goals is not enough.

The International Training Centre of the ILO is not as ILO in its nature as we'd like; rather, a growing percentage of the Centre belongs to the market. The ITC has to "sell" its courses to whoever is able and willing to pay for them, and this situation conditions what we do. This cannot be ignored, whether we like it or not, and neither can we ignore the fact that this affects our working conditions and how efficiently we do our jobs. We can go as far as to say with great certainty that a significant amount of our time is spent searching for "clients", and this means that our day-to-day has at its heart a market-driven logic that generates absurd mechanisms of competition between teams and the perception among the staff of the Centre that the main attention is placed on the economic profitability of the training activities. In terms of management of the Centre, this logic undermines our primary reason of existence, which is that of serving the needs of our tripartite constituents.

From the Centre's Staff Union, we want to share this concern with you, knowing that, as members of our Board, you have a duty to preserve the Centre's commitment to ILO principles and strategic objectives.

We are also concerned that the Office regards the Turin Centre as a training subcontractor, hired on a per-project or per-service basis. It is the activity coordinators and programme managers who seek, one activity at a time, to involve the Office in working collaboratively to define the activity to be held and, where appropriate, on the awarding of grants.

And this is precisely where we think that we should change the order of priorities to obtain a better product and even improve our effectiveness. It would be very different if the ILO allocated a budget to us at the start of every year; it wouldn't need to be bigger than the budget allocated on a de facto basis over the course of each year. But it would make it easier to plan. It would be different if the ILO's technical cooperation effectively delegated functions and resources to the Centre for all the training components of technical cooperation projects. It would be very helpful if a substantial proportion of RBSA funding were set aside for training.

As Centre staff, we are very proud of the results we have achieved, which in quantitative terms are no doubt impressive given the staff cuts of recent years. But we don't want your analysis as Board members to stop there, or for the management to limit itself to only being concerned with how many participants we can recruit as opposed to the quality of the contents that we eventually impart.

We don't want you to be impressed by figures. What we really want to share with you is our pride in transmitting the ILO's message as a fundamental part of our vocation as public servants.

Constituents or clients?, this is the question. The focus of what we do, and the future of our work, depends on the decisions that you take. In addition, in the context of the Centenary, there is no better time than now to take these decisions.

Thank you for listening, and for your support for the activities of our Centre, the International Training Centre of the ILO.