87th session of the Board of the Centre, October 2023

87^e session du Conseil du Centre, octobre 2023

87.ª reunión del Consejo del Centro, octubre de 2023

AGENDA

Document CC 87 rev.

Submitted for information

ITEM 1 ON THE AGENDA

- <u>Implementation Report for 2022</u>

  Document CC 87/1

  Submitted for information

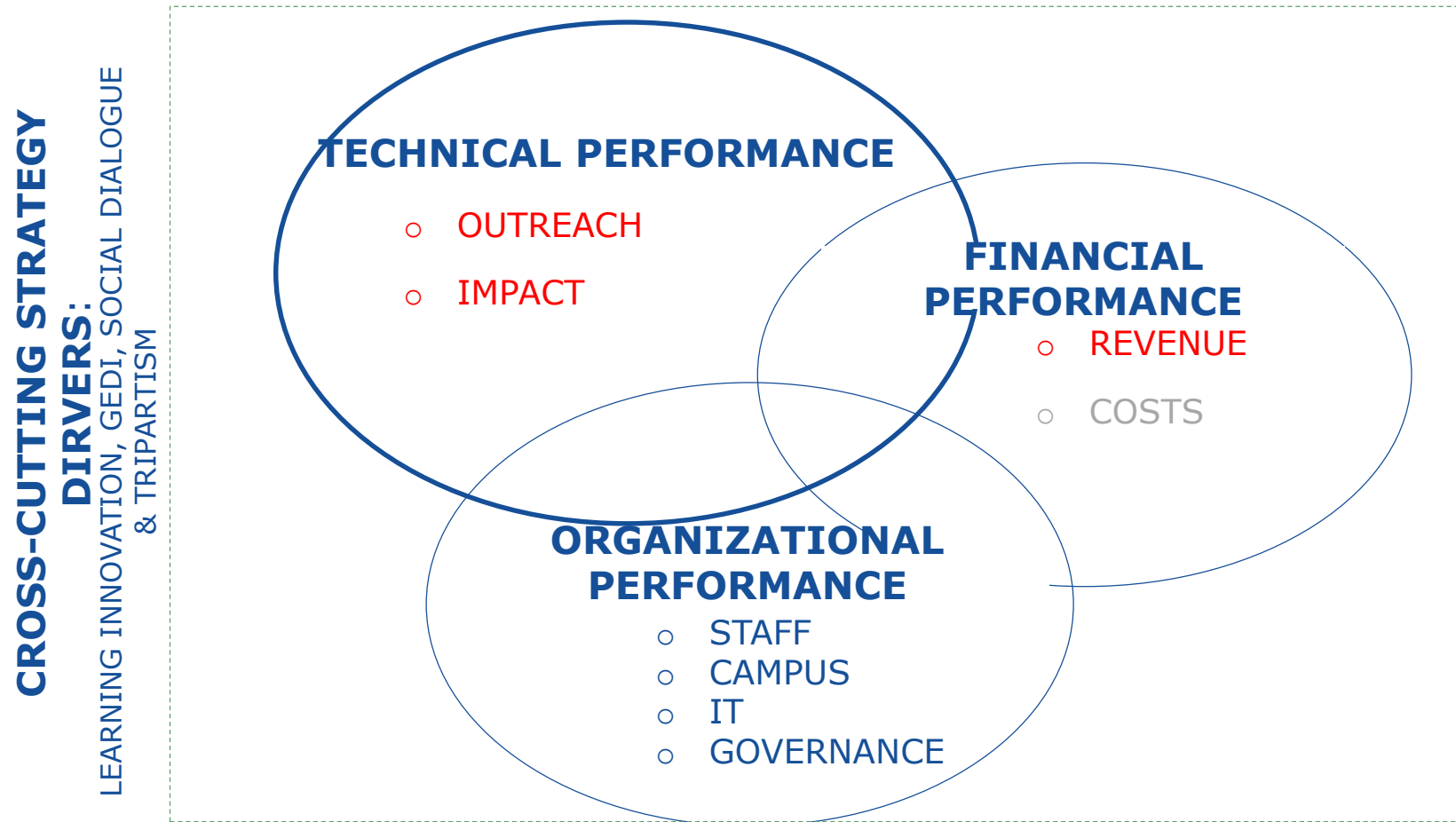 <u>Summary of the implementation progress in 2023</u>

  Document CC 87/1/Add.

  Submitted for information

Summary of the implementation progress of the ITCILO P&B for 2023

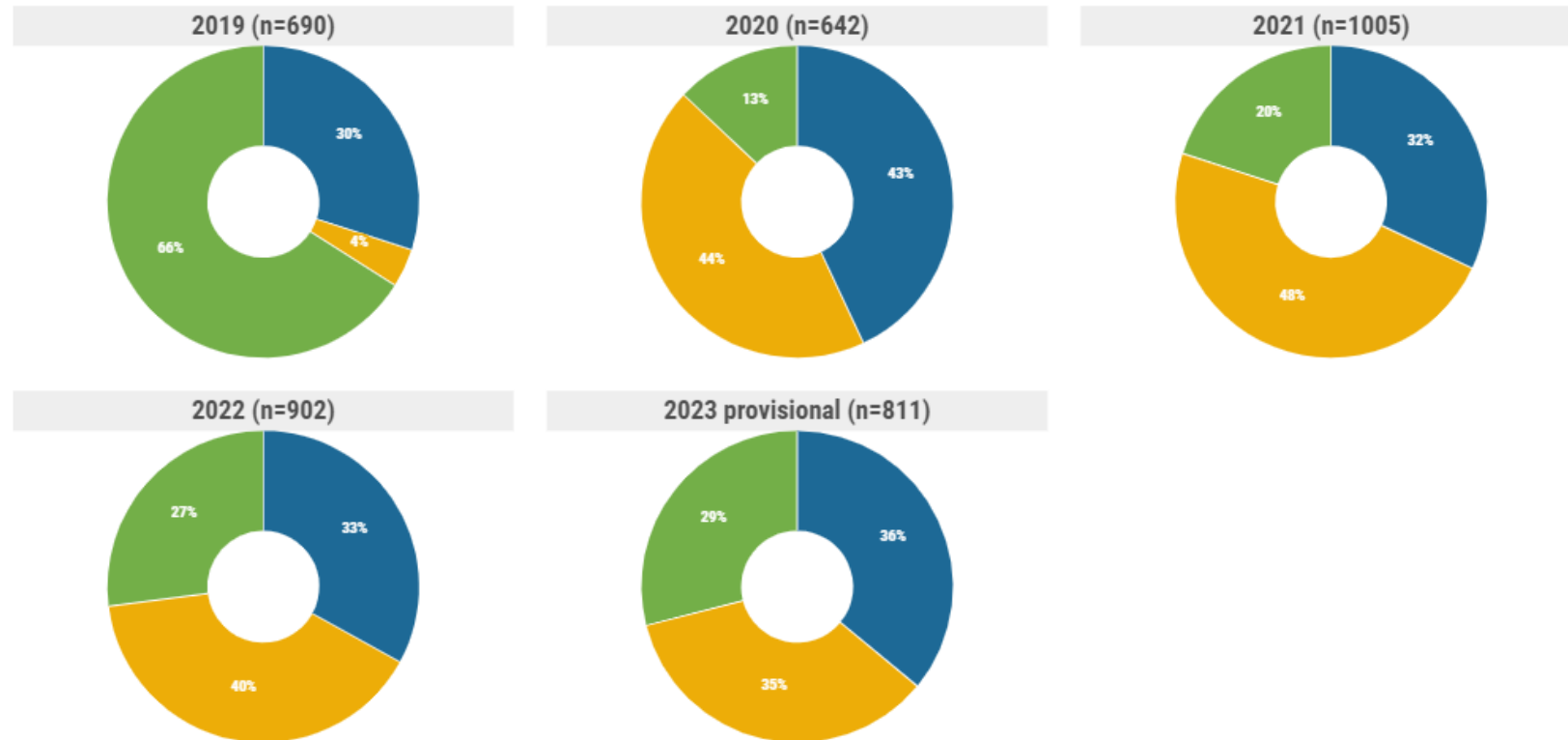# The results-based management framework underpinning the ITCILO strategic plan

CROSS-CUTTING STRATEGY DIRVERS:
LEARNING INNOVATION, GEDI, SOCIAL DIALOGUE & TRIPARTISM

TECHNICAL PERFORMANCE
- OUTREACH
- IMPACT

FINANCIAL PERFORMANCE
- REVENUE
- COSTS

ORGANIZATIONAL PERFORMANCE
- STAFF
- CAMPUS
- IT
- GOVERNANCE

Source: ITCILO 2022-23 P&B

O = The focus of this presentation is on result areas marked in red

THE CENTRE OPERATES IN A SUSTAINABLE MANNER

## The new service mix illustrated

● Non-training services (O2O) ● Distance learning (O2P - OL) ● Face-to-face training (O2P - F2F & BL)

2019 (n=690) — Non-training services 30%, Distance learning 4%, Face-to-face training 66%

2020 (n=642) — Non-training services 43%, Distance learning 44%, Face-to-face training 13%

2021 (n=1005) — Non-training services 32%, Distance learning 48%, Face-to-face training 20%

2022 (n=902) — Non-training services 33%, Distance learning 40%, Face-to-face training 27%

2023 provisional (n=811) — Non-training services 36%, Distance learning 35%, Face-to-face training 29%

Source: Management of Activities and Participants (MAP)
Self-guided courses not inserted in MAP are not counted. All blended courses are counted as f2f.

TECHNICAL PERFORMANCE:

Legend: F2F training on campus ● F2F training off campus ● Distance learning ● Distance learners (forecasted)
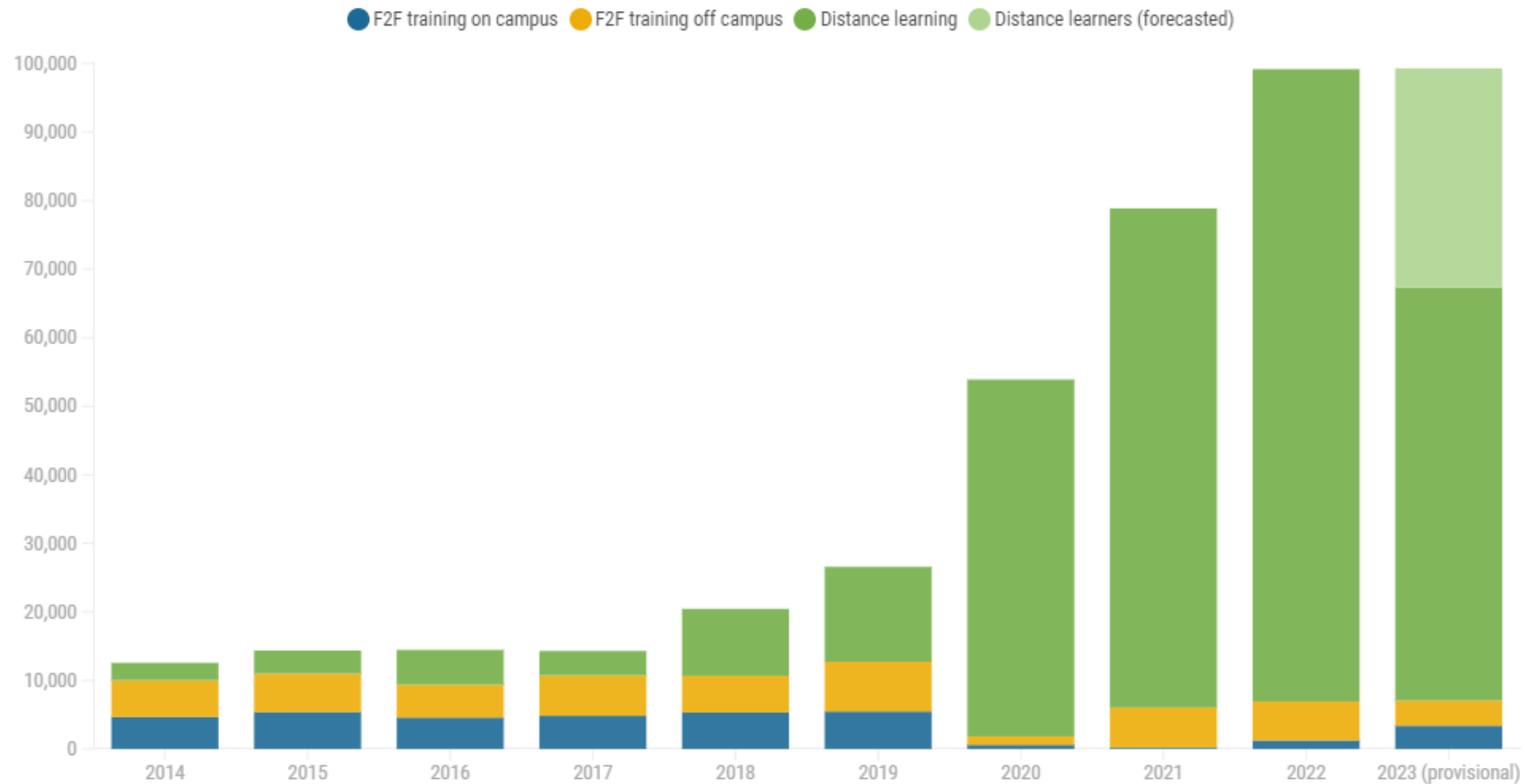
Source: Management of Activities and Participants (MAP), eCampus, Solicomm, external e-learning platforms curated by the Centre. • on campus and off campus figures for 2023 are based on the 2023 "participants reported" figures in MAP. 2022 DL figure includes indirect trainees enrolled in training courses on platforms curated by the Centre

All figures for 2023 are provisional, drawing on 4th Quarter projections based on the pipeline for face-to-face training activities and projecting distance learning outreach based on past years' trends.
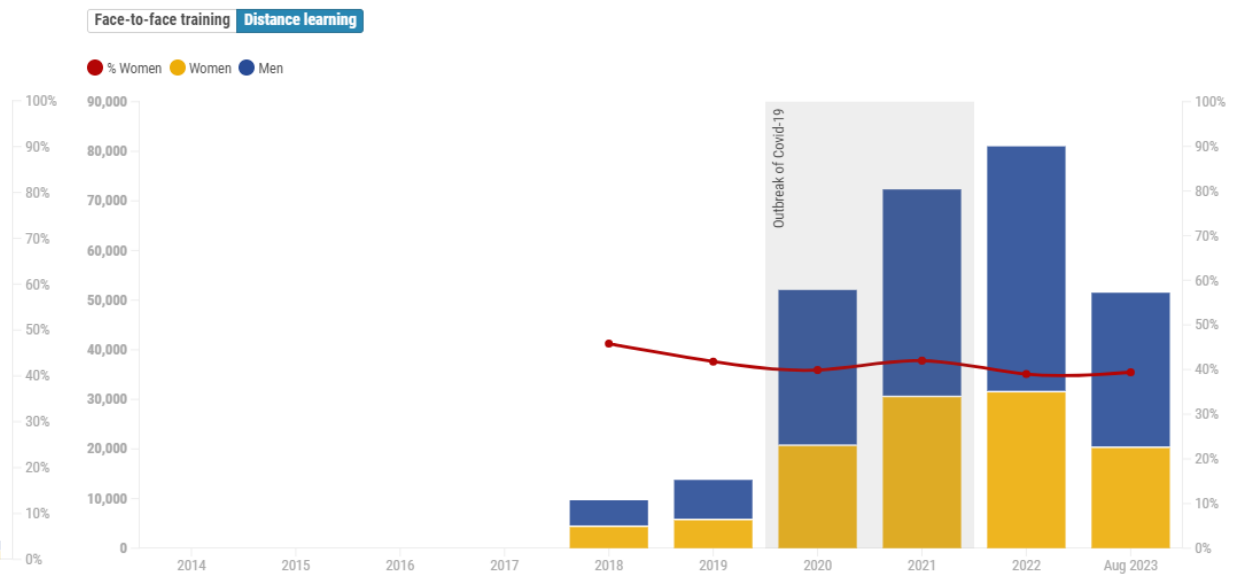
OUTREACH: GENDER BREAKDOWN OF THE PARTICIPANT UNIVERSE

FACE-TO-FACE TRAINING
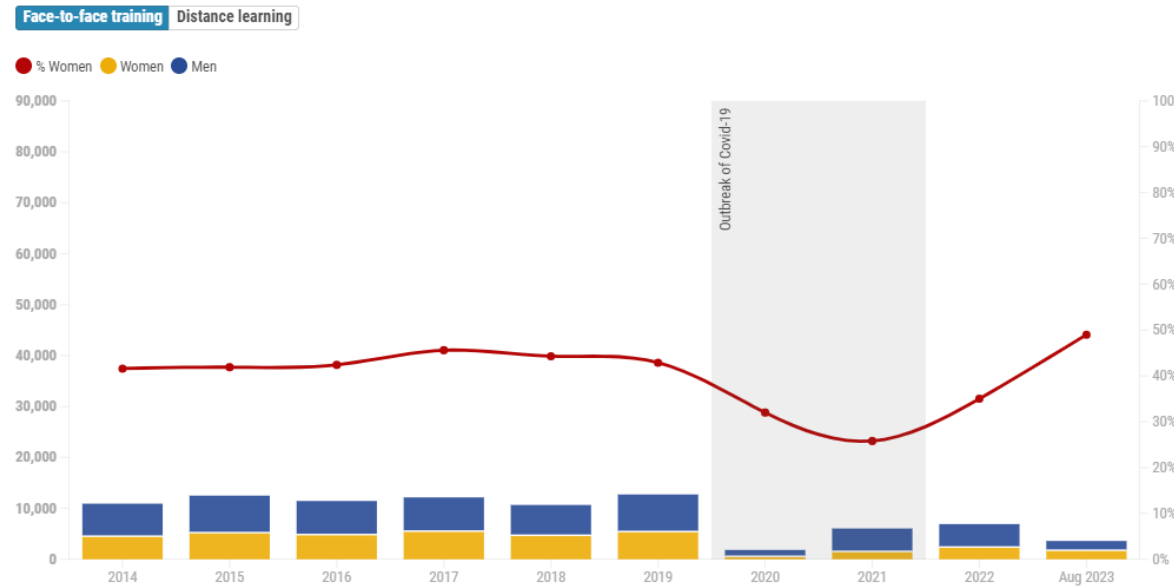
Source: Management of Activities and Participants (MAP), eCampus, Solicomm
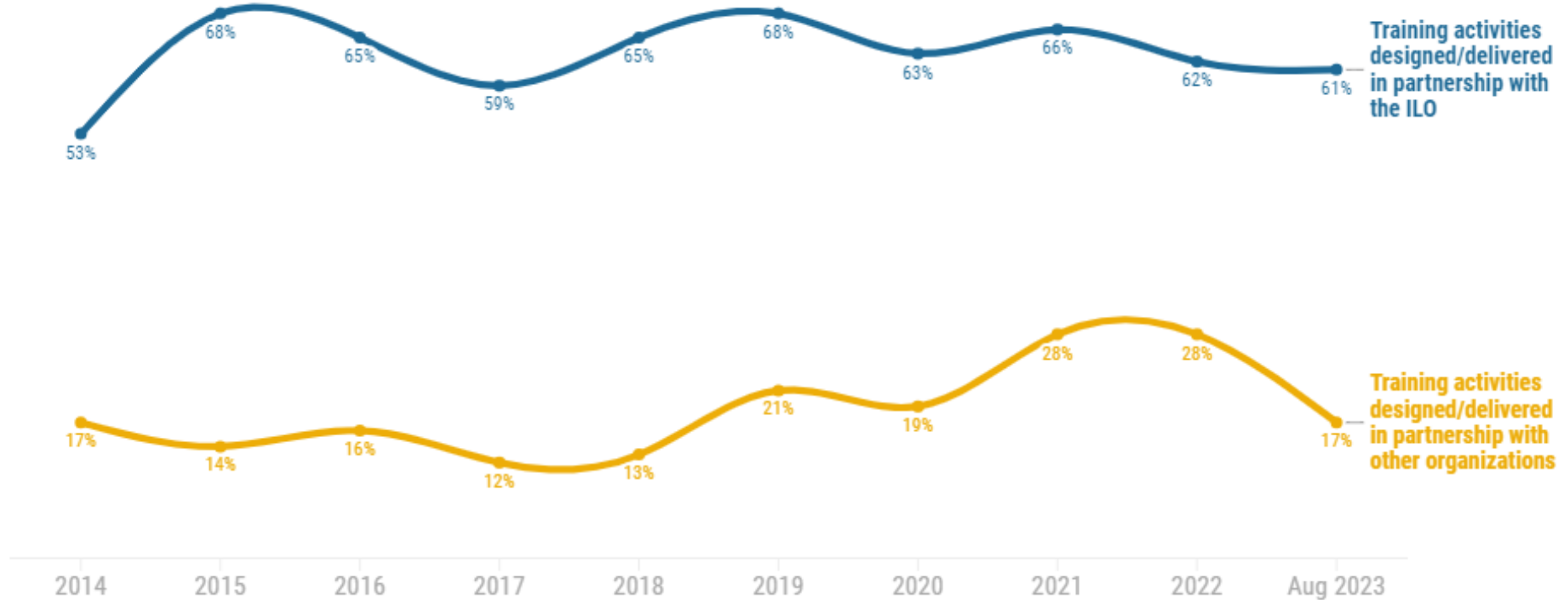Before 2018, all participants are counted under the face-to-face training modality

DISTANCE LEARNING

Source: Management of Activities and Participants (MAP), eCampus, Solicomm
Before 2018, all participants are counted under the face-to-face training modality

OUTREACH: TRAINING ACTIVITIES DELIVERED IN PARTNERSHIP

Training activities designed/delivered in partnership with the ILO

53%, 68%, 65%, 59%, 65%, 68%, 63%, 66%, 62%, 61%

Training activities designed/delivered in partnership with other organizations

17%, 14%, 16%, 12%, 13%, 21%, 19%, 28%, 28%, 17%

2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, Aug 2023

Source: MAP

IMPACT: NEW KNOWLEDGE ACQUISITION RATES


● Face-to-face/blended training ● Tutor-based distance learning ● Self-guided distance learning ● All training

2021: 73%, 88%, 82%, 84%

2022: 75%, 86%, 84%, 85%

August 2023: 82%, 81%, 85%, 82%
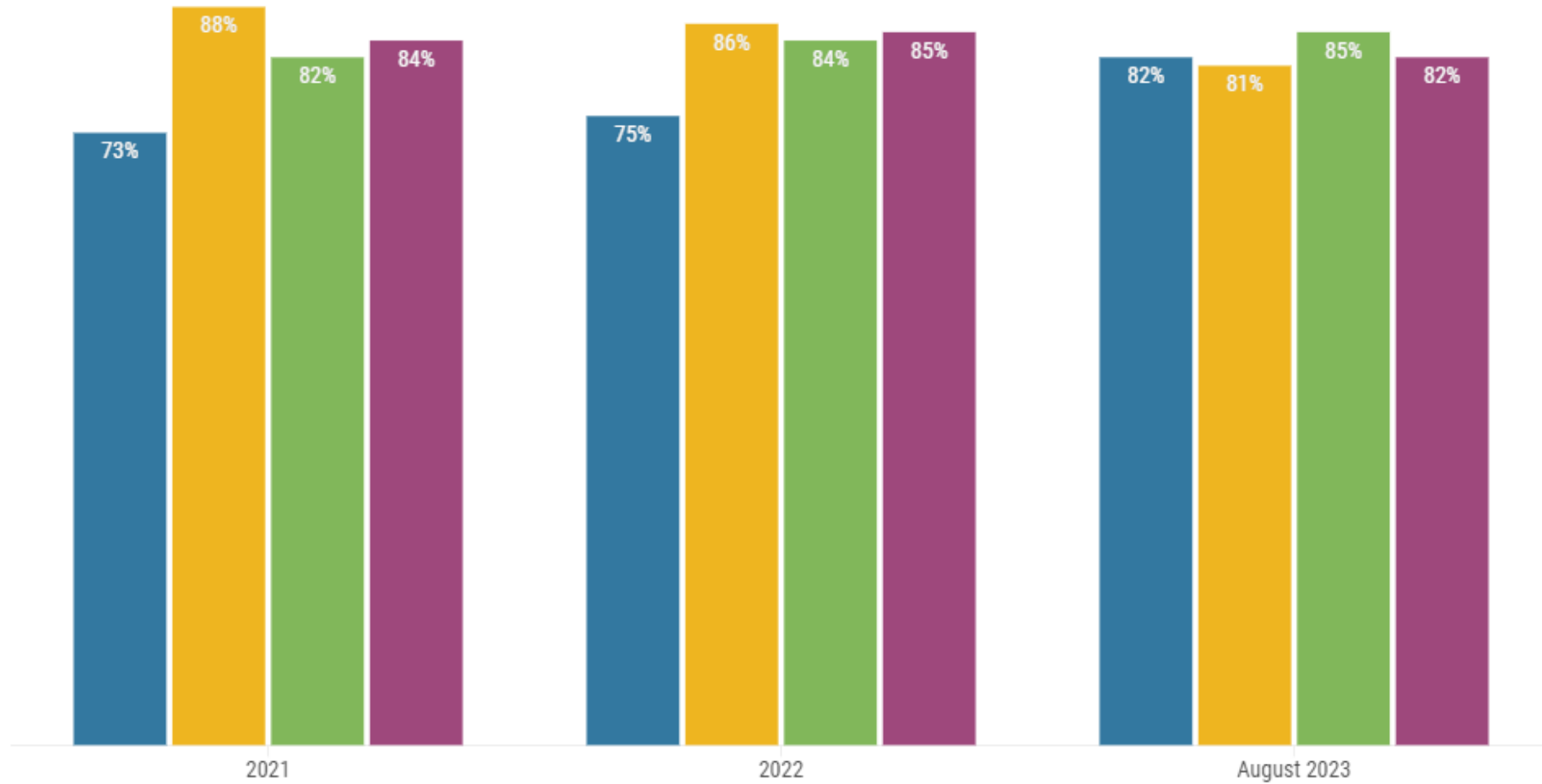
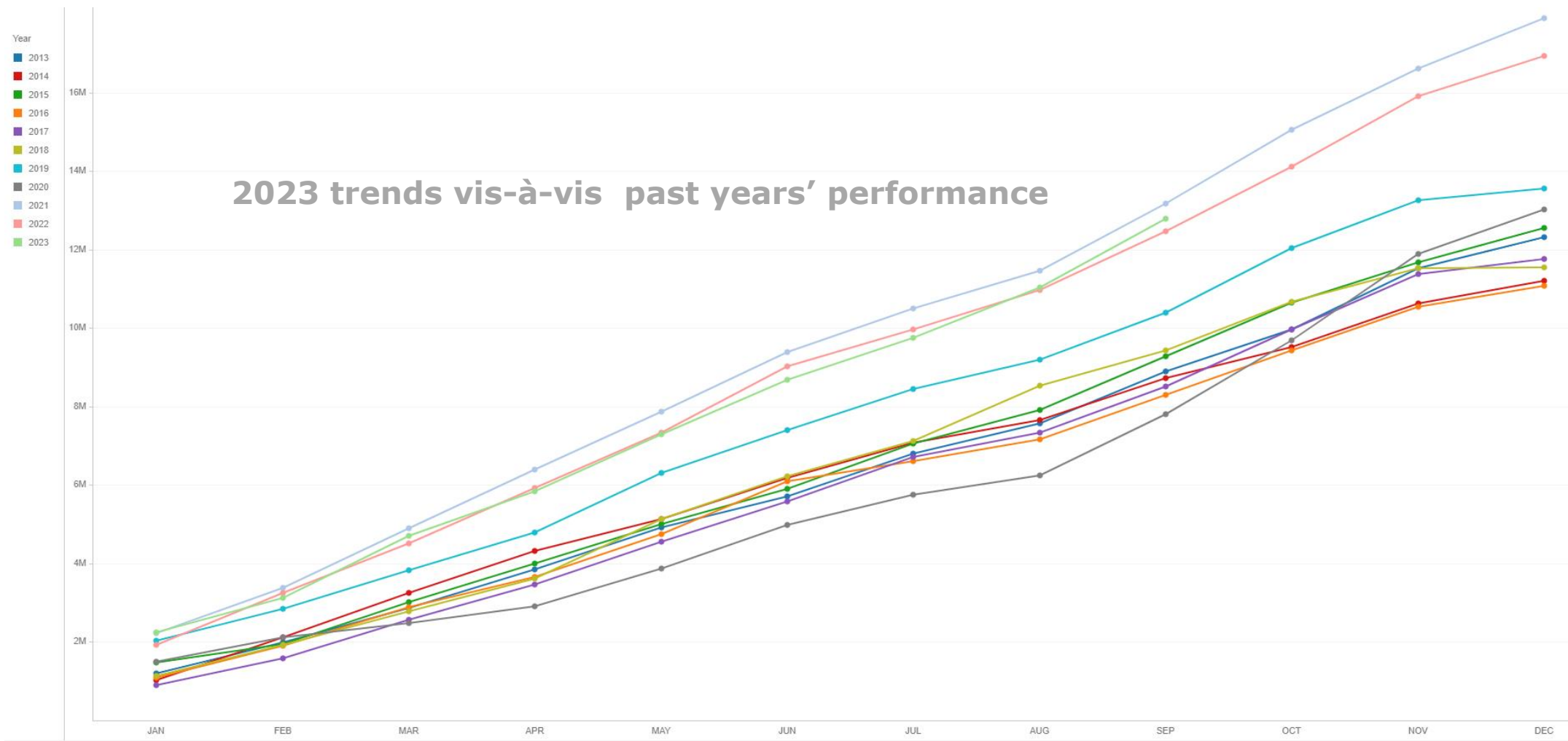Source: eCampus (Post-knowledge assessment tests)

IMPACT: NEW KNOWLEDGE APPLICATION RATES

● Training participants who agreed or strongly agreed that the courses were relevant to their needs
● Training participants who agreed or strongly agreed that the courses translated theory into practice
● Training participants who agreed or strongly agreed that they can apply the knowledge in their work setting
● Training participants who provided concrete knowledge application examples
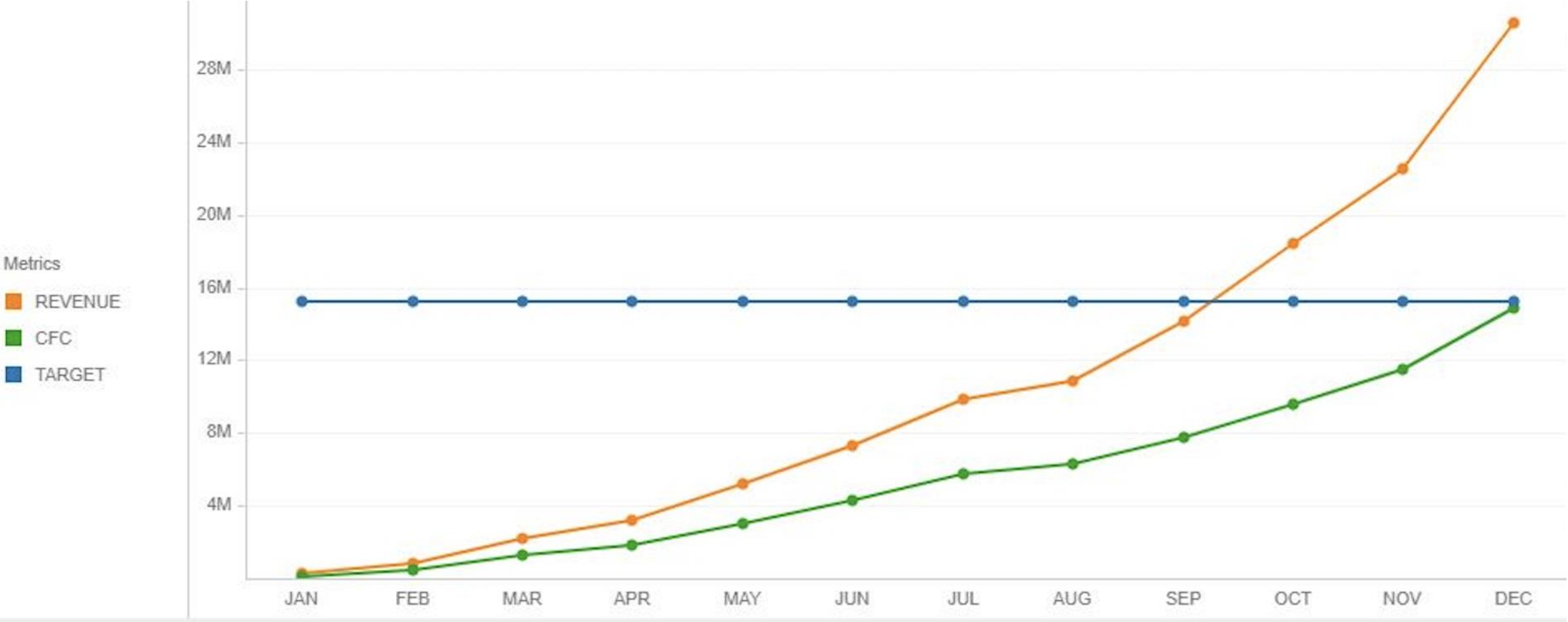
2021: 95% | 92% | 94% | 57%
2022: 95% | 90% | 94% | 52%
2023: 97% | 94% | 94% | 75%
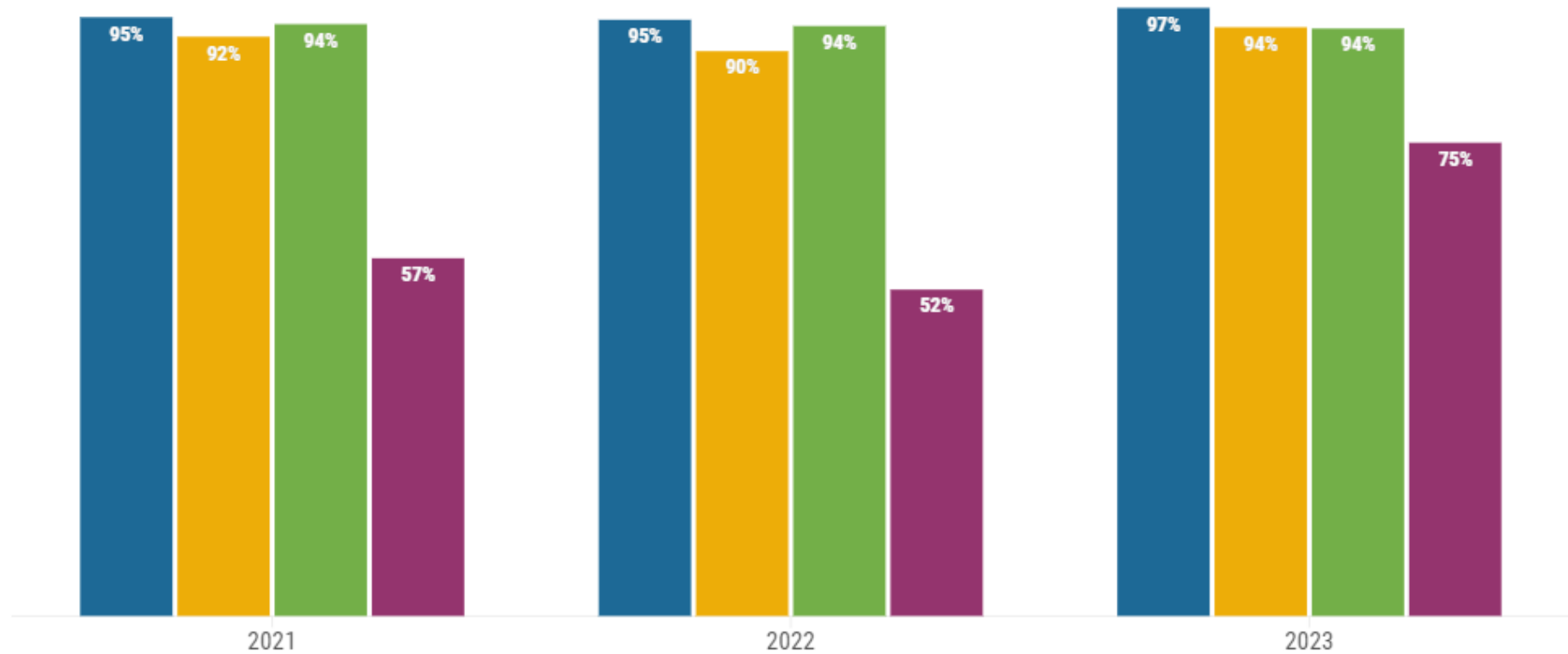
FINANCE: CONTRIBUTION TO FIXED COSTS

2023 trends vis-à-vis past years' performance

Source:
IBI

FINANCE: CFC TARGET ACHIEVEMENT RATE

Metrics
- REVENUE
- CFC
- TARGET

Source:
IBI

ITEM 1 ON THE AGENDA

■ Implementation Report for 2022

Document CC 87/1

Submitted for information

Summary of the implementation progress in 2023

Document CC 87/1/Add.

Submitted for information

ITEM 2 ON THE AGENDA

- <u>Programme and Budget Proposals for 2024-25</u>

Document CC 87/2

Submitted for decision

ITEM 3 ON THE AGENDA

- Independent external evaluation of the ITCILO capacity development activities

Document CC 87/3

Submitted for information

Management response to the

Independent external evaluation of the ITCILO capacity development activities

BACKGROUND OF THE 2023 EVALUATION

PURPOSE: To provide Centre's management with evidence of outcomes and impact of its entire spectrum of training activities (incl. fully online, F2F and blended), to assess which modalities are most effective and efficient, and to derive recommendations for the further development of the portfolio

SCOPE: 50 purposefully sampled training activities delivered in the course of 2022. The sample included a variety of paid and free, open and tailor-made, tutor- supported and self-guided courses.

EVALUATION CRITERIA: OECD DAC evaluation principles - relevance, validity of design, effectiveness, efficiency, impact and sustainability

METHODOLOGY: A combination of quantitative and qualitative evaluation methods. A participant's survey, in-depth interviews with ITCILO's staff members, institutional clients and a focus group discussion.

The full evaluation report and a digital brief summarizing the evaluation is accessible via the Centre's website https://www.itcilo.org/external-evaluation-training-2023

CONCLUSIONS

- ❖ ITCILO's training offer is closely aligned with the strategy of the ITCILO and the ILO, especially with regard to the strategic objectives related to broadening outreach and ensuring that the training activities meet the needs and requirements of the ITCILO beneficiaries, primarily the ILO constituents.

- ❖ It is especially positive that the ITCILO manages to ensure a high level of diversity in terms of gender, age, socioeconomic background, geographical distribution and organisation type, which means that the Centre is successful in providing relevant training opportunities to a broad base of its beneficiaries.

- ❖ It is clear that the core ILO values are deeply ingrained in ITCILO's work culture and relations with stakeholders. The ITCILO implements a methodology of close cooperation with beneficiary organisations on designing and delivering tailor-made training activities, which ensures that these activities meet very specific requirements of the target group in question.

- ❖ The validity of the activity design is generally at a high level within the ITCILO's work structure and there are no major deficiencies within the process of course design and revision.

- ❖ Participants' feedback points to the ITCILO being highly successful in providing its learners with a top-quality training experience which leads to enhanced level of competences on the part of the learners. This position is further reinforced by the stakeholders' perception of ITCILO as an organisation whose brand guarantees a high level of quality.

CONCLUSIONS

❖ This impressive level of quality is supported by two strong pillars: the internal quality assurance system and proximity to interested beneficiaries.

❖ A potential area of improvement of ITCILO's training activities is the development of course objectives related to "soft skills", interpersonal and intercultural connections, and peer learning. ITCILO can also improve harnessing the full potential of e-learning tools, primarily the eCampus.

❖ Stronger cooperation and interlinks between different project teams can ensure that the learners benefit from a more comprehensive perspective and that the learning experience that they have is a result of the best practices in delivering training activities that are available in the whole of the ITCILO structure.

❖ The central support services of the ITCILO could have a more thorough facilitating role in relation to individual programme teams with respect to transversal areas where pooling of expertise and resources would be beneficial.

❖ Findings point to the ITCILO being in a strong financial position with no immediate threats to its financial stability.

CONCLUSIONS

❖ ITCILO uses the resources at its disposal to ensure a high level of human and technical learning resources, facilitating a high-quality learning experience.

❖ Course participants rate their learning experience very highly and their feedback points to strong course applicability and practical orientation across different programmes with significant increase in job performance and competences. A number of practical examples has been provided by beneficiaries (workers, employers, ILO regional offices ...) where the skills and competences developed through ITCILO training activities have been used in contributing to personal, organisational, or societal goals of course participants and/or beneficiary organisations.

❖ An impressive level of knowledge and competences that participants acquire through the ITCILO training activities has been noted, and participants seem to be highly motivated to share this with their immediate environment. A significant number of examples related to such initiatives has been provided.

❖ Dissemination and training of trainers are valued elements that are part of some of the training activities and could potentially be expanded. Participants are highly motivated to continue their learning journey, with an overwhelming majority interested in future ITCILO training activities and many of them continuing to use the learning resources even after course completion.

RECOMMENDATIONS

Recommendation 1: Foster stronger communication and collaboration between program teams

Recommendation 2: Implement systematic staff professional development opportunities, especially around teaching/tutoring/facilitation competences

Recommendation 3: Develop more comprehensive mechanisms for guiding the process of training activity design and revision

Recommendation 4: Convert all face to face courses to a Blended Modality

Recommendation 5: Establish opportunities for ongoing interaction beyond the course completion among participants and with ITC

Recommendation 6: Improve methods for monitoring inclusion and diversity and increase outreach of the training offer

Recommendation 7: Accelerate and Mainstream the publication of online open courses and open access learning resources

MANAGEMENT RESPONSE

❖ In response to the **first recommendation**, the Centre will further expand its existing institutional framework for knowledge sharing, with focus on chatbots, induction training and in-house communication processes and tools.

❖ In response to the **second recommendation**, the Centre will more systematically match staff development needs with learning activity offers financed through the staff development fund. It might furthermore be considered to make training in instructional design, training skills and tutoring competencies a mandatory part of the induction training programme for all newly recruited staff lacking requisite expertise. As regard the end of activity participant survey, it will be considered to reclassify feedback on resource persons as mandatory and to systematically rank resource persons by client satisfaction, assessing their performance over time, at unit level and where applicable across units.

❖ In response to the **third recommendation**, the Centre will investigate AI applications to enhance the learning offer on the e-campus; further enhance the online learning platforms linked to the F2F courses and promote their universal use; monitor the compliance of all newly produced self-guided distance learning courses with the ITCILO Distance Learning Quality Assurance Framework; roll out the mobile learning first approach across the service portfolio: with the help of the Digital Facilitation Toolkit, mainstream a participatory learning approach for synchroneous online learning events ,offer Members of the learning faculty coaching sessions on the creation of digitally accessible multi-media content for the training courses.

MANAGEMENT RESPONSE

❖ In response to the **fourth recommendation**, management points out that already since 2019, *all* open face-to-face training courses of the Centre have a default online learning platform. For tailored face-to-face training activities designed and delivered ad hoc on request by institutional clients, online learning activities might or might not be accepted as part of the proposal.

❖ In response to the **fifth recommendation**, the Centre will assign resources to systematically curate the alumni network and target segments like TSD graduates and diploma level students with customized follow-up services. A special focus of these networking activities will be laid on social media.

❖ The **sixth recommendation** is out of management scope. What the Centre can do within the road-planks of its strategy corridor, though, is to more systematically promote its free distance learning services and its existing fellowship programmes for paid courses to target groups within special vulnerabilities that are within current scope, in particular women and beneficiaries from least developed countries.

❖ In response to the **seventh recommendation**, the capacity of the eCampus will be increased to facilitate further growth in numbers of learners concurrently accessing services; the suite of Master classes will be expanded; the effectiveness of the accessibility toolkit integrated during the 2022-23 biennium will be evaluated to inform further refinements. Moreover, learning content of the self-guided courses will be reviewed to improve its digital accessibility; and the Centre will further explore publishing selected flagship learning materials under a Creative Commons license.

ITEM 3 ON THE AGENDA

- <u>Independent external evaluation of the ITCILO capacity development activities</u>

Document CC 87/3

Submitted for information

ITEM 4 ON THE AGENDA

- <u>Report of the meeting of the Officers of the Board (June 2023)</u>

Document CC 87/4

Submitted for information

ITEM 5 ON THE AGENDA

- <u>Financial Statements and External Auditor's Report for the year ended 31 December 2022</u>

Document CC 87/5/1

Submitted for information

ITEM 5 ON THE AGENDA

- <u>Plan for the audit of the 2023 Financial Statements</u>

Document CC 87/5/2

Submitted for information

ITC EXTERNAL AUDIT PLAN

For the financial year 2023

Objectives

- To express an independent opinion and to add credibility to ITC's financial statements;
- To make observations with respect to the efficiency of the financial procedures, the accounting system, the internal financial controls and in general, the administration and management of the Centre (Chapter IX Financial Regulations).

Risk-based audit approach

Guided by:

ISSAI

ISA

FINANCIAL AUDIT

Objectives

- Efficiency and effectiveness of the design and operation of accounting and reporting controls;

- Issuance of independent audit opinion

- Compliance with Centre's policies, regulations, rules and procedures and legislative authority

Risk perspectives

- Accounting and reporting controls

- Completeness

- Judgments and Estimates

- Cut-off Procedures

- Accuracy and Valuation

- Disclosures

- Compliance with Regulations

- Adoption of new IPSAS

Objectives

- Whether there are adequate and functioning policy, framework, strategy and effective controls, sufficient resources in the management of student support services, periodic evaluation, monitoring, and reporting of student support services and staff meet qualification requirements.
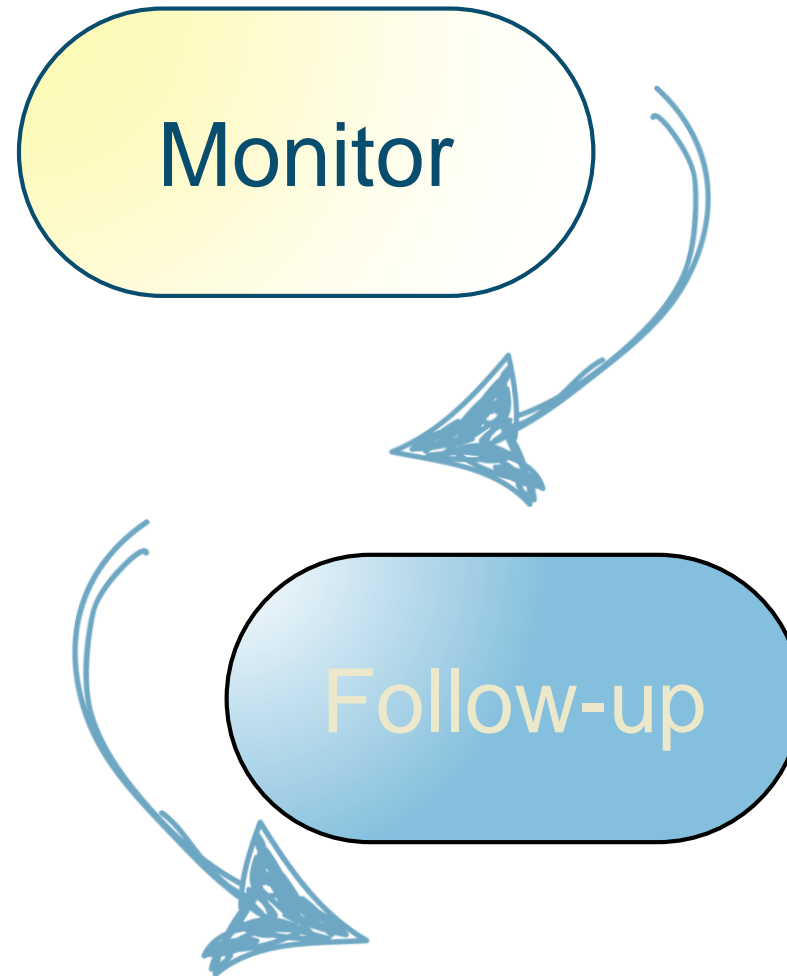
Risk perspectives

- Increase learners' engagement

- Removing barriers

- Assistance in goals achievement

Monitor

Follow-up

Deliverables

- Independent Auditor's Report (Short Form Report)

- Report of the External Auditor to the Board (Long Form Report)

- Management Letter

- Audit Observation Memoranda (AOM)

- Summary Report

Thank you
for
your attention!

ITEM 5 ON THE AGENDA

- <u>Plan for the audit of the 2023 Financial Statements</u>

Document CC 87/5/2

Submitted for information

ITEM 5 ON THE AGENDA

- <u>Report of the Chief Internal Auditor for the year ended 31 December 2022</u>

  Document CC 87/5/3

  Submitted for discussion and guidance

ITEM 5 ON THE AGENDA

- <u>Follow up to the recommendations of the Chief Internal Auditor for the year ended 31 December 2022</u>

Document CC 87/5/4

Submitted for information

ITEM 6 ON THE AGENDA

- <u>Human Resources questions</u>

  Document CC 87/6

  Submitted for decision

  Point for decision: Par. 19

ITEM 7 ON THE AGENDA

- <u>Administrative questions</u>

  Document CC 87/7

  Submitted for information

ITEM 8 ON THE AGENDA

- **Report of the Trade Union Training Committee and Report of the Employers' Training Committee**

  Document CC 87/8_a and Document CC 87/8_b

  Submitted for information

ITEM 9 ON THE AGENDA

■ <u>Date and place of the next session of the Board</u>

The 88th Session of the Board will be held in Turin on 24 and 25 October 2024 just before the 352nd Session of the Governing Body of the ILO