

**FOR INFORMATION**

## SEVENTH ITEM ON THE AGENDA

**International Training Centre  
of the ILO, Turin****Follow-up to the Working Party  
on Funding of the Turin Centre  
and collaboration between  
Geneva and Turin on technical  
cooperation programmes**

1. The Committee discussed the report of the Working Party<sup>1</sup> at the 300th Session of the Governing Body in November 2007, and adopted its recommendations with strong statements of support.<sup>2</sup> This paper provides a brief update on action taken in the different areas identified by the Working Party and describes ongoing processes.
2. The Working Party proposed that the Office and the Turin Centre take measures to ensure closer collaboration, notably by aligning the Centre's work with the ILO programme and budget as well as by engaging in joint programming. A larger share of ILO extra-budgetary resources should be allocated to training activities that are entrusted to the Turin Centre, and donors were asked to consider funding the Centre's programme directly. Finally, staff exchanges should be encouraged as a way of strengthening collaboration.

**Joint programming and closer alignment**

3. The Turin Centre has invested substantial time and resources in better integrating its work with that of the ILO as a whole. An example is the matching of the Centre's training products and services with the 2008–09 programme and budget framework, setting out the Centre's contribution to each immediate and shared outcome. This has also led to changes at the Turin Centre, which is now tracking the contribution of each activity to ILO outcomes.

<sup>1</sup> GB.300/PFA/6/3.

<sup>2</sup> GB.300/12/1(Rev.), paras 73–82.

4. At the same time, collaboration between technical units at headquarters and the Turin Centre is increasing to incorporate new ILO knowledge and expertise in new training products and services. Joint work is under way in the areas of skills development, migration, discrimination and “green jobs”.
5. Similarly, the Turin Centre is working more closely with ILO field offices to respond to each region’s priorities. The regular budget for technical cooperation (RBTC) resources allocated to the Turin Centre are used to attract extra-budgetary resources in each region and to support regional initiatives or outcomes of specific Decent Work Country Programmes (DWCPs).
6. These efforts are complemented by the appointment of a senior adviser to strengthen cooperation between the Turin Centre and the Department of Partnerships and Development Cooperation (PARDEV), in Geneva. The Turin Centre is taking part in the preparation of the 2010–15 Strategic Policy Framework and the Programme and Budget proposals for 2010–11, focusing on the identification of specific training and learning needs of constituents, in order to incorporate these into immediate and joint outcomes.

## **More of the ILO’s technical cooperation resources flowing to the Turin Centre**

7. The Working Party recommended that an increasing share of the ILO’s technical cooperation programme should be channelled through the Turin Centre for specific training and capacity development activities. This was echoed by the discussions of the Committee on Technical Cooperation in November 2007.
8. PARDEV and the Turin Centre have already agreed that the Turin Centre will be systematically involved in the design and formulation of ILO project proposals, in accordance with ILO appraisal procedures. The main focus will be on proposals prepared under partnerships or framework agreements that the ILO has with a range of donors. As part of the appraisal process, PARDEV will verify that any outputs concerning training and capacity building have been appropriately specified in collaboration with the Turin Centre; that proposals follow the common principles of action – including gender equality, tripartism and international labour standards – and that training components incorporate relevant expertise from the Turin Centre.
9. The result sought is to have specific training outputs listed as part of the ILO’s technical cooperation project proposals. Such outputs would be linked to earmarked resources within project budgets, for instance through a specific budget line to produce training outputs, giving the Turin Centre a basis for planning its work. An additional advantage of the involvement of the Turin Centre in designing and implementing training activities within ILO technical cooperation projects, will be to ensure that training and learning aspects are given due consideration.
10. With the substantial increase in technical cooperation resources available to ILO field offices and the considerable challenge of timely delivery, the Turin Centre is actively encouraging field offices to draw more regularly upon its ability to run training in the field. The Centre has curricula available in all ILO areas of work, usually in several languages. This provides a significant opportunity to channel funds for training to the Turin Centre, provided appropriate medium-term planning has taken place. At the time this paper was written, a number of measures to involve the Centre in the implementation of programmes funded from the Regular Budget Supplementary Account (RBSA) in certain regions were being taken. Since the planning of RBSA was still at an early stage however, it is too early to assess the overall effectiveness of the Centre’s participation in the context of RBSA.

## Voluntary contributions by donors to the Turin Centre

11. Although the inclusion of training outputs within larger ILO technical cooperation projects is important, there is also considerable scope for the Turin Centre to submit capacity-building and training projects for direct funding by donors. Such projects complement those implemented by the Office and contribute to DWCPs. A number of proposals have been prepared accordingly, covering areas such as youth employment, corporate social responsibility, and skills development. There are also region-specific proposals (for Portuguese-speaking Africa, the Arab States and CIS countries) that respond to constituents' demands.
12. PARDEV has invited the Turin Centre to attend meetings with ILO donors that have partnerships or framework agreements in place, but results in terms of new funding for the Centre have been limited so far. Three options, which are not mutually exclusive, may be considered. The choice among them depends on the nature and terms of the partnership between donor agencies and the ILO: (a) implementation of training and human resource development components of larger ILO projects and programmes by the Turin Centre; (b) direct allocation of resources to the Turin Centre for the implementation of training, learning and knowledge-sharing programmes related to broad thematic priorities in the context of framework agreements with donors; and (c) the possibility for the Turin Centre to submit training and learning project proposals in accordance with donor priorities and the ILO's internal appraisal processes. In addition to dealing with those donors that have a structured relationship with the ILO, the Turin Centre, in close collaboration with PARDEV, also submits proposals to other donors to furthering the Decent Work Agenda through specific Turin Centre programmes. This is an area where more work is needed.

## Exchange of staff and focal points

13. In recent months, there has been a spontaneous increase in the exchange of staff between the Turin Centre and the ILO. At the moment, three officials from the Centre are posted with the ILO and three ILO officials with the Turin Centre. The Director of the Centre intends to encourage this mobility in collaboration with the Human Resources Development Department.
14. In late 2007, a network of Turin Centre focal points was established in ILO offices in Africa. These will be the first contact for technical units of the Centre that seek to identify opportunities, and will assist in the actual organization of activities. This system will be evaluated at the end of 2008, after which it may be extended to other regions. The Sectors at headquarters have not yet designated focal points, although in each technical unit there are key people who deal mainly with the Turin Centre. A further discussion on this with executive directors is foreseen.

## ILO staff training

15. The Turin Centre has recruited an experienced training specialist to ensure effective use of ILO staff development funds. Working with the Human Resources Development Department and learning coordinators, a multifaceted joint training programme has been outlined. It includes the development of e-learning platforms and training material as well as the actual design and implementation of training courses for staff. Topics include orientation for new staff, project cycle management, tripartism, procurement, results-based management and training of learning coordinators. Staff development funds will allow ILO

staff to participate in these courses run by the Turin Centre. An internal mechanism has also been set up to encourage ILO staff to participate in standard or tailor-made training activities held on campus or elsewhere.

## Conclusion

16. Closer alignment between the Turin Centre and the Office is leading to a more structured relationship and better medium-term joint planning. While this has not yet led to a clear increase in ILO funding becoming available to the Centre, it is expected that, with the build-up of resources under RBSA and within technical cooperation projects, in 2009 ILO units at headquarters and in the field will increasingly want to draw upon the training capacity of the Centre. The challenge is to translate this into lasting joint planning, programming and implementation, in which training and capacity-building contributions by the Turin Centre fit seamlessly into the larger ILO effort of “Delivering as one”.

Turin, 15 October 2008.

*Submitted for information.*