



THIRD ITEM ON THE AGENDA

**International Training Centre of the ILO,
Turin****(b) Report on the 62nd Session of the Board of the Centre
(Turin, 2-3 November 2000)**

1. *The Chairperson*, Mr. Juan Somavia, Director-General of the ILO, welcomed the members of the Board. He stressed that his presence was a sign of the importance that he attached to the Turin Centre, which played a major role in the development of the ILO's four objectives. He regretted being unable to attend the entire session of the Board due to other engagements in Geneva. He suggested altering the agenda because he wanted to witness and listen to the discussion on items 4 and 5 of the initial agenda (third five-year Development Plan (2001-2005) and Provisions concerning the United Nations Staff College Project).
2. *The representative of the Piedmont Region*, Mr. Catalano, expressed his thanks, on behalf of the Government of the Piedmont Region, for having been invited to take part in the meeting. He presented the apologies of Mr. Pichetto, the Councillor with special responsibility for labour issues, who was unable to be present. He restated the importance of the close relations that existed among the ILO, the Turin Centre and Piedmont. The Region was going to discuss a bill that would make it possible to strengthen the framework of cooperation between the Turin Centre and the Piedmont Region. This project, which was covered by the 2000 budget, proposed the allocation of 300 million lire to the Turin Centre and a further 300 million for training activities. He recalled the Centre's importance in giving the Region an international dimension.
3. *The Chairperson* thanked the Piedmont Region for confirming its commitment to supporting the activities of the Centre. He was pleased at the spirit of collaboration between the two institutions and took note of the Region's wish to enhance the mutual benefit of such cooperation.
4. *The representative of the City of Turin*, Mr. Torresin, Councillor with special responsibility for labour issues, presented greetings from the Mayor of Turin, who regretted that he could not take part in the work of the Board. He declared that the Centre was a source of pride and joy for the City of Turin, which considered it to be a centre of excellence in the fields of training and development cooperation. He was pleased to note the constant growth in training activities and in the number of participants, and he announced some concrete commitments. Firstly, he confirmed the need to enhance the safety of the Centre's facilities

and bring them into line with standards. To ensure this, 780 million lire would be allocated to bringing the electrical system up to standard, 1.5 billion lire would be devoted to fire protection work for the year 2001, and 1.5 billion would be earmarked for maintenance work in the years 2002 and 2003. Secondly, he announced that during the 2006 Olympic Winter Games, the Turin Centre would host a delegation of foreign journalists. The Turin Centre was thus on the City's list of priority works, and 30 billion lire would be set aside for improving the accommodation facilities. The work would begin in 2002, and would fit in with the Centre's calendar of activities. The representative of the City of Turin believed firmly that training course participants, the staff of the Centre and the members of the Board were all ambassadors for the City of Turin.

5. *The Chairperson* thanked the representative of the City of Turin for his presence and expressed his solidarity concerning the terrible floods that had recently swept Turin. He was delighted with the City's commitment, which demonstrated the extent of the Turin Centre's importance. He was flattered to be considered an ambassador for the City of Turin and declared that the agreements announced regarding the Olympic Games were a sign of long-term commitment and of the Centre's integration into the life of the City.

6. *The spokesperson for the Employers' group* stated:

In responding to your call to open the debate on behalf of the Employers, first I must congratulate you and thank you for keeping up your promise of personal presence, notwithstanding heavy pressure on your time. I am sure your direct involvement on such an occasion will contribute to better understanding and fruitful follow-up action. It is refreshing to hear the representatives of Piedmont Council and the Mayor of Turin for their support in the future for facilities and infrastructure improvements at the Centre. Our grateful thanks to them and to the Italian Government and people.

My other colleagues and myself will deal with specific items on the agenda in due course.

At the outset, I may make some observations on its general scope and approach to the issues as reflected therein.

We are happy to note that the Centre has continued the process of realigning its activities with the ILO's four Strategic Objectives and InFocus programmes. We strongly perceive that the Centre as the fountain spring of a progressive and aggressive movement to spread a new training culture has a significant role. This will enable the ILO to deliver its commitments assumed under the basic Constitution of 1919, subsequently expanded and reinforced by the Philadelphia and Copenhagen Declarations, duly elaborated and prioritized as per the goals set by the Conference and the Governing Body.

We do not think that on its own the Centre can enter into enlargement of its scope by picking up issues from the "global agenda of world summits and conferences reflecting on the issues, even though close to the core mandate of the ILO".

We are concerned at the implication of this statement. The Centre should not allow itself to be bothered by issues that are foreign to human resources development and in no way be made, in particular, a party to controversial trade-related issues. Mr. Chairman, we are not narrow-minded but there are other recognized fora within the ILO/Governing Body structure for this. We clarify only for transparency's sake. In the Centre we must concentrate on basic issues of training towards sustainable development, job creation, enterprise building and ultimate alleviation of poverty as per the new UN yardstick of US\$2 a day, which for the bulk of the world, including the ILO, is an uphill task.

Again, towards that end i.e. sustainable socio-economic development through jobs and enterprise creation, the Centre has to expand its own horizons. As a REALITY training has to have a twin meaning, viz (i) training in work culture for promoting and expanding employment through self-employment, entrepreneurship

and job creation, etc., and (ii) technical professional training in various manufacturing, service and allied avocations. For the former, the ILO and the Centre have a primary obligation in the new society and increasing population; but for the latter, though relevant and essential, it must collaborate appropriately with world-wide and national networks of technical institutions sponsored by the concerned industrial organizations, professions, avocations and government-sponsored educational and recognized training institutions. Many governments, particularly in the underdeveloped part have erroneous notions on the scope and concept of training here which must be clarified so that there is adequate emphasis on the primary aspect enabling the youth and others to have new values and competencies for the ensuing century.

On the whole, 1999 has marked an increase and upward progress in activities. And we record our appreciation for the efforts put in by the Director and his team of management. On regional distribution of participants, whereas Afro-Asian countries do need special attention, other regions like Americas, Arab States, erstwhile USSR States, cannot be ignored. On regional collaborations, the Centre may continue to widen the network with regional, local and national level Development Banks and training institutions in Asian and African States for expanding the opportunities locally, thus optimizing the utilization of scarce resources; but this so, I must add, while continuing programmes of interregional and international competitive flavour at the Centre itself for the benefit and further promotion and strengthening of globalized approaches and mind-sets of all participants.

Employers have had a longstanding grievance in regard to inadequate sharing of opportunities and facilities under the Centre's programmes and budgetary allocations. I know there is now a very serious application of mind and steps are under way for remedial measures. I would, therefore, again thank the Director for his constructive response and cooperation. Our continued stress in this regard is for the due fulfilment of broad aims of the Centre only. We look forward to positive results.

We thank the External Auditor for his work competently done but clarifications on some points are called for. This we will do as the agenda item comes up later. So also for other specific items.

Before closing, may I offer an observation on the third Development Plan and its strategic direction. We fully support the vision as indicated in paragraphs 20 to 22 of the relevant document. But, conceptually, a strategic plan of action in accordance with the vision reflected in these paragraphs necessitates not only an overall re-engineered, committed and motivated manpower but also a modern updated well-equipped support system as well as a well-integrated and holistic organizational structure. In any organization, research and development have to be futuristic, intertwined and internally integrated with instruments of growth and their key areas. These provide the feedstock to the third, i.e. the operative element of an organization. In our case social and human development within the overall ILO objectives is the obligation of the Institute. It has to conduct research on relevant social issues for attention and prioritized action by the Governing Body. Once it is done, it would enable the relevant ILO Departments to enter upon large-scale implementation. The Centre, however, has to ensure in this fast-changing world appropriate and adequate manpower which must be preceded by experimental and pilot projects where qualifications, competencies and curricula are tested and finally devised. Once established that these experiments are commercially viable and socially acceptable, these must be made available through the Headquarters Departments to the member States and social partners for proliferation. For fruitful and speedy action, therefore, the three wings of the ILO superstructure must have gears of common specifications and responsively a common wavelength. In the Employers' Group, we strongly feel that ILO component structures and wings have yet a long way to go from this standpoint. Expectations from the Centre during the Third and subsequent Plans will be marked by success, wholly or partially, by the scope, capacity and quality of cooperation from the other two wings in the Organization. Education (research) and training institutions have to be futuristic, planning for the problems of tomorrow and not finding remedies for those of yesterday. Administration departments at Headquarters in all organizations, generally, are obsessed with marketing of current products. These in many cases are out of tune and not relevant to future compulsions. The vision in the Plan for

implementation purposes therefore has to be much more imaginative and innovative, having intimate linkage with the Institute so as to develop coherent and prospective but workable modules at the Centre for test and pilot projects enabling Departments to implement well-coordinated implementable programmes. Decent work and social justice can emerge out of a productive, promotional and mutually integrative work culture, more so in the fast-changing world of the twenty-first century. In our estimation, Mr. Chairman, though formulations are well laid, these are yet weak and vulnerable so far as effective delivery to the complex society of the future is concerned.

Conceptually, therefore, the Plan document is “exclusiveness-oriented” and not “adequately inclusive-inspired”. It needs to be reviewed and further detailed accordingly. Subject to these observations we may support the decision point in this regard.

7. *The Worker Vice-Chairperson* thanked the Government of Italy, the City of Turin and the Piedmont Region for their support of the Centre.
8. *The representative of the Government of Italy* reaffirmed his Government’s full support for the Centre and for its Director. He underlined how, thanks to the enthusiasm of the entire Centre team, the Centre had undergone a radical transformation in the space of ten years. He highlighted Italy’s increased contribution to the Centre’s administrative budget and to the funding of its training. Moreover, he was pleased to note the growth in the Centre’s activities, and in its meeting constituents’ expectations. He expressed satisfaction at the realignment of the Centre’s activities with the four strategic objectives of the ILO. In addition, he was delighted at the strengthening of the Centre’s technical capabilities in priority sectors such as standards and human rights, social dialogue, social security, employment and job skills development, enterprise development, training for employers and workers, executive training in the management of development and, lastly, distance training. As regards the Centre’s infrastructure, he recalled that last spring the Treasury had proposed a contribution of one billion lire to cover the most urgent necessities. He warmly thanked the City of Turin for the commitments it had undertaken regarding this matter.
9. *The Chairperson* thanked the Government of Italy for its policy on behalf of the Centre.

I. Turin Centre: Third five-year Development Plan (2001-2005) (First item on the agenda)

10. *The Chairperson* invited the Director of the Centre to give details of the third five-year Development Plan.
11. *The Director* began by giving an account of the previous Development Plan (1995-1999). He pointed out that the objectives set by the second Development Plan had been achieved and even exceeded. The period had been marked by a strong increase in the Centre’s activities (the number of activities, of participants and of participant days had grown by between 120 and 160 per cent, and activities in the field by 300 per cent), by a 51 per cent growth in income from activities, by a 15 per cent growth in women’s participation and by the introduction of distance training programmes. Five technical programmes had been created in response to the needs of the ILO’s constituents and programmes. In response to proposals by members of the Board, a total quality management exercise had been launched and a human resources management plan put into place. A special effort had been made to improve the infrastructure by renovating 148 study bedrooms and by creating computer laboratories. The Director thanked the City of Turin warmly for its help and

noted with particular satisfaction the City's undertakings in pursuit of this policy. As regards the Development Plan for the years 2001-2005, he pointed out that the document submitted did not include the budget implications because, at its last session, the Board had decided to extend the validity of the investment plan associated with the second five-year Plan. An investment plan that covered the period 2002-2005 would be put to the Board at its next meeting. The Development Plan would need to be completed by the strategy that the ILO would implement in response to the Centre's efforts to further its integration into the ILO. The new Development Plan had three main axes. The first was to strengthen the Centre's role as a tool of the ILO. To achieve this objective, the Centre's structure had been adapted to the ILO's four strategic objectives, and two additional programmes, on the management of development and on distance training, had been created. Joint planning exercises were regularly held with the InFocus programmes and with the technical cooperation programme to coordinate activities. The Development Plan reinforced the Centre's role in disseminating the Organization's values by integrating the fundamental standards, tripartism, and gender issues systematically into its programmes. The Centre would also contribute to the training of ILO staff with the help of distance programmes. The Director renewed the Centre's commitment to enhancing the convergence of personnel policy between the Centre and headquarters so as to increase staff mobility. The second objective of the Development Plan was to increase the number of beneficiaries of the Centre's activities. The Director wished to continue the growth in women's participation in the Centre's programmes and to raise it from 35 to 40 per cent. Curricula would be modified and the use of new technology increased in order to disseminate the ILO's mandate more widely. New products would be developed and consultancy activities increased so as to broaden the Centre's audience. The third axis of the new Development Plan sought to raise the level of participant satisfaction by strengthening evaluation, by giving participants better follow-up, by a total quality policy that could lead to ISO 9000 certification, and by improving the infrastructure to meet an increase in the number and in the level of participants. The commitments made by the City of Turin would contribute greatly to the achievement of these objectives.

12. *The Chairperson* stressed that the principal challenge for the ILO lay in integrating the different sectors of the Organization. He noted that this objective was indispensable if the ILO's message was to be clear. He recalled that to this end the Governing Body had formulated the four strategic objectives and the concept of decent work. In this respect he stressed that the Turin Centre had considerable experience of teamwork, and that this capability had been strengthened by its obligation to finance itself. He stressed how useful it would be for the other sectors of the ILO to draw inspiration from this practice. In addition, he congratulated the Centre on its creativity regarding new technology. He expressed particular enthusiasm for the DelNet Programme, which offered project management support via the Internet. His interest lay first in DelNet's combination of information, training and technical cooperation. This method could be developed in the ILO's activities as a whole. Secondly, he appreciated a project that enabled people who were geographically distant from each other to solve their problems as a team. More generally, he underlined how the growth in the number of beneficiaries of the Centre's programmes that the new technology enabled made it possible to reach more easily the critical mass needed for the dissemination of the ILO's ideas. Furthermore, using the Internet could make it possible to create a network of all the people who had taken part in Turin Centre training. This would endow the ILO with a solid means of following up on its future actions. Before concluding, the Chairperson emphasized the need to maintain close contact with constituents in order to meet better their new needs resulting from globalization. The Turin Centre was a modern structure that was heading in the right direction and could serve as a source of inspiration to the whole Organization.

13. *The Worker Vice-Chairperson* stated:

We invite the Director-General, the Director of the Centre and the Board, first to take into consideration the proposals already made when analysing the first item on the agenda. Furthermore, we would like to present some practical/operational proposals that could be incorporated into the third Development Plan (2001-2005), following the spirit of collaboration with the groups already solicited by the Director of the Centre. At the outset, we would like to recall the major positive results already achieved, after the previous period of crisis. Consolidation of the financial viability of the Centre, strengthened managerial skills for the development of human resources in areas related to the ILO, association with ILO development policies; operating as a centre of excellence for training in the main ILO technical areas; dissemination of ILO fundamental principles among the UN system. The third Development Plan should be built around the vision of an integrated training centre of the ILO. This possibility is related to a number of decisions that should be implemented in the next five years and that take into account the following issues: (i) how to build an integrated structure; (ii) financial sustainability of the Centre; (iii) joint resource mobilization with the ILO; (iv) provision of services to the ILO – staff training; (v) gender and staffing resources; (vi) relations with the Staff College, UNICRI and the proposal of the Foundation; and (vii) the Centre's infrastructure. The Workers' group believes that there is an urgent need to integrate ILO policy orientations and curricula development for strengthening human resources under a unique logical framework. Joint planning with the four Executive Directors and with the Heads of InFocus programmes should take place after the Turin Centre's Board meeting in order to organize the delivery of training activities for the following year. An integrated framework for planning, monitoring and evaluating course delivery needs to be built between the technical managers of the Centre and their counterparts at headquarters. Joint planning between Turin and Geneva will guarantee that ILO policy issues are fully developed in course curricula. Regional managers of the Centre, mainly in charge of resource mobilization and contacts with regional institutions, need to build together with the regional offices of the ILO a common strategy for the delivery of training services in the field. Regular meetings with the regional directors should facilitate this task. The overall vision of the ILO, reflected in the decent work strategy, should be the "brand" of the training products of the ILO Turin Centre. Last but not least, the Director's report should be presented in a different format in order to enable the Governing Body to monitor this development process. A study should be prepared on the main legal and financial implications of the integration of the Centre's staff with Geneva, with a view to transferring the strategic personnel policy responsibility and enabling the Office to foster new personnel policies urgently needed at the Centre in the area of gender as well as a more balanced geographical representation. The implementation of this policy will imply a better allocation of staff and a reduction of costs. The Development Plan should introduce basic standards in terms of course inputs in all training activities delivered by the Centre (Turin and field). All curricula should include a session on the ILO, ILS and the Declaration as a minimum qualitative standard. The Board should monitor the inclusion of these topics in all training activities of the Centre. Regarding target groups and constituents, the introduction of a special fund created in 1999 to finance the participation of ten workers' and employers' representatives was a small step forward but it did not change the overall picture. Therefore, concrete efforts should be made and reflected in the Development Plan in order to increase the delivery of training services related to the four ILO strategic objectives with appropriate target groups. ILO constituents should be the privileged target group involved in these training services. Coordination between the Centre and the Institute: the "training tool" and the "research tool" of the ILO need to be brought together with at least basic procedures for coordinating and building bridges between the two functions that, needless to say, are interrelated and complementary. The material prepared by the Institute could become the major input for the Centre in terms of research and information. On the other hand the Centre could design/prepare curricula and training packages related to the work of the Institute. Need for a strategic financial planning: the readjustment on the expenditure side is needed for three reasons: (i) development of a sound integration between the Centre and the Headquarters; (ii) provision of the necessary resources to carry out its mandate; and (iii) preparation for the major developments that will take place in the

area of distance education in the field of workers' rights, social protection, employment and social dialogue. This process should be implemented after a joint analysis with the Staff Union of the personnel's situation (taking also into account the dynamics linked to the several retirements expected in the near future). Staff members should be actively involved in this process of restructuring/realignment of the Centre, with an opportunity for developing new skills/training services and also benefiting from greater opportunities in terms of career development. The implementation of the abovementioned measures could increase the overall efficiency of the Centre as well as starting the process of putting under control operational costs. In this case the Centre will be less forced to sell training activities for survival and be more focused on the ILO mandate and on the offering of training services to constituents. This would be just a first step. The ultimate goal should be to cover the total fixed costs of the Centre through member States' contributions. A final, but crucial point, regards which kind of partnership with the private sector we want to promote: our strong vision is that it should be based on the clear understanding that it is done for the promotion of decent work and not on a market-based approach. As regards joint resource mobilization with the ILO, in addition to the efforts that the Centre should put in place on the side of the operational costs, there is a need to better plan and possibly increase resource mobilization between the ILO and the Centre. An integrated promotional policy jointly developed between the ILO and the Centre could bring additional resources for training to the Organization, for example through the implementation of the major technical cooperation programmes of the ILO: Declaration on Fundamental Principles and Rights at Work, fight against child labour, fight against HIV/AIDS in the workplace. This process should take place in Geneva and should consider as crucial the request to the ILO technical departments to use the available facilities of the Turin Centre for training, their meetings and activities, as already done by ACTRAV. The Turin Centre, as a training institution available within the ILO, should be used as a strategic tool for enhancing the quality of ILO services through a better preparation of its staff. As already mentioned, the Centre should enhance its commitment to integrate gender equality into all the curricula and provide a higher profile to gender issues in terms of research and training instruments. Another important issue is the regional distribution of staff. A better region-balanced allocation of staff resources would help the Centre to improve its visibility and relationship with the regional offices of the ILO. The Plan should mention this item as one of the priorities of personnel policy together with gender balance.

As regards relations with the Staff College, UNICRI and the proposal of the Foundation, the Development Plan under consideration is related to the development of an ILO Centre and is mainly focused on ways and means through which the Centre can improve its services to the ILO. Other plans for the possible establishment of a UN Foundation would completely change this scenario and lead the ILO to reconsider its position, including financial contribution to a body funded by the UN budget. Finally, regarding the Centre's infrastructures, the Development Plan is to devote serious consideration to the situation of the premises and infrastructure of the Centre. While substantial work in this field does not fall under the Centre's responsibility, suitable solutions should be identified, studied and presented to the authorities concerned. A suggestion already came from worker constituents at local level, aiming at taking advantage of the celebration of the Olympic Games in Turin in 2006 to rehabilitate the existing premises. We then welcome the statement by the representative of the City of Turin, supporting this request and giving practical indications and a time frame on how to proceed. With the understanding that these remarks will be taken into account and the relevant analytical studies carried out, we can then approve the point for decision in paragraph 98.

14. *The Employer Vice-Chairperson* congratulated the Vice-Chairperson of the Workers' group on his excellent presentation. He hoped that the means of cooperation between the Centre, the multidisciplinary teams and the regional offices would derive from the Centre's strategy, so as to guarantee the Centre's autonomy.
15. *Mr. Glele* (Employer member) was satisfied overall with the 2001-2005 Development Plan. He particularly endorsed paragraphs 32 to 35, concerning employers. Furthermore,

he supported the action taken to benefit Africa, and pointed out the specific needs of that continent. In addition, he called for a closer partnership with the field so as to achieve greater effectiveness at lower cost. Lastly, he highlighted the fact that the teaching material produced to train ILO staff could be useful to employers.

- 16.** *Mr. Lambert* (Employer member) congratulated the Director and the staff of the Centre on the quality of the documents presented. He insisted on the importance of training in new information and communication technology, which would be more and more essential in the future.
- 17.** *Mr. de Arbeloa* (Employer member) was delighted that Mr. Somavia was in the Chair, thereby demonstrating his support for the action of the Turin Centre. He expressed his appreciation of the report submitted by the Director, particularly the way in which it responded to the needs of the constituents. More generally, he stressed that the Director's report and the Development Plan were excellent pieces of work. He approved of the realignment of the activities of the Centre in accordance with the four strategic objectives of the ILO. The staff of the ILO should take advantage of the Centre's training activities. That could be a means of disseminating the Director-General's strategic orientations better. In addition, he expressed the wish that the results of the evaluation of technical programmes be made more visible outside the Centre. Moreover, while he acknowledged the effort made in the area of distance training, he stressed that it should supplement rather than replace residential training. Concerning Latin America, he highlighted the need to strengthen the activities dealing with tripartism and social dialogue, particularly with regard to governments. Finally, he expressed a desire to forge closer links with national education systems, especially with universities, so that the latter would disseminate the ILO's message.
- 18.** *The representative of the Government of India* noted with satisfaction that, with this five-year Plan, the Centre was equipping itself with a long-term strategy. The Centre's activities had to be tied to the mandate of the ILO, and she therefore welcomed the five new programmes designed to strengthen the Centre's technical programmes, most especially that on employment and skills development. She particularly stressed the significance of the Delta programme, which demonstrated the Centre's expertise in several fields. Concerning the regional programmes, she noted the growing trend toward developing networks of potential beneficiaries within each region; these networks were managing their own needs and requirements, and developing new opportunities and resources. In conclusion, she lent her support to the general approach envisaged in the Centre's five-year Plan and to paragraph 98 of that document.
- 19.** *Ms. Coletti* (Worker member) expressed her satisfaction with the information given by the representatives of the Piedmont Region and the City of Turin. She was delighted that a clear, documented and explicit commitment had been formulated, thereby dispelling the uncertainties hanging over the Turin Centre's future. She stressed the need and the importance for the ILO to reinforce its action, especially through the development of human resources and human know-how. She insisted on the necessity of ILO staff training and recommended all ILO departments to follow the example of ACTRAV, which had decided to use the services of the Turin Centre to train its entire staff.
- 20.** *The representative of the Government of Ethiopia* thanked the Centre for the services that it had rendered to his country and encouraged it to continue along that path. He expressed satisfaction at the distance learning initiative, but recommended that the Centre see to it that the technical means without which the new technologies could not be used were accessible to all countries, including the least advantaged. He noted that working with the ILO's InFocus programmes would enable Ethiopia to strengthen tripartism. He stressed the

importance of setting priorities for each region, and recommended that the question of AIDS be a priority for the countries of Africa. In conclusion, he expressed his support for an enhanced evaluation system.

21. *The Government Vice-Chairperson* was pleased with the quality of the documents presented. He was delighted with the progress achieved by the Centre in every field of its activity, and stressed, in particular, the quality of the training it had carried out. As to the future, the Vice-Chairperson appreciated the breadth of outlook contained in the Development Plan. He highlighted the need to strengthen activities on employment and enterprise development and the importance of including distance learning in all the Centre's programmes. As regards the division of financial resources between the regions, he stressed the need to take new criteria on board. The Vice-Chairperson also welcomed the Centre's initiatives regarding equality of opportunity between men and women. Lastly, he approved of training courses being created for ILO staff, although he pointed out that Geneva headquarters should finance such programmes.
22. *The representative of the Government of El Salvador* thanked the competent authorities who had made it possible to devise and implement the Delta programme, as well as the managers of the regional programmes, who had monitored the priorities of the regions. Participation by her country was made difficult by the high cost of training at the Turin Centre. She therefore stressed the importance of a distance learning programme that would make it possible to get local situations to evolve and to support the reforms undertaken by the ministry of labour.
23. *The Chairperson* thanked the speakers and reaffirmed his commitment to the Centre's development. Since he had to leave the meeting, he gave the Chair to Mr. Anand, spokesperson for the Employers' group.
24. *The representative of the Government of Portugal* congratulated the Director and the staff for the work carried out by the Centre. His Government supported the three strategic directions that had been developed and highlighted both their coherence and their innovative nature. Portugal was particularly pleased by the strengthening of the technical programmes, by the DelNet innovation and by the activities developed within the framework of the regional programme for Africa and that of social dialogue. The delegation noted that the document presented was a collection of guidelines that required complementary items such as the setting of priorities, success indicators and a timetable of action. He wished to see a strengthening of the Centre's evaluation policy, particularly of the evaluation of training impact. In conclusion, he reaffirmed his country's support for the Centre's activities.
25. *The representative of the Government of Burkina Faso* congratulated the management of the Centre for the quality of its report, and thanked the Director for having followed the recommendations put forward by the previous Board. He endorsed the strengthening of the Centre's collaboration with the ILO's regional structures and encouraged further decentralization. He asked the Centre to ensure that every zone of Africa was covered by training programmes.
26. *The representative of the Government of Malaysia* stressed that the Centre should implement programmes that were pertinent and future-oriented. He noted that a large number of the courses offered lasted one week, and he wondered whether that was enough for their content to be learned. He asked that his remark be taken into account, and expressed his support for paragraph 98.

27. *The representative of the Government of Slovakia* noted with satisfaction that the Centre had achieved the objectives set by the second five-year Development Plan. He was pleased at the growing increase in the number of courses and participants. He pointed out that the strategic lines of development presented were a good embodiment of the Centre's *raison d'être* for the next five years, and he appreciated the cooperation envisaged between the ILO's InFocus programmes and the technical programmes of the Centre. It was important for the countries of central and eastern Europe to have training in the domain of employment services and of migration, and he hoped that regional "tailor-made" programmes would be offered.
28. *The representative of the Government of Brazil* added her congratulations to those of previous speakers on the quality of the documents presented and on the statements by the Employer and Worker members. She hoped that henceforth activities would be held at the level of the regions, and suggested that all courses include a component on human rights and fundamental Conventions for workers. Her Government gave the five-year plan its support.
29. *The Director* thanked the participants for their support. He assured them that the implementation of the five-year plan and the preparation of the investment plan would draw on what they had said. A number of issues called for a global, integrated response by the ILO and the Centre together.
30. The Board approved the point for decision in paragraph 98 of document CC.62/4.

II. Future provisions concerning the United Nations Staff College project (Second item on the agenda)

31. *The Director* gave a brief outline of the history of the Staff College Project. He pointed out that the project had been entrusted to the Turin Centre for a period of five years that expired on 31 December 2000. However, the United Nations had asked the Centre to extend the agreement currently in force by one year. The Officers of the Board had agreed to this in March 2000. He referred to the annexes to the document presented, and specifically the report by the Officers of the Board of March 2000, the report by the evaluation team and the proposal made by the United Nations Secretary-General to the General Assembly, which would be discussed on 9 November. The Deputy Director would take part, together with the ILO Branch Office, in the meeting set for New York. The Director asked the Board to take note of the documents and to confirm the decision by the Officers as to the extension.
32. *Mr. de Arbeloa* (Employer member) noted the quality of the Director's report and the role of the Staff College in promoting the fundamental values of the ILO within the United Nations system. He hoped that the ILO Centre would retain full control of its actions and of its prerogatives.
33. *The representative of the Government of Italy* had followed the evolution of the United Nations Staff College Project with interest. He reiterated his opinion in favour of a supplementary year and of the financial autonomy of the Staff College. He recommended that the synergy with the Centre be maintained, especially as regards logistics and the sharing of technical and methodological skills.

34. *The representative of the Workers' group* stated:

This document reports on the position taken by the Officers in their meeting with the Director-General and the Italian Government. I would like to recall what I stated, on behalf of the Workers' group, during the Officers' meeting last spring. It will be indispensable to be informed, as soon as possible, of the decisions taken by the General Assembly in this regard. The Group wants to strongly emphasize that the campus had been placed at the disposal of the ILO and that this arrangement should be maintained. The tripartite institutional framework is well established and it is necessary to clearly delineate the conditions under which the campus facilities and services would be provided to the Staff College.

35. *The Government Vice-Chairperson* said that the Staff College would remain on the campus, and encouraged closer cooperation with the Turin Centre. Furthermore, the prospect of financial autonomy for the Staff College meant that consideration would have to be given to dividing costs between the College and the Centre to avoid any harmful financial consequences for the latter.

36. *The Director* pointed out that future arrangements would be defined according to the principles established by the Officers of the Board.

37. *The Director of the United Nations Staff College Project* confirmed that the comments by the Officers of the Board had already been taken into account. The Staff College was an exceptional opportunity to strengthen cooperation between the Turin Centre and the United Nations system, and to intensify activities between the Centre and the Staff College.

38. *The Director of the Centre* expressed agreement with the suggestion by the representative of the Government of Italy proposing to commission the services of recognized impartial external auditors so as to put forward an equitable method of sharing costs.

39. *The Chairperson* welcomed the proposal but recommended that the Centre should remain as independent as possible in this process.

40. The Board took note of document CC.62/5.

III. Staff questions (Third item on the agenda)

41. In accordance with the usual practice, *the Chairperson* invited the Board to hear a statement by the Chairperson of the Staff Union (the text of the statement is given in Appendix I).

42. *The representative of the Workers' group* stated:

The Workers' group expresses its satisfaction as regards the recent signature of the agreement on the establishment of machinery for consultation and collective bargaining between the Centre and the Staff Union. The Workers' group congratulates the Director for following such approach. The Agreement provides for a structure. The Centre and the Staff Union will have now to identify the various issues in which collective bargaining should take place for the best interest of the Centre personnel. The Workers' group notes and supports the fact that this agreement follows a similar approach to the one that is now being elaborated within the ILO.

43. *Mr. de Arbeloa* (Employer member) stated that these questions should be examined carefully and objectively, and that the Turin Centre was a centre of excellence that benefited from the contribution of all personnel and deserved the respect of the ILO and the United Nations as a whole.
44. *The Chairperson* took note of the statement by the Staff Union Chairperson and submitted the report to the Board for approval.
45. The Board approved paragraph 8 of document CC.62/6/b and took note of documents CC.62/6/a and CC.62/6/c.

IV. Director's report on the activities of the centre in 1999-2000 and outlook for 2001

V. Report on the implementation of the Programme and Budget for the current financial year (2000) and Programme and Budget proposals for the 2001 financial year (Fourth and fifth items on the agenda)

46. *The Chairperson* invited the Board to examine the fourth and fifth items on the agenda jointly. Annex 1 of document CC.62/6 (summary table of budget forecasts for 2000-2001) had been amended, and the changes were marked in italics.
47. *The Director* stated that 1999 had been marked by the Centre's efforts to adapt to the new structure of the ILO, thus allowing better promotion of decent work and of the Organization's four strategic objectives by the Centre, which had reorganized to boost its capacity. With the creation of programmes on employers' activities, social dialogue, the management of development and training in new technology, the number of technical programmes had risen to 11 and more personnel had been involved. There had been a new division of tasks between technical and regional programmes, the function of the latter now being: (i) to define priorities on the basis of training needs expressed by ILO constituents; (ii) to allow supporting and cooperative networks to develop; (iii) to ensure that resources were mobilized; and (iv) to coordinate activities for the different regions. The technical programmes, meanwhile, were responsible for developing the content of activities and teaching materials and for delivering training. The new programmes would eventually be self-financing. The Centre held two annual programming meetings, in January and June, which enabled objectives to be established and monitored and corrective measures to be applied if necessary. A special effort had been made to promote attention to gender questions by establishing a coordination unit. With the help of focal points in each programme, its role was to define the strategy and methods of promoting equal opportunities. The Director emphasized that the reference indicators as a whole for the period under consideration were rising. These showed that: (i) the number of activities in the Centre had risen; (ii) 8,000 participants were involved in training in 1999; (iii) the number of participant/days had increased, thanks in particular to an increase in European Social Fund activities; and (iv) distance training had expanded and should double in 2001. He also noted that the number of individual fellowships had decreased due to a reduction in UNDP funding. He emphasized that 70 per cent of the Centre's activities fell within the ILO's mandate, thus underscoring the Centre's vocation to serve the objectives of the

Organization. The Director provided information on the geographical division of activities, in particular: (i) an increase in participants from the European Union and Africa; (ii) a slight decrease in citizens from Asia because a significant project had come to an end; and (iii) an increase in the number of interregional programmes. The participation of women remained high, and while it fell from 40 per cent in 1998 to 37 per cent in 1999 this was because a significant project devoted to women entrepreneurs in Viet Nam had come to an end. The Centre was continuing its efforts to ensure greater participation by ILO constituents in its programmes. A special fund had been set up enabling 20 fellowships to be funded for worker and employer representatives in various activities of the Centre in 1999, with 60 envisaged for the 2000 financial year. As regards quality, total quality assurance and the introduction of a detailed evaluation system had been fruitful. The Director stressed that the Centre continued to enjoy diversified sources of funding and that he was pleased to highlight an increase in programme funding by beneficiary countries and the success achieved in invitations to tender, a positive indicator of technical and financial competitiveness. The use of new technologies had increased by 20 per cent, and the Director pointed out that two pavilions had been renovated during the current financial year, one for the distance training project and the other for the UNICRI. He reiterated the Centre's desire to continue its close cooperation with the Staff College project. In financial terms, despite the difficulties related to substantial exchange rate fluctuations, the situation of the Centre remained healthy. For the 1999 financial year the budget surplus amounted to US\$248,000, and forecasts for a balanced budget for the current financial year should be met.

48. *The representative of the External Auditor* first described the methodology of his audit in conformity with Articles 25 to 28 of the Centre's Financial Regulations and the common auditing standards of the UN Panel of External Auditors. The main areas covered were: whether the expenditure was incurred in accordance with the purposes approved by the Board; whether income and expenditure were correctly classified; and whether the Financial Statement fairly represented the financial situation of the Centre. He was pleased to state that his examination had revealed no material errors or weaknesses when reviewed against these rigorous standards and that he had placed an unqualified opinion on the Financial Statements of the Centre. He confirmed that he had also carried out a management audit, the results of which were included in his report to the Centre. He noted that the Centre had responded to his audit recommendations covering procurement rules, the review of year 2000 issues and the revision of the level of the Working Capital Fund, and he recommended that any surplus amounts be transferred to the General Fund. He recalled that, in 1998, he had drawn to the attention of the Board the significant variation between budgeted and actual variable training costs. While appreciating the difficulties inherent in budget forecasts, he was concerned that the Centre was not able to explain these variations adequately. He suggested that the Centre base its future budgets on quantified assumptions. Secondly, the Centre's overall financial situation was sound and the General Fund cash and term deposits had increased by US\$2.4 million even though the Centre had, during the year, used US\$1 million from the Working Capital Fund pending receipt of contributions. He also highlighted the fact that the 1999 exchange losses of US\$395,000 had been due to the reduction in the value of the Euro currencies, and recommended that the Centre explore the possibility of receiving contributions in US dollars. Thirdly, he had reviewed the arrangement for the management of the UNSCP and recommended disclosing their activities separately in the accounts, reviewing the process of allocation of fixed costs and clarifying with the UN whether a separate bank account should be maintained. Fourthly, he commented on the installation of the Oracle applications, replacing the ageing Informix system. He noted that, while a range of problems were being addressed, he was concerned that the Centre was over-reliant on external software consultants for the day-to-day operation of the system and by the lack of bank reconciliation since March 2000. Finally, he advised the Centre's management to

keep the cost of the medical service, which had amounted to US\$230,000 in 1999, under review to ensure a best value-for-money service compared to locally available alternatives. He then thanked the Director, Deputy Director and the staff of the Centre for their cooperation.

49. *Mr. M'Kaissi* (Employer member) was pleased with the clarity of the documents presented, which reflected the improvement in the Centre's activities. African employers' organizations valued the technical assistance the Centre provided to their continent, and he hoped that these initiatives would be intensified. He also stressed the great need African enterprises felt in terms of training executives to respond to the challenges of globalization, a need felt in particular by small and medium-sized enterprises in relation to training in new technologies and human resources development. He reiterated that investment in training was essential for creating jobs, which in turn was necessary for stability and social peace. He also highlighted the need for employers' organizations to improve their capacity for social dialogue and pointed out that it was essential to promote an entrepreneurial attitude in order to achieve the objective of decent work. Finally, he would welcome closer cooperation between the Centre and ACT/EMP in defining training activities and selecting participants, while cooperation with the International Employers' Organization should continue.

50. *The representative of the Workers' group* stated:

At the outset, and on behalf of the Workers' group, I would like to congratulate the Director on his comprehensive report and reiterate that our group considers of crucial importance the issues of education and training in order to fulfil the mandate of our Organization. I will then comment on the general trends deduced from the current documents, while asking my colleagues to intervene later on in the discussion with specific comments regarding the nature and quality of programmes in different regions and sectors. The Workers' group is happy to note that, contrary to what had been foreseen in the past, the current report shows that the total number of activities and participants, both in-house and in the field, rose considerably in 1999, while maintaining a stable presence of individual training and a very good development in distance learning programmes. Even though this phenomenon was mainly due to the training activities related to the European Social Fund (ESF), and so benefiting only one region, it proves the dynamic nature of this structure and the possibility to positively and quickly react to different needs in our field of action, in so doing presenting itself as a true centre of excellence. Regarding the different areas covered in the report, we hope that next year they will be presented in homogeneous way in reference to the four strategic objectives (Standards, Employment, Social Protection and Social Dialogue) and the two crosscutting issues (Gender and Development) of the Organization. The Workers' group would also like to see included in the Director's report disaggregated data on workers'/employers' participation in the Centre's various training activities as well as a more precise information on the profile of the target groups invited to the Centre. Regarding the sources of funds, the Workers' group would like to receive more precise information on the projects financed by the European Union (US\$2.8 m), by Italy (US\$3.6 m) as well as other major projects covered by the Trust Fund (US\$3 m). With specific regard to the projects financed by the European Union, we would like to know whether this is a direct contribution or if the funds have been provided through the Italian Ministry of Labour and which could be the different implications of the two methods. If we empirically try to regroup the activities at the Centre following the four broad areas of ILO action, we notice the absolute predominance of the Employment sector in the execution of different projects, well beyond the data presented in chart D on p. 9, where 52% of the participants day by area of training in 1999 are included in a category named "employment and labour market". What it is empirically perceived, is then confirmed through the reading of a document prepared for the current Governing Body, but for a different committee (Technical Cooperation/1, para. 200): in 1999 the Centre reorganized its training department so as to ensure greater coherence between training curricula and enhancing their relevance to the strategic objectives of the ILO. The number of participants in 1999 by strategic

objective was as follows: Strategic Objective No.1 – 518; Strategic Objective No. 2 – 4,888; Strategic Objective No. 3 – 285; Strategic Objective No. 4 – 706; Cross-sectoral Programme – 1,044; UN Staff College – 629. While certainly considering the various aspects of employment as crucial for translating into practice the paradigm of “decent work” and inherent to the nature of the training centre, we also believe that the foundations of the house’s walls are rooted in all the sectors and crosscutting themes and that this repartition certainly does not allow all sectors to receive proper attention. The objection that will probably come to our point of view, is that the vast majority of these programmes are “tailor-made or donor-driven” and so respond to specific requests of the agencies or donor community. What we want to emphasize is that – even when we prepare committed proposals – the “tailor” has the possibility to influence which kind of final product is released and which kind of choices are made through its execution. Of fundamental importance is, for example, the offer of a portfolio of activities with the possibility to target different realities. For example, why have all the projects on the promotion of cooperatives disappeared from the list of activities of the centre? We believe that – especially when discussing informal sector and micro enterprises – the cooperative model can be of great value for the different actors and we would like to see a firm commitment of the Centre in this field. Furthermore, it is really worrisome that we do not often promote an integrated approach: for example, when discussing the promotion and support of micro, small and medium-sized enterprises, the topics outlined on enterprise development (p. 15) never mention labour standards, as these were not relevant for ensuring a sustainable private sector. Again, we want to emphasize that we are not here to promote any kind of jobs, but jobs that respect fundamental human rights, including trade union rights. Our group welcomes the smaller but crucial Programme on International Labour Standards and Human Rights and is pleased to recognize that “almost all the activities held are tripartite”; we are also pleased to see that in the current year we should be able to conduct more activities in this field. It is important to recall that the Centre is the ideal place to spread knowledge on all ILO standards, particularly in relation to the various training programmes (health and safety, social security, sectoral standards, migration, etc). Regarding the European Social Fund activities, we are pleased to register that they have continued in the year 2000 and that some will last beyond (p. 64). Once more, we repeat what we have often stated when new activities are carried out at the Centre: the importance to make sure that these projects are coherent with the ILO mandate and that they integrate training activities on fundamental rights at work in their curricula. And this must of course become true also for the established activities!

The Workers’ Group would like to express its disappointment in regard to the decline of women’s participation in training in comparison with 1998. It is true that in absolute figures the number of women went up (from 2,473 to 2,991), but it is also true that the percentage went from 39.3% in 1998 to 37% in 1999.

Furthermore, we learn from the report that “forty-two per cent of participants in European Social Fund were women” (p. 39), well above the average. This means that – if the EU did not decide to implement these programmes – the rate would have even fallen much lower! Table 6, p. 9 (a welcome data disaggregation on gender mainstreaming) shows also an uneven distribution of programmes targeted towards women among the regions. Since the report mentions that the ITC activities on gender equality targeted women and men alike (p. 13) it would also be interesting to know the percentage of men in these programmes. In general, we need disaggregated data indicating very clearly how many women took part in the different training activities at headquarters and in the field and specifically address those regions and those programmes that are lagging behind. The Centre should above all continue and extend its work and efforts in the area of gender. This specific area should be further developed in terms of a specialized training offer on gender and also used for the implementation of the ILO Action Plan on Gender Mainstreaming. In addition the Centre should enhance its commitment to integrate gender equality into all the curricula and provide a higher profile to gender issues in terms of research and training instruments. We also believe that programmes on Social Security, Working Conditions and Occupational Health and Safety as well as Labour Relations and Labour Administration should be strengthened, since these are crucial areas for building up the paradigm of decent work. The Workers’ group acknowledges the implementation of the DELTA programme and the launching of

new projects in the area of distance education. In this regard we express full appreciation for the close cooperation with the Programme for workers' activities and the support that will be provided for the development of new software (course reader) suitable for developing countries. We would also like to emphasize the need to provide publications and training material in various languages in order to spread the ILO's message through the constituents. In general, we want to emphasize what we will then present in our document on the third Development Plan – the need to integrate the ILO policy orientations within the curricula development through a constant link between the Centre and the different departments and In Focus programmes in Geneva. Regional managers of the Centre should work closely with the ILO regional offices, in order to develop a strategy for successfully deliver high-quality training services in the field, but also to prepare the future participants in Turin courses for a successful outcome. Finally, it is essential that the next report contain specific and easily readable information on the number of activities that present a tripartite structure, the exact number of workers and employers that participate in such activities as well as the technical programmes/strategic objectives in which such activities are held. These additional data will be important in order to evaluate efficiently the training quality of the Centre as well as the level of integration with the four strategic objectives of the ILO. The year 2001 will be particularly important for the Centre for two reasons: (1) it will be the beginning of the third five-year Development Plan; and (2) the Governing Body's Committee on Technical Cooperation will conduct, at its March session, an evaluation of all ILO training programmes, including those of the Centre. This is why we suggest to the Director General and the Director of the Centre to jointly convene the members of the Management Training Committee and the Trade Union Training Committee, possibly during the March 2000 Governing Body, in order to have a first evaluation of the implementation of the guidelines designed for the five-year period.

As regards document CC.62/1/Add.1, the Workers' group welcomes the access of two more professionals to the indeterminate contract (from 25 to 27); we are also happy to register that there is a plan to reduce the extensive use of fixed-term contracts. With regard to the Development Centres (organized by the personnel department to provide a basis for the delivery of the personnel policy) the WG believes in the need to back up these Centres with concrete training actions in specific technical areas (i.e. computer technology). We have the impression that not enough attention has up to now been paid to support the staff on new management/technical skills related to the introduction of new information systems such as Oracle or the development of distance education. The responsibility for training cannot only depend on individual motivation, but must be rooted in a suitable training offer developed by the Centre: the staff has to be able to fill the new job profiles needed in the near future. One final comment is due to the urgent need to study how to review the physical conditions of work in the premises (we have noticed absence of screens in front of the computers, chairs and tables not in line with ergonomic criteria and other various needed improvements).

As regards document CC.62/1/Add.2, the Workers' group is fully aware of the impressive amount of resources that will be needed in the near future for renovating the Centre's premises (including the abovementioned questions). We would appreciate it if the Director could give us further information, taking into account the important statement presented yesterday by the representative of the City of Turin for the long-term period, but also in relation to more urgent needs.

As regards document CC.62/1/Add.3, having taken note of the various financial statements, the Workers' group would like to comment on some interesting points arising from the External Auditor's report.

First, we agree with the recommendation under Pt 13, for a clearer estimate of future budgets on a single set of quantified assumptions, which will help not only the management but also the Board to have a clear vision of the expenditures. On Pt 17, the WG supports the proposal made by the Auditor to transfer any amounts above the target to the general funds. The Board should also consider how to put at the disposal of the Centre financial resources for supporting the third Development Plan. Equally, on Pt 23-25, we support the separate disclosing of information concerning the Staff College.

Point 26 – The WG notes that there has been a lack of planning and training of the staff as regards the implementation of this new management information system. Regarding the possible appointment of a system administrator/data administrator, the group believes that the Centre should first look at internal human resources in order to fill the post/s. Pt 26 – On development funds, the WG notes with concern that an important portion of the development funds has not been spent and would like to be provided with information to better understand the prevailing situation. The WG suggests also that the Campus Improvement Fund (Pt. 36) be revised and renegotiated within the frame of the campus' restructuring as well as the maintenance of the premises. Pt 43 – The WG would like to recall that it has always supported the idea of having studies made on the actual costs of supporting the College within the Centre and welcomes the fact that such studies are now on their way.

As regards the report on the implementation of the P&B for the current financial year and proposals for 2001 and the proposals for future financial assets, the Workers' group refers to the comments made under the Auditor's report as well as those that will be made under point 3, which discusses the third Development Plan. We believe that it would be extremely useful if in the future the Board is provided with a chart allowing comparison among the expenditures in the last five-year periods, in order to compare data. With these remarks, we approve the point for decision under paragraph 17.

51. *The representative of the Government of the United States* pointed out that the difference between the Centre's banking and accounting systems should be examined. She then expressed her full support for separating the financial state of the Centre from the financial state of the United Nations Staff College, and was pleased with the evaluation procedure put in place by the Centre. She valued the information included in the Director's report on this matter, but it was important to get a better idea of the impact of the Centre's training in different beneficiary countries. Finally, she thanked all the personnel of the Centre for their warm welcome.
52. *The representative of the Government of Portugal* thanked the whole team of the Centre for the clarity of the reports provided and for their work during 1999-2000. He was pleased to note the relevance of the Centre's activities to the four strategic objectives of the ILO, an outcome that was even more notable when it was considered that the Centre must also take the demands of the competitive international training market into consideration. He was also pleased with the increase in the overall volume of activities and with the Centre's capacity for innovation, which was particularly notable within the United Nations family. More specifically, he underscored the decentralization achieved with local actors and the systematization of measures for evaluating activities. Finally, he was impressed with the development of training carried out in the Portuguese language and indicated that his Government was prepared to establish global cooperation with the Centre to sustain this initiative.
53. *The representative of the Government of India* praised the quality of the documents provided on the third and fourth items on the agenda. She thanked the City of Turin for its financial support and was pleased with the excellence of the Centre's activity. She noted that the number of participants from Asia and the Pacific in the Centre's activities had fallen during 1999. Emphasizing that the Asia-Pacific region was the most heavily populated region of the world, she asked about the reasons for this reduction and was prepared to cooperate with the Centre to provide solutions. She also stressed the need to strengthen operational activities in favour of employment and pointed out that continuing training was essential in a global economy where working conditions changed rapidly. In addition, the Indian economy was largely dependent on small enterprises, and she would therefore be very interested in India's becoming more involved in training related to their development. She thanked the ILO for its support in training and retraining workers in India. She sought more structured cooperation in this field and hoped that the discussions

in June 2000 between the Minister for Labour and Employment and the Turin Centre would lead to concrete results and support for the V. V. Giri National Labour Institute.

- 54.** *The representative of the Government of Slovakia* complimented the Centre on the quality of the documents provided and was pleased with the quantitative and qualitative improvement in the training delivered. He fully supported the Chairperson's proposal to better integrate the Centre's activities with the strategic objectives of the ILO. During the Governing Body's Committee on Technical Cooperation on 9 November, the group of Central European member States would urge the Centre to show greater commitment in implementing the bilateral framework agreements between the ILO and its Members, so as to assist them in their process of accession to the European Union. He stressed in addition that the countries of central Europe were particularly badly hit by the problem of unemployment, and that the aid of the Turin Centre would be very welcome in this respect. He would especially like to see an intensification of training in employment strategy at local level, the development of small and medium-sized enterprises and the integration of women and persons with disabilities into the labour market. He was convinced that harmonizing the Centre's activities with the four strategic objectives of the ILO would boost their impact.
- 55.** *Mr. de Arbeloa* (Employer member) was pleased with the improvements presented in the document and wished to see them implemented in full. He noted that the separation of accounts between the United Nations Staff College and the Centre could represent the beginning of a total separation between the two bodies. He reiterated that the entire structure of the Centre should remain at the disposal of the ILO Centre, and thanked the sponsors for their generosity, particularly Italy, while questioning the amount of the contribution from the other developed countries. He also requested detailed information on the future plans of the representative of the Bureau for Employers' Activities within the Centre. As far as the Centre's activities were concerned, he stressed that, rather than focusing only on unemployment and the informal sector, they should also promote the ILO Declaration on Fundamental Principles and Rights at Work. In conclusion, he questioned the accuracy of the term "Resultado de explotación" in the Spanish version of the document.
- 56.** *The representative of the Government of Italy* was pleased with the financial stability achieved by the Centre and the balance maintained between respect for the ILO's objectives and adaptation to the needs of the international training market. He also stressed that the Centre had been able to decentralize its activities without neglecting the training delivered in Turin. He valued the cooperation maintained with both the Italian and the foreign academic community, referring in particular to cooperation with Spanish universities on local development, and with Italian universities in the field of intellectual property and industrial relations. In addition he highlighted the "Universitas" training programme, dedicated to the management of development, to which Italy had contributed US\$7 million. In this respect the Turin Centre could promote the concept of decent work by publicizing successful experience in combating poverty and social exclusion.
- 57.** *The representative of the Government of France* complimented the Turin Centre on the quality of the documents submitted and approved the integration of the Centre's activities with the four strategic objectives of the ILO. She asked that the financial reports give details of budgets by programmes showing the exact allocation of funds paid by the various donors. She also valued the importance given to evaluating the Centre's training activities.
- 58.** *Mr. Glele* (Employer member) complimented the Director and the whole team of the Centre and expressed his satisfaction with the work done and the quality of the documents

presented. He asked for clarification of the concept of apprenticeship and drew the Board's attention to the role the Centre could play in preventing the scourge of AIDS.

59. *The representative of the Government of El Salvador* complimented the Director on the clarity and precision of the reports presented. She was pleased with the development of the distance training programmes, whose importance had been stressed by her country's Minister of Labour and Social Welfare at the 61st Session of the Board of the Centre. She hoped El Salvador could benefit from these programmes in the near future, and reiterated the Minister of Labour's commitment to cooperate more closely with the various ILO bodies.
60. *The Employer Vice-Chairperson* noted the under-representation of southern Asia in the training team and hoped that the significant expertise existing in that region would be better used.
61. *The Chairperson* recommended that periods for collection should be reduced and proposed that the auditors' report should list contributions received and to be collected. He highlighted the importance of equitable geographical division of staff, but pointed out that such matters should be left to the discretion of the Centre. He then invited the Director to reply to the questions by the members of the Board.
62. *The Director* thanked the Chairperson and members of the Board for their comments and thanked the auditors for their contributions. He assured the Board that the Centre would do its utmost to follow up on their suggestions. As regards the health centre, costs had already been reduced and the withdrawal of this service would not make it possible to accommodate participants in satisfactory conditions. In answer to the questions put by the Worker Vice-Chairperson, he pointed out that the European Social Fund programme was financed through the Italian Ministry of Labour, using its own funds for approximately half its needs and European Union funds for the remainder. The development of this programme did not jeopardize the Centre's vocation for development, and he would continue to monitor the geographical balance. He welcomed the proposal for the report to include information on workers' and employers' participation in the Centre's activities. He was in favour of an increase in activities in the field of cooperatives and was convinced of the essential role the members of the Board should play in encouraging all ILO technical departments to make appropriate use of the Centre. As regards action on the informal sector, meanwhile, he stressed that several of the Centre's programmes already covered these issues, and that this work would continue. In applying the strategic objectives of the ILO, the Centre believed that employment creation programmes were inseparable from the promotion of decent work. For this reason the technical programme on enterprise development regularly organized training on international labour standards and productivity and decent work in the informal sector, and also promoted taking the social dimension into account in enterprise restructuring. The fluctuations in the participation of women were due mainly to the fact that a certain number of projects specific to this area had come to an end. Women's participation had increased significantly and the Centre would intensify its efforts to increase it further. The Centre helped achieve ILO strategy in this area. Detailed figures would be provided on the male/female division in activities at the next meeting of the Board. In reply to questions on establishing the integrated management information system, the Director said that external qualified advice had confirmed that the choices made had been the right ones, and pointed out that the difficulties encountered were temporary and could be overcome. A strategy had been defined for achieving a better application of the Oracle system, envisaging a plan that would establish: (i) priorities for the resolution of the difficulties encountered; (ii) recruitment under the 2001 budget of a database specialist; and (iii) personnel training in the new system. The introduction of the Oracle integrated management information

system also explained the delay in reconciling the various accounts, a task that must be carried out in the proper manner. The Director acknowledged the valuable support of the Director-General, who had drawn the attention of the Italian authorities to the need to upgrade the structures of the campus in the area of security. He thanked the Government of Italy and the City of Turin for their help, which had enabled the power plant to be replaced and fire prevention systems to be modernized. He hoped that holding the Olympic Games in Turin would allow supplementary credits to be allocated. A Development Plan reflecting the needs of the Centre would be submitted to the Italian authorities in one month's time. As for funding the Development Plans, he pointed out that the first Plan had been funded by cancelling a loan, and that the second had been covered by budget surpluses from preceding years. Proposals would be put to the Board to cover the funding of the third Plan, reduced to four years due to the extension of the 1995-99 investment plan. The auditors would be consulted on these measures. The Director went on to praise the Government of Portugal for its commitment to increasing activities for Portuguese-speaking African countries. He acknowledged the support of the Government of Slovakia for its desire to associate the Centre in the ILO's activities in favour of the central European countries' accession to the European Union. The presence on the campus of the United Nations Staff College Project was a great advantage for publicizing ILO standards, and greater advantage should be taken of programme synergies. Relations between the Centre and the Staff College Project must be based on balance and reciprocity. The new employers' programme would begin in one week's time, and its main function would be to help to strengthen employers' organizations. In reply to the comments by the representative of the Government of France concerning the financing by France for the ILO in pursuit of the four strategic objectives, he pointed out that the training components would be negotiated between the Centre and headquarters and that they could not be anticipated in the documents presented. As regards combating AIDS, a scourge particularly affecting the continent of Africa, he said that several initiatives were being prepared by the Centre.

63. The Board approved paragraph 17 of document CC.62/2 and took note of documents CC.62/1, CC.62/1/Add.1, CC.62/1/Add.2, CC.62/1/Add.3 and CC.62/2/Add.1.

VI. Reports of the Management Training Committee and the Trade Union Training Committee (Sixth item on the agenda)

64. In the absence of the spokesperson for the Management Training Committee, *the Chairperson* invited the Board to take note of his report.
65. *The spokesperson for the Trade Union Training Committee* submitted his report:

The Workers' group would like to express its satisfaction for the way the Programme for Workers' Activities was carried out in the past years. Considering the deliberations of Committee that are here submitted for information, we would like to recall the most important areas on which consensus was achieved for improving the delivery of future work, beside the excellent list of activities for the 2000-2001 biennium: (a) the need to increase workers' participation in general training courses and in the UN Staff College; (b) strengthening of the links between the Programme for Workers' Activities in Turin and ACTRAV in Geneva, through the newly established Educational Committee; (c) explicit support of the Programme to the process of integration of the Centre with the ILO; (d) further development of training packages on CD-ROM/Internet and design of distance learning training packages; (e) the ongoing process of integration with ACTRAV's specialists in the MDTs in order to improve the process of: (i) defining regional training needs and appropriate curricula; (ii) delivery of courses; (iii) better evaluation of long-term objectives of the

programme; (f) development of distance education within the Programme with the delivery of new training services for workers' organisations, with appropriate design technologies; (g) increased participation of workers in the technical programme on Employment; (h) continued delivery of sectoral trade union courses for ITSS with new curricula and in relation to specific regions; (i) invitation letters to the workers' organizations would also be sent to the women's committees, in order to aim at gender equality when selecting participants; and (j) focus on an ongoing staff training process.

66. *Mr. de Arbeloa* (Employer member) thanked the Director for the answers provided and congratulated him on the closer association between ILO headquarters and the Turin Centre. He welcomed the appointment of the head of the employers' programme.
67. *The Chairperson* pointed out that a fruitful meeting had taken place on 23 June between employers' and workers' representatives to define common interests and guidelines for the new programmes. He hoped this type of consultation by joint committee would be fostered, since it involved all those concerned and led to constructive cooperation.
68. *The Worker Vice-Chairperson* said that his group was ready to examine the proposals carefully and proposed that the meeting of the Joint Committee should be held earlier in the year to ensure that it was more effective.
69. The Board took note of documents CC.62/3/a and CC.62/3/b.

VII. Other questions (Seventh item on the agenda)

Report to the Programme, Financial and Administrative Committee

70. The Chairperson explained that the report on the 62nd Session of the Board would be made available to the Programme, Financial and Administrative Committee in Geneva as from 7 November 2001.
71. The Board authorized the Chairperson to approve the draft report on the 62nd Session for submission to the 279th Session of the Governing Body of the ILO through its Programme, Financial and Administrative Committee.

VIII. Place and date of the next session (Eighth item on the agenda)

72. The Chairperson proposed that the date of the 63rd Session of the Board should be determined, in accordance with the usual practice, by the Officers of the Board and that it should be held before the Governing Body of the ILO.
73. The Worker Vice-Chairperson drew the Board's attention to the fact that this year's IPEC Steering Committee meeting coincided with that of the Board of the Centre and asked that, when the date of the next session of the Board of the Centre was established, assurances could be given that its members would be available.

Turin, 6 November 2000.

Appendix I

Statement by the Chairperson of the Staff Union of the International Training Centre of the ILO, Turin (2 November 2000)

Mr Chairman, Ladies and Gentlemen,

The presence of the highest authority of the Centre offers us an excellent opportunity to express our views on the future of the Centre, on the type of institution we would like and on the role of its workers in our joint endeavour.

We are at a historical crossroads. A millennium has ended; a new century has begun. Globalization and the development of information and communication technology have brought McLuhan's global village nearer and boosted the role of knowledge, the raw material with which the Centre works. We are also at the start of a new Development Plan, in the midst of a realignment process and at the end of a phase of growth and maturity. One result of this last is that 40 per cent of staff in the Professional category and above and 20 per cent of staff in the General Service category are due to retire in the next five years.

These are, therefore, particularly important times. Whatever we manage to understand, identify and decide today will shape the fate of the Centre. Our ability to meet the challenges of the twenty-first century will depend on our imagination and our creativity. We are optimistic about the future.

We have observed with great interest the qualitative step forward taken by the ILO in recognizing that its mission is "to improve the situation of human beings in the world of work", and that its fundamental aim is "to promote opportunities for men and women to obtain decent and productive work in conditions of freedom, equity, security and human dignity". We wish to contribute to the achievement of those objectives, as part of the new social awareness that demands decent work and a better life for everybody.

We share Domingo de Masi's view that "the challenge for the twenty-first century is to invent and disseminate a new form of organization that can improve the quality of life and work, a form of organization that takes into account the silent strength of the desire to attain happiness".

We believe, with Fukuyama, that "our hope is rooted in human nature's capacity to rebuild social order. Whether the arrow of history points upwards depends on this reconstruction process".

Like Antoine de Saint-Exupéry's Little Prince, we should never forget that we are here to contribute toward a better quality of life for all human beings. We must therefore throw the best of ourselves into that task. Only thus will we have stars such as nobody has ever seen before: stars that can laugh!

As the main training arm of the ILO, we must make the international community understand that capital investment without investment in human potential will not increase productivity; and that, in today's world, competition entails a contest among workforces in terms of quality.

If promoting a new culture entails changing behaviour patterns, developing skills and creating competencies, we must be clear that any change in behaviour and attitudes is a voluntary, conscious inner decision, and that people always have a choice. That is a deep, intimate expression of human freedom. Imposition, manipulation or compulsion will never achieve lasting results. If we want change, it must be brought about through educational means and training. Herein lies the importance of the work done by the Turin Centre.

In view of the scale of the challenges the Centre must help to meet, our main task for the next years is to improve our institutional quality and productivity. This means introducing new

technology, developing new products and adjusting organizational arrangements. It requires a well-informed, highly qualified staff of individuals who are flexible and committed, with a wide range of abilities and skills.

It also requires professional and competent managerial, technical and administrative staff able to solve problems arising from the need to produce and from the mission entrusted to the institution, staff with the ability to successfully combine competencies, technical knowledge and interpersonal skills. In short, staff that can run a system designed to tackle concrete issues successfully.

None of this will be possible without an institutional development policy that focuses on the development of the Centre's human potential. We hope that the third five-year Development Plan will more clearly address this issue.

Turning to activities, it is not possible to continue increasing their number indiscriminately. In the last five years, they have increased by 160% (from 147 in 1995 to 389 in 1999). The number of participants has risen by 130% (from 3,488 in 1995 to 8,070 in 1999) and the number of participant days has more than doubled (from 47,753 in 1995 to 106,906 in 1999). All this while staff levels have remained practically unchanged.

Our main product is quality training, and such quality cannot be maintained if training activities increase exponentially. We must match plans and programmes with available human resources. We must establish a progressive replacement programme for retiring employees that brings in new, young, well-qualified people skilled at training and ready to become involved.

We see education as a process of continuous, creative dialogue. This is only feasible if we have a highly motivated teaching staff with a wide range of experience. And only if we have a system of continuous further training that allows individuals to keep abreast of developments. Such a system requires people to have time to think, reflect, study, read and carry out research. Current conditions do not allow for that.

We need to set up a further training scheme that offers our subject specialists the chance to take part in high-level academic congresses and meetings, to take postgraduate Master's or Ph.D. courses at prestigious universities worldwide. Arrangements for sabbatical years and shared funding for long-term courses should be included in our scheme.

We also need a career development scheme that, on the basis of a clear statement of the professional skills required for a given post, makes it possible to assess the current situation of staff members and to establish an individual professional development plan for each of them.

We fully share the ILO's analysis in the ILO Human Resources Strategy paper, namely that, as in Geneva, "current staff policies, practices and institutions are both obsolete and inadequate to fulfil efficiently the mission and strategy" of the Centre.

We take up "the challenge of implementing realistic development plans, increasing the talent stock, ensuring effective staff information and participation and building an organization in which gender and national balances are appropriate". We are confident that such a process will be launched at our Centre as soon as possible.

As the Staff Union representing the Centre's workers, we intend to drive forward the harmonization of our personnel procedures and policies with the ones currently being studied by the ILO.

The creation of a Department for People Development to replace the current Personnel Office, ushering in a modern viewpoint and strategy, with functions similar to those already operating in Geneva, will make a significant contribution to enhancing the quality of the Centre's current human resources.

One of the main concerns of this Committee have been the future pensions of a large group of Italian officials who, for reasons beyond their control, are suffering injustice and discrimination. Because they were put into a separate system, they will get a smaller pension at the end of their working life than other employees at the same grade and step.

The problem goes back a long time, and was not fully solved by the 1982 agreements.

We have taken legal advice, which is that the Centre bears some responsibility for not having applied the headquarters agreement in line with the expectations of the Centre officials concerned.

We would like this issue to be analysed in depth and with a sense of responsibility. We would like the obligations that derive from erroneous suggestions and decisions to be accepted. And we would like the necessary financial commitments that will at last provide a definitive, equitable and just solution to be made.

If we wish to foster a youthful spirit at the Centre, our younger colleagues must be able to count on in-house childcare facilities. Looking after children is looking after the future, and we would enjoy nothing more than to have the laughter, playfulness and hopeful faces of our children around us.

Concerning gender equality, the issue of maternity is crucial. The responsibility of bringing a new human being into the world must be understood and protected. Just as in other areas we have obtained the conditions outlined in Italian law, we also want current maternity leave procedures to move into line with what we consider to be the fairer, more rational and appropriate Italian provisions.

On 19 October 2000, we signed a framework agreement with the Director to implement a collective bargaining process at the Turin Centre. We hope thereby to have laid the foundations for a new relationship with the management and to have launched a more balanced participatory approach. It is a historic event for the staff of the Centre, and we are convinced that it will help us progress in our intention to contribute towards a better world.

The world of the twenty-first century is one of permanent organizational, technological and social change. It is a world of digital communications dominated by the Internet. Knowledge is the basic economic resource in our society. Information and the use of knowledge are the basis of competitiveness and productivity.

In this scenario, "knowledge workers" (as Drucker calls them) should play an active part in the decision-making process, not merely a passive role of implementing or challenging decisions already taken.

We hope that dialogue, consultation and collective bargaining become permanent features of the management of the Centre. These principles are the essence of the ILO message, and they constitute our basic reference points.

As workers, we believe in the advantages of participation and wish to be reckoned with. Our level of effort and commitment will reflect the degree to which we are made to feel stakeholders.

Thank you.

Appendix II

Synopsis of budget forecasts for 2000 and 2001

(in thousands of US\$)

Chapter	Item	Title	1999	2000		2001
			Actual	Approved	Estimates	Budget
Part A – Income						
I		<i>Voluntary contributions</i>				
	10	International Labour Organization	2 565	2 670	2 670	2 670
	11	Government of Italy	6 669	6 757	6 250	6 900
	12	Government of France	96	65	86	86
	13	Government of Switzerland	69	69	60	60
	14	Piedmont Region	0	0	150	150
		Total Chapter I	9 399	9 561	9 216	9 866
II		<i>Earned income</i>				
	20	Income from specific activities	24 772	26 796	25 000	26 000
	21	Other income	322	522	520	522
		Total Chapter II	25 094	27 318	25 520	26 522
		Total income	34 493	36 879	34 736	36 388
Part B – Expenditure						
III		<i>Fixed expenses</i>				
	22	Staff	12 146	12 539	11 970	12 554
	23	External collaborators	287	511	500	644
	24	Buildings	1 228	1 297	1 300	1 410
	25	Transport and communications	456	701	680	645
	26	Specialized external services	446	507	500	493
	27	Services provided by the ILO	511	501	501	501
	28	Official meetings	85	105	100	105
	29	Missions and representation	319	376	350	380
	30	Library and training resources	49	45	45	45
	31	Depreciation of fixed assets	550	906	650	850
	32	Other fixed costs	870	1 114	1 224	1 179
		Total Chapter III	16 947	18 602	17 820	18 806
IV		<i>Variable expenses</i>				
	33	Temporary assistance	7 487	5 800	7 600	7 900
	34	Missions	806	850	830	850
	35	Participants' subsistence	3 223	4 450	3 300	3 400
	36	Participants' travel	2 052	3 850	2 170	2 400
	37	External tuition fees	560	950	500	500
	38	Books, training aids and other supplies	328	1 000	500	550
	39	Other variable costs	2 377	1 393	2 000	2 000
		Total Chapter IV	16 833	18 293	16 900	17 600
		Total expenditure	33 780	36 895	34 720	36 406
		Operating surplus (deficit)	713	(16)	16	(18)