Study Tour to the International Training Center of the ILO
Turin, Italy
6-9 April 2009

Information Note

INTRODUCTION

Within the framework of the Capacity Building of the Iraqi Public Sector Management Project for Iraq, ESCWA and UNDP- Iraq strive to enhance the capacities of the National Center for Consultancy and Management Development (NCCMD), part of the Ministry of Planning and Development Cooperation in Iraq.

The Project seeks to enhance NCCMD’s capacities to embody a model in institutional capacity building and implement strategies for management development of the Iraqi public sector institutions, in the prospect of contributing to the establishment of an effective, efficient, responsive and transparent public sector, thus engaging an internal public sector reform process in Iraq.

Within this vision, the Project is expected to organize study tours to reputable regional and international training centers with the aim of facilitating the transfer of modern training techniques and methodologies relevant to the NCCMD consultancy and training activities. UNDP and ESCWA have identified the ITCILO–Turin as one of the institutions to host the study tour and provide NCCMD personnel with the opportunity to exchange experiences and gain expertise from renowned experts and practitioners in the training field.

OBJECTIVES

The Study Tour aims at facilitating the transfer of modern training techniques and methodologies relevant to the NCCMD consultancy and training activities. It shall enhance capacities of NCCMD staff in policy development, programme planning, implementation and assessment. In addition to constituting an opportunity to exposing the NCCMD to other training centers’ methodologies and internal processes to facilitate the replications of best practices and avoid common obstacles and limitations.
The Study Tour seeks to transfer the ITC’s experiences in enhancing professionalism and integrity in the management of public resources and public sector reform in support of good governance and sustainable development. ITC’s expertise in training and advisory services shall be presented within the context of upgrading both the individual and institutional performance of the NCCMD. One major aspect to tackle is identifying the link between capacity-building and training and reform implementation.

**SPECIFIC OBJECTIVES**

- Explore key areas for public sector reform;
- Apprehend the changing role of the State;
- Identify the managerial and human resources management implications;
- Get acquainted with the ITCILO Learning Approach;
- Analyze relevant international experiences in public sector reform and human resource development;
- Comprehend key areas for public procurement reform and project management;
- Formulate an action plan and determine next steps

**MAIN COURSE & METHODOLOGY OF TRAINING**

The Study Tour will use the knowledge transfer methodology and is expected to enhance interaction between participants and ITCILO staff/trainers and experts. It is designed to include both lectures and visiting learning methodology, thus exposing participants to the evolving concepts in public sector and procurement reform and management. In addition to highlighting best practices in project development and arranging study visits to prominent public institutions, including ITCILO learning facilities.

Specific thematics will include:
- Public sector reform;
- Evolving concepts on public sector management;
- The changing role of the State;
- Human resources management policies;
- Learning approaches and methodologies;
- Public procurement reform;
- Development planning and project management;
- International experiences (field visit in Italy)

Refer to Annex I for the Study Tour Work programme.

**Stakeholders/Beneficiaries**

The target beneficiaries of the Study Tours are primarily decision makers and training experts from the NCCMD and the Ministry of Planning and Cooperation Development, who are expected on the one hand to improve the workflow and internal processes based...
on the lessons learned from the tour and on the other improve the training and consultancy outreach strategy to enhance the role of the NCCMD within the Iraqi public sector.

In addition to NCCMD representatives, UNDP and ESCWA will include the Director Genera of Human Resources at the Ministry of Municipalities and Public Works in view of disseminating the model of modern training centers within the Iraqi public sector.

It is expected that this activity a total of 19 participants who are expected to reflect the following profiles:
- Decision makers within their respective institutions/sections, which would allow them to make structural improvements
- Training experts who would benefit from the training curricula to be presented
- Outreach focal points and communication experts / managers
- Human Resource managers

**LANGUAGE**

Training Workshop will be administered in Arabic and English languages. Simultaneous translation will be made available.

**LOGISTICS AND TRAVEL ARRANGEMENTS**

**A. Travel and Booking Details**

The concerned Travel Unit at UN-ESCWA has administered the issuance of Tickets for participants. Participants are expected to reach Turin via Istanbul on 4 April 2009 and to return back to Baghdad on 10 April 2009.

Passengers are expected to collect their tickets from the Turkish airlines office in Baghdad as per the already provided PTA numbers by ESCWA.

It is to noteworthy that participants will need to collect ALL tickets and bring them to Turin even if some participants are not granted entry visa to Italy. Hard copies are needed to reimburse the paid amount.

**B. Accommodation and Daily Subsistence Allowance (DSA)**

Participants are expected to reside within the campus of the International Training Centre- ILO. The campus has 288 fully serviced study/bedrooms, each with private bathrooms, telephone and cable television.
A restaurant and a canteen serve Italian and international cuisine is available. A coffee lounge serves snacks and drinks. Plz refer to Annex II for the campus map.

The Daily Subsistence Allowance (DSA) will be calculated based on the UN set rate and multiplied by the number of days participants will spend in Turin purpose of the Training.

**TRANSPORTATION**

Airport pick-up will be arranged and covered by the ITCILO for the group coming from Iraq. Internal travel within Turin for field visits will be organized and covered by the ITCILO.
## ANNEX I

### Study Tour program

<table>
<thead>
<tr>
<th>Time</th>
<th>Monday 6</th>
<th>Tuesday 7</th>
<th>Wednesday 8</th>
<th>Thursday 9</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00</td>
<td>Opening ceremony</td>
<td>Sharing international experiences: The case of Italy Valeria Termini High School of Public Administration</td>
<td>Human resource management policies</td>
<td>Procurement Reform George Jadoun</td>
</tr>
<tr>
<td>10:30</td>
<td>Participants’ expectations Programme Presentation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time</th>
<th>Monday 6</th>
<th>Tuesday 7</th>
<th>Wednesday 8</th>
<th>Thursday 9</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:45</td>
<td>Public Sector Reform Introduction: Purpose, context and scope</td>
<td>Sharing international experiences: The case of Italy Valeria Termini High School of Public Administration</td>
<td>Visit to the ITCILO facilities</td>
<td>Development Planning Project Management George Jadoun</td>
</tr>
<tr>
<td>12:45</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time</th>
<th>Monday 6</th>
<th>Tuesday 7</th>
<th>Wednesday 8</th>
<th>Thursday 9</th>
</tr>
</thead>
<tbody>
<tr>
<td>14:00</td>
<td>Public Sector Reform Evolving concepts on public sector management</td>
<td>Study visit to Piedmont Region Human Resource Directorate</td>
<td>The ITCILO Learning Approach Robin Poppe</td>
<td>Action plan Next steps George Jadoun</td>
</tr>
<tr>
<td>15:30</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time</th>
<th>Monday 6</th>
<th>Tuesday 7</th>
<th>Wednesday 8</th>
<th>Thursday 9</th>
</tr>
</thead>
<tbody>
<tr>
<td>15:45</td>
<td>Public Sector Reform The changing role of the State</td>
<td>Study visit to Piedmont Region Human Resource Directorate</td>
<td>The ITCILO Learning Approach Robin Poppe</td>
<td>Evaluation Closing ceremony</td>
</tr>
</tbody>
</table>
Annex II

Campus Map and Facilities

Pavillion U THANT

*Ground Floor:* Reception, Bank, Post Office, Laundry, Infirmary, Gymnasium, Internet Point, Shop, Meeting Room, Travel Office, Travel Services, Turin Information Desk, Participant Services, Offices

*First & Second Floor:* Bedrooms

Pavillion D

UNICRI

Pavillion E

*Ground Floor:* Canteen, Restaurant

*First & Second Floor:* Bedrooms

Pavillion F

*Ground Floor:* Coffee Lounge

*First Floor:* Bedrooms
Pavillion 2

*Ground Floor:* Classrooms, Offices

*First Floor:* Offices

Pavillion G

*Ground Floor:* Classrooms with interpretation facilities, Offices

*First & Second Floor:* Bedrooms

Pavillion H

*Ground Floor:* Classrooms with interpretation facilities, Offices

*First & Second Floor:* Bedrooms

Pavillion I

*Ground Floor:* Offices

*First Floor:* Bedrooms

Pavillion i

*Ground Floor:* Offices

*First Floor:* Bedrooms

Pavillion L

*Ground Floor:* Classrooms, Internet Point, Staff Union, offices

*First Floor:* Conference Hall, Classrooms

*Second Floor:* Former Officials' Association Office
Pavillion M

*Ground Floor:* Videoconference Room, Classrooms, Computer Labs, Offices

*First Floor:* Offices

Pavillion N

*Ground Floor:* Classrooms, Offices

*First Floor:* Library, Public Information Offices, offices

*Second Floor:* SIOI Library, Offices

Pavillion P

*Ground Floor:* Conference Hall with interpretation facilities, Classrooms

*First Floor:* Director's Office, Human Resources Services, Offices

Pavillion R

*Ground Floor:* Maintenance, Audiovisual Technicians' Office

*First Floor:* Cashier's Office, Offices

Pavillion S

*Ground Floor:* Stationery Office

*First Floor:* Offices

Pavillion T

*Ground Floor:* UNSSC Offices, Director of the Training Department Offices

*First Floor:* UNSSC Management Offices

Pavillion X

*Ground Floor:* Classrooms
Pavillion 1

*Baseline:* Printing House

*Ground Floor:* Management Information Systems Section, Offices

*First Floor:* Multimedia Design and Production, Classrooms with interpretation facilities, Offices