

**EMPLOYERS'
TRAINING COMMITTEE**

**REPORT
on the
EMPLOYERS' ACTIVITIES PROGRAMME
2008**

Presented at the ETC meeting, 28 - 29 May 2009

EXECUTIVE SUMMARY

SIX MAIN ACHIEVEMENTS IN 2008

I. INCREASE in training activities and participants

The number of participants in the Employers' Activities training courses increased by 33%, from 738 in 2007 to 989 in 2008, and 39 training activities were held.

II. QUALITY INCREASE

The quality of the training increased; the overall evaluation of training results was higher on all main indicators in 2008.

III. LAUNCH OF NEW LEARNING-KNOWLEDGE SHARING PLATFORM

The Learning Employers Network (LEMPNET), launched at the beginning of 2009, is a powerful tool for creating networks and a learning platform for the participants. It is also a first step towards e-learning.

IV. ENHANCED INNOVATION

A number of new training courses were developed and tested; new training methods and techniques were applied; the training faculty was enlarged.

V. INCREASED COOPERATION / VISIBILITY

Better integration and cooperation was achieved with ACT/EMP Geneva, the IOE, national employers' organizations, the ILO regional offices and the ITCILO units.

VI. IMPACT ON EOs

Impact evaluation after certain courses indicates practical improvements in the EOs which had participated in the training, in the areas of governance, services, lobbying and member communication.

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I. THE EMPLOYERS' ACTIVITIES PROGRAMME FOR 2008

1. OBJECTIVES FOR 2008

The ILO Training Centre's Programme for Employers' Activities (ACT/EMP Turin) was established in November 2000.

Its main purpose is to contribute, through training, to:

- building the capacity of employers' organizations (EOs) and their members, in order to meet their needs for strengthening; ACT/EMP Turin also contributes to meeting the ILO's Employers' Activities Bureau objectives;
- bringing participation by employers' representatives into the mainstream of the Centre's training activities.

The strengthening of EOs as well governed, effective service organizations and the strengthening of EOs' influence on socio-economic policy are two pillars of the Programme's work.

The following objectives were set for the Programme in 2008:

- limited increase in training;
- increase in quality of training and maintenance of a demand-driven approach;
- further development and innovation of training material in core areas for employers' organizations;
- creation of an e-platform for learning and exchange;
- strengthening of the human resources capacities of the Employers' Programme
- stabilise the available funds (which had increased strongly in 2007);
- strengthening of links with constituents and increase in visibility of the Programme;
- promotion of employers' participation and employers' relevance in other programmes of the ITCILO;
- start to measure the impact of training on participating EOs.

Progress in achieving these objectives is described and assessed below.

2. MAIN ACHIEVEMENTS IN 2008

A. Increase in training and employer participants

Employers' representatives can participate in ITCILO courses in two ways: as participants in activities run by the Employers' Programme, which are specifically directed at the Employers' Group, or as participants in the programmes run by other units of the Centre.

i) The Employers' Activities Programme

Number of training activities

The number of group training activities increased further in 2008.

In all, 39 group training activities were held, as against 29 in 2007, an increase of almost 33%. This is the third consecutive year in which the Programme for Employers has achieved these considerable growth rates.

Total number of participants in ACT/EMP Turin activities

The number of participants in 2008 increased by 40%. In all, 989 participants benefited from training organized by the Employers' Activities Programme. In 2007, the number was 738.

Seen over a longer period, the increase is remarkable: the number of participants in the ACT/EMP programme has quadrupled in four years.

Number of training (participant) days

The number of training days increased only slightly in 2008; a number of training activities were short (being part of a larger project) which explains why the increase in participants did not produce a large increase in training days.

Table 1: ACT/EMP Turin participation figures, 2006-2008

<i>ACT/EMP Turin</i>	<i>Jan – Dec 2006</i>	<i>Jan – Dec 2007</i>	<i>Jan – Dec 2008</i>
Number of activities	19	29	39
Total number of participants	420	738	989
Number of employer participants	388	700	977
Number of participant days	1056	2846	2895

Further details, including the regional and gender balance in activities and participants, are given in the statistical overview in Section II.

ii) Employers' participation in other ITCILO Programmes

Employers' representatives participate not only in the Employers Programme; they also participate in other Programmes.

In 2008, 288 employers' representatives participated in training activities of other programmes of ITCILO, such as Employment, International Labour Standards, Enterprise Development, Social Dialogue and Social Protection.

However, this figure is again lower than in the previous years, in spite of a serious increase in funds to support workers' and employers' participation in 2008.

In 2009, ACT/EMP Turin will continue to promote employers' participation and employers' relevance in other Centre Programmes. The trend in participation figures,

however, seems to indicate that this objective will not be reached by increasing the subsidies to promote bipartite participation and that other approaches are necessary.

iii) Total number of employer participants in ITCILO Programmes

As a consequence of the two above-mentioned tendencies, the number of employer participants in all Turin programmes (the Employers' Activities Programme and other ITCILO units) stood at 1280 employer participants, an increase of almost 250.

The strong increase in employers' participation becomes clearer if seen over a slightly longer period. Compared with 2005, for instance, total employers' participation in all ITCILO activities was almost double in 2008.

Employers now account for over 10% of the Centre's participants.

B. Increase in the quality of training

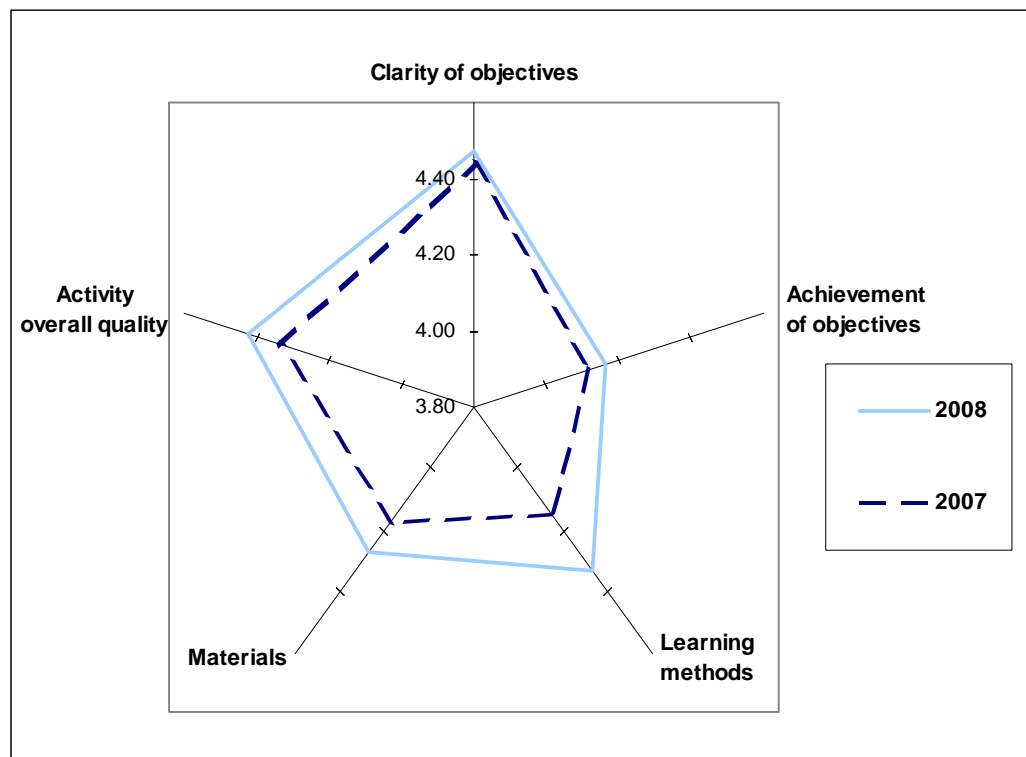
Increasing the quality of training has the same importance for the Programme as the growth in the number of participants. High quality means that training courses can have a long-term impact.

The quality of the Employers' Activities Programme (as well as that of all other training activities run by the Turin Centre) is monitored through end-of-course evaluations. The standard Centre questionnaire poses closed questions with answers on a 5-point scale from 1 (minimum) to 5 (maximum). In all, 16 aspects of training quality are measured, ranging from the quality of preliminary information to clarity of objectives, quality of training material and quality of resource persons. They are summarised in six head indicators (see below). The questionnaires may include open questions as well. On larger projects, independent evaluators carry out additional, more extensive quality control.

The overall quality indicators for the Employers' Activities Programme in 2008 were fully in line with the Centre's benchmarks. Compared to the Centre's benchmark, the Employers' Programme scores substantially weaker only on gender orientation/sensitivity. For all other indicators, the Employers' Programme is around the Centre's benchmark. This indicates a high level of satisfaction amongst participants.

Specific efforts were made to tackle the weaker points in the Programme's scores of the previous years. These efforts apparently paid off, and the quality indicators for 2008 were higher than in 2007 (see Figure 1, the "radar" diagram, below). Specifically, the following indicators improved: learning methods, quality of resource persons, materials quality and the link between contents and objectives.

Figure 1. Comparison of the ACT/EMP Turin evaluation results in 2007 and 2008



C. Creation of LEMPNET

After months of development work in 2008, the ITCILO Programme for Employers' Activities launched LEMPNET, the Learning Employers Network, in February 2009. It is a new Internet platform dedicated to employers' organizations around the world. Lempnet is designed as a tool for sharing knowledge and learning among employers. For the time being, the platform is in English only.

The objectives of Lempnet are to provide information on training opportunities for employers and to strengthen the worldwide network of employers' representatives and experts.

On Lempnet, thanks to a series of tailor-made interactive tools, employers' representatives can easily:

- get access to training and capacity-building products;
- share knowledge and ideas;
- create networks;
- help customize the Centre's training activities to meet the needs of employer organizations.

Lempnet comprises a public Web site (<http://lempnet.itcilo.org>) and dedicated Web sites for registered course participants, which tutors can use to assist trainees throughout the learning activities and keep in close contact even after the course.

Besides general information on the ITCILO Programme for Employers' Activities, the services accessible on the public website are:

- a catalogue of training courses with the chance to express an interest in them
- a training needs analysis survey so that EOs' needs can be taken into account in training activities
- news related to the employers' community and the possibility to post one's own news
- a list of interesting websites and their updates directly visible on Lempnet in the RSS feeds section

- a customised Google search engine for employers' websites
- a newsletter and interviews with experts
- the possibility to give opinions in polls
- an expert database to which trainers and experts can submit their CVs.



In addition, in a specific section for participants enrolled on courses, called “My training workspace”, employer representatives can find all the information, training documents and assignments of their course, upload documents and photos, and network with participants and tutors. Relevant general documentation is stored in a virtual library.

The screenshot shows a web browser window displaying the 'Learning Employers Network' website. The page is titled 'My Training Workspace' and features a course page for 'Workshop on Resource mobilisation and Project design'. On the left, a list of participants includes names, photos, and contact details. A callout box on the left points to this list, stating: 'Course participants' names, photos and contact details (directly accessible by e-mail and Skype)'. The main content area contains a course description and details such as 'Course Title: Workshop on Resource mobilisation and Project design', 'Language of the course: English', and 'Location: Turin'. A callout box on the right points to the course details and sidebar, stating: 'Information on the course (agenda, flyer, etc.); access to all training documents and virtual library; results of surveys and evaluations; chance to share online documents and photos.' The sidebar includes links for 'workspace help', 'my courses', and 'Shared Documents'.

Lempnet is designed to support new types of training activities in the future, notably distance learning modules or courses.

D. Further development and innovation of training material

High-quality training requires good training material. Such material reflects the tutors' approach to the subject. Participants wish to be provided with written records, handouts and references to use after the training session. The Programme started to develop in-house training material in a systematic way in 2006. As the ACT/EMP Turin methodology is process-oriented, the Programme is gradually adopting a modular training approach. To provide pedagogical development and a modular approach, the Programme also collaborates with the Distance Education and Learning Technology Applications (DELTA) unit of the Centre.

Significant efforts have been made to develop additional training material. In most cases, this means creating two types of material: tutor manuals and participant handbooks. Both include an overview of the lectures, exercises, case studies and tools.

Developing adequate training material requires time and effort. Training material has to be adapted to the specific needs and nature of employers' organizations. The relevant literature, or other material which covers those specific aspects, is often not available.

The number of experts in the vital areas for employers' organizations who possess the necessary combination of skills, experience and the capacity to develop such training material is also limited. The design of suitable material, appropriate to the prior learning, and relevant to the current competences and tasks, of EO staff and board members has to be adapted to a variety of beneficiary regions and countries.

In 2008, eight activities on the development of training material were launched or followed up. The training material is designed for developing countries.

In terms of contents, the new and additional training material concentrates on areas where employers' organizations in developing countries have identified priority knowledge and capacity-building needs.

In 2008, the following titles were developed and/or adapted:

- **Services by employers' organizations for members**

This material covers the following subjects: the importance of services for EOs; an overview of the type of services at present provided by EOs throughout the world, with concrete examples; the process of developing quality services for members.

- **International trade: what EOs can do**

This material, which has been developed in close collaboration with the WTO, treats the role of employers' organizations in developing and enhancing international trade in developing countries. More specifically, it looks at the advocacy and lobbying role EOs

can play in their national environments in order ensure that public policy on international trade is employer-oriented and reflects business needs. Secondly, it looks in detail at the ways EOs can develop services in the area of trade and trade promotion, in support of companies' needs (trade fairs, networking, trade promotion, etc.)

- **Lobbying and advocacy in depth**

This material underpins the 5-day course on lobbying in depth. The material provides a fairly detailed handbook on how the lobbying activities of EOs can be improved and refined. Starting from the issue of how to develop a lobbying strategy, it then goes into detail on the preparatory process (mandates of the members, priority-setting, analysis of the business environment, research) to the actual processes of lobbying and advocacy (communication, negotiation) and their follow-up. The training material also provides case studies and examples of good practice.

- **Training material on basic macro-economics for employer negotiators**

This course concentrates on transferring knowledge of the basic principles of macro-economics: it makes the basic concepts (inflation, GNP, public finances, competitiveness, productivity, balance of commerce, etc.), definitions and links in the functioning of economic systems understandable to non-economists who act as employer negotiators or representatives on national tri- or bipartite bodies.

- **Training material on employers' organizations and HIV/AIDS**

This material looks in detail at the different types of action employers' organizations can take to combat HIV/AIDS at the workplace: information, prevention and treatment. It is being developed in close collaboration with ILO AIDS. The objective is to share good practice and to encourage a more active role by EOs.

- **Development of video testimonials**

This is the generic title of a collection of video testimonials. It has been observed that participants are particularly keen to listen to the practical experiences of EO colleagues. However, it is impossible, for cost reasons, to invite a large team of resource persons to the training activities. Gathering testimonials by key EO staff on videos, for use in the classroom, is a way to circumvent this handicap: although they are not physically

present, they can share their practical experience. ACT/EMP already has about 30 interviews with EO representatives, who highlight particular experience they have had in fields ranging from lobbying to service activities for their members, to governance issues.

- **Training material on the role of EOs in skills policies**

This training material, still being developed, concentrates on the way employers can play a more important role in the development of sound skills policies. The material introduces central concepts (skills, competencies), and discusses the role employers' organisations can play in analysing and signalling needs (surveys, analysis), in lobbying the educational world, and in taking proper initiatives with entrepreneurs and youngsters.

- **Training material on EOs and communication policy**

Communication is an essential function of a well organised employers' organization, both with members and with the outside world. The training material analyses this policy aspect in different ways: the development of a communication strategy, its implementation, member communication, press and other communication. It is still being developed; planned outcomes are a brochure and training material.

E. Strengthening the human resources capacities of the Employers' Programme

It is obvious that human resources, both in quantity and quality, are a key to success for organizations active in training.

In the past, the limited nature of those resources kept the Employers' Activities Programme from becoming as successful as it should be. In 2008, the Programme was able to recruit two staff members and expand its resources considerably.

In April 2008, the Programme was reinforced by Ms Jeanne Schmitt, who previously worked as a senior adviser to BusinessEurope. Her strong knowledge and experience of the issues with which employers associations are confronted will be key assets for the further development of our activities.

In November 2008, the Programme also recruited Mr Paolo Salvai. He is a young labour economist, very knowledgeable about the labour market and macro-economics. His field of specialisation complements the competencies available in the Programme very well.

As regards the secretariat, a budgetary decision has been made to provide for an additional post. The competition will be launched in the second trimester of 2009.

F. Stabilise the available funds

Capacity to deliver also depends largely on financial resources.

The total amount of funds mobilized for the Programme increased slightly in 2008 (2007: US\$1,966,664; 2008: € 1,480,386).

The most significant funding for the Programme comes from the Italian voluntary contribution (40%).

Some donors with whom the Programme has already worked continued to provide important support.

- The EU approved a training project to build further capacity within the Eastern European ECEG employers' associations.
- ACT/EMP Geneva maintained its financial support by providing the Programme with funds to develop new training material and run specific training programmes.
- The Federation of Enterprises in Belgium (FEB) made funds available for the Programme to organize training projects to strengthen employers' organizations in Eastern Europe.
- The Dutch Employers' Cooperation Programme (DECP) of the Confederation of Netherlands Industry and Employers (VNO-NCW) continued to support ACT/EMP activities. It made possible the organization of several activities to strengthen employers' organizations in African countries, in the Caribbean and in Indonesia.
- The governments of Spain and the Netherlands also contributed significantly to the funding of ACT/EMP Turin activities.

Finally, in 2008 the Employers' Activities Programme received important help from experts from a number of national employers' organizations (MEDEF - France, the CNP - Senegal, ECOP - Philippines, the MEF - Malaysia, Business New Zealand - New Zealand, the FKE - Kenya, the FEB - Belgium and the CEOE - Spain) who acted as lecturers, consultants and/or facilitators during courses.

The Programme team wishes to express its thanks to all these organizations both for their important contribution and for the trust they placed in the Employers' Activities Programme.

G. Strengthening links with constituents and increasing the visibility of the Programme

ACT/EMP Turin continued to run activities aimed at strengthening links with constituents and the Programme's partners: national EOs, ACT/EMP Geneva, regional and sub-regional ILO Offices, and the IOE. Close cooperation with them ensures a demand-driven approach, appropriate timelines of learning and joint achievement of training impact.

Strong efforts were therefore made to increase the visibility of the Employers' Activities Programme among national employers' organizations and to enhance collaboration with the Programme's partners.

More specifically:

- A special day with a focus on employers' activities was held at the ITCILO stand during the International Labour Conference (ILC). It offered ILC participants the chance to obtain information about ACT/EMP Turin training activities and to pick up booklets and calendars.
- A number of training courses were run in close cooperation with the IOE and national EOs (development of materials, resource persons).

- Regular weekly meetings are held with employers' representatives attending Turin courses (in Programmes other than ACT/EMP) and make ACT/EMP Turin more visible to all employer participants in Turin courses.

In 2008 the training faculty was enlarged with EO experts from national employers' organizations throughout the world, who acted as tutors or witnesses (video testimonials). Closer involvement of employer specialists and specialists from national EOs also helped with the development of training material and course-related documents. The employer specialists and other experts from the ITCILO, the ILO and the IOE continue to be an integral part of the resource persons team. The Employers' Activities Programme is working on a database of resource persons for its training courses.

Such close cooperation also increases the impact of training and links the training activities to the consultancy and technical assistance missions of ACT/EMP staff, both centrally and in the field offices. The opinion expressed in the 2006 Report that the Programme activities should be closely accompanied by other coaching, local follow-up and support within an organization to provide sustainable learning and training impact remains valid.

H. Promoting employers' participation and employers' relevance in other Programmes of the ITCILO and further enhancing cooperation with other Centre units

In addition to ACT/EMP Turin's training activities, other Programmes of the ITCILO provide a variety of training activities (mostly open courses) directed at ILO constituents, and therefore also of direct use and interest to employers' representatives. These include courses on mediation of labour disputes, sustainable development and socially responsible enterprise restructuring, extension of social protection, international labour standards and local economic development.

The Employers' Activities Programme continuously enhances its collaboration with other Technical Programmes (units) of the Centre.

The most important aspect is that in several cases bipartite collaboration has been set up with our colleagues from the Workers' Activities Programme to organise joint training activities for our respective constituents. This is a very concrete signal of how social dialogue can and should be enhanced through training.

This collaboration covered courses on basic macro-economics (Central Africa) and the promotion of ILO standards for the fishing sector in Latin America.

The very positive collaboration and response from the participants makes a case for the extension of this approach, which coincides perfectly with the ILO mandates.

Collaboration with other units on training courses or parts of them was also extended.

ACT/EMP Turin is also strongly involved in the CSR-related activities of the Centre, in particular the implementation of the Centre's investment programme relating to that issue.

I. Impact and outcome

A key question, of course, is whether these training activities made any real impact and change within the employers' organizations, enhanced their services and increased their policy influence.

Unfortunately, the reply is not evident or easily given.

It must first be acknowledged that training of individuals - even if they are motivated and have the right mix of competences to benefit from the training - is but one contribution towards change in the behaviour of an organisation.

It is well known that other factors also affect such change: the quality of supervising management, the organisational culture, the global composition of the workforce in the organization, and, obviously, the context in which the organization functions. In other

words, training is a factor that influences good performance, but good performance and/or change depends on several further factors.

Measuring outcome in general is also difficult: do we question the individual or the management? What about outsiders, such as members and observers? Do we have objective parameters to measure or does one measure perceptions ?

All these methodological limitations impose modesty and prudence in interpreting the outcome of training.

Given the importance of the question, in spite of these methodological limitations, in 2008 ACT/EMP started post-course assessment of outcome for some courses. More specifically, for 4 training courses on the effective employers' organization, a post-course evaluation was done among the participants in the courses (Effective Employers' Organization for East Africa, Pacific countries, the Caribbean and the Balkans, all held in 2007, with impact measured via questionnaires after 6 months to 1 year).

The results were encouraging. The reply rate of the evaluation varied around 30%.

The impact evaluation examined 3 factors:

- impact of the course on the individual's job performance
- contribution of the training to the changes/results achieved by the EOs
- feedback on the course contents and need for further training.

The main results were:

- impact of training on job performance: 82% of the respondents confirmed the positive effect of the training on their job performance and confirmed they had applied the information and tools obtained during the course;
- impact on the organization: 63% of the respondents confirmed the course had contributed to internal change, such as adoption of new procedures and strategies, reinforcement of secretariats; 64% reported that the training course had contributed to the expansion or improvement of existing services, 41% to the development of new services, 55% that the training had contributed to improving

governance, and 71% that certain forms of policy influence had increased (visibility, development of lobbying strategy, new proposals for policy change).

For a more detailed overview, see chapter II.

It is obvious that these results remain sketchy and that further investment is needed if impact is to be measured and increased.

3. CONCLUSIONS AND LESSONS LEARNED IN 2008

In 2008, the Employers' Activities Programme made significant progress with its two main strategies: direct training and the development of innovative training material.

The main lessons learned and conclusions drawn were the following:

- There is high potential for further development and also high expectations: employers' organizations all over the world, especially in developing countries, still have a strong need for training. They expect ACT/EMP Turin to meet those training needs in close collaboration with ACT/EMP Geneva and the IOE.
- The interest in training covers a wide range of topics, from the internal development of employers' organizations to policy areas. Employers' organizations feel weak or, at least, in need of further strengthening through training. They therefore have a very broad agenda of training needs. Training is the most appropriate way to strengthen them, provided it is intelligently combined with technical assistance by ACT/EMP.
- Both the quantity and the quality of training have to increase further to meet those legitimate expectations, and so resources should be made available to allow the Employers' Activities Programme to become as successful as other Programmes of the ITCILO.

- Investment in training material (as recent evaluations show) is justified and has to continue.
- Further effort has to be put into impact evaluation.
- Enhanced cooperation and collaboration with other units of the ITCILO has a positive effect on employers' participation in other Centre courses.
- There is a mutual willingness and openness on the part of the constituents, the International Organisation of Employers and the Bureau for Employers' Activities to help the Employers' Activities Programme fulfil its training role.

Finally, it is useful to repeat the conclusions of the ILO Report on Sustainable Enterprise (ILC 2007). That report underlined the important role of employers' organisations: their crucial role in good governance, economic growth and thus employment, social progress and poverty alleviation has been proven and is shared politically by all constituents.

This must also be fully translated into ITCILO policy. It is vital to strengthen employers' organizations through training that increases their capacities and competences and thus enables them to fulfil their role.

II. FULL OVERVIEW OF 2008 ACTIVITIES

The activities (both training and training development) have **two pillars**:

- strengthening the functioning of employers' organisations
- strengthening their capacity to influence the business and political environment.

This translates into four training clusters:

1st building block: *Effective Employers' Organizations* - standard course

- Systematic overview of the functioning of EOs: governance, strategy and planning, lobbying, membership and income structures, etc.
- For executives, leaders of technical departments or new recruits

2nd building block: In-depth courses on strengthening employers' organizations

- In-depth training to:
 - increase internal efficiency (strategic planning, outreach to members, retention strategies, resource mobilisation, etc.),
 - maximise policy influence (lobbying strategy and techniques, social dialogue, communication, etc.)
 - manage services to members (training services, OSH services, etc.)
- For management and staff members involved in development strategies

3rd building block: Cross-cutting skills for employers


- development of competence in cross-cutting technical aspects: macroeconomic concepts for efficient social dialogue; negotiation skills for employers; implications of international labour standards for employers, etc.
- For board members and EO professional staff

4th building block: Maximising employer organizations' impact on policy areas


- Training activities to increase EOs' expertise and impact on their business and political environment (employment and youth employment policies, skills policies, international trade, combating child labour, OSH strategies, HIV/AIDS, conflict resolution mechanisms, CSR, etc.)
- For leaders and senior technical staff involved in policy issues


This in turn translated in a training offer comprising for the moment 17 different training programmes:


1st building block: *Effective Employers Organizations - standard course*


 Course	Effective employers' organizations (EEO)
Who should attend?	Executives, leaders of technical departments or new recruits in employers' organizations
Course overview	This course provides a systematic overview of the functioning of EOs in 5 modules: governance, membership strategies, advocacy and lobbying, services to members and strategy and planning.
Duration	3-5 days
Language	English, French, Spanish, Bahasaaa, Arabic, Russian


2nd building block: *In-depth courses on strengthening employers' organizations*


 Course	Lobbying and advocacy by employer organizations
Who should attend?	Chief executive officers, staff members of EOs involved in lobbying
Course overview	This course provides in-depth training modules on all important aspects of successful lobbying strategies: selection of lobbying issues, priority-setting and development of a business agenda, analysis of the political context, conducting research, alliance-building, staff competence development, strategic planning. Special tutorial sessions are proposed, notably on conducting surveys and communications skills. Importance is given to the exchange of good practices and the delivery of practical tools for immediate use by EOs.
Duration	5 days
Language	English, French

 Course	Develop efficient services for members
Who should attend?	Chief executive officers, staff members of EOs involved in the management of services
Course overview	This course provides step-by-step training in the development of new services by EOs or the substantial improvement of existing ones. Emphasis is put on the collaborative review of the services offered by organizations and on the development of business plans for post-course implementation. Tutoring can be provided during the development phase.
Duration	4-5 days
Language	English, French


 Course	Employer organizations and training services
Who should attend?	Board members of employer organizations and staff involved in the management of services
Course overview	This course provides specific training in how to set up and manage training services as an employer organization. Successful experiences are reviewed and analysed. Training modules include market analysis tools, management techniques and skills, financial and quality management. Practical tools to start and expand training services are given for immediate use by EOs.
Duration	3-4 days
Language	English


 Course	Communication policies for employer organizations
Who should attend?	Board members of employer organizations, chief executives and staff involved in communication
Course overview	The objectives of this course are for delegates to understand how communication contributes to the objectives of their organization, to know how to interact and influence the environment (stakeholders) of their organization through communication, to learn how to use a large spectrum of communication tools in a professional way, to be able to develop efficient communication strategies to help achieve the objectives of the organization.
Duration	4-5 days
Language	English


 Course	Membership management for employer organizations
Who should attend?	Board members of employer organizations, chief executives and staff involved in membership management
Course overview	This course provides an overview of management techniques and tools for membership retention and recruitment. Emphasis is put on the collaborative review of existing practices, the implementation of practical tools for the services offered by organizations and the provision of practical tools for immediate use by EOs.
Duration	3-4 days
Language	English


 Course title	EOs and SMEs
Who should attend?	EO staff and board members from national, sectoral and regional organizations
Course overview	SMEs are extremely important for growth and employment. EOs must improve their capacity to reach out to small businesses. This course provides a systematic overview of ways to better involve SMEs in EO structures, notably through adapting governance structures, specific lobbying and advocacy efforts, better response to SMEs' specific needs, improving targeted service delivery, developing a fully-fledged membership strategy.
Duration	3 to 4 days
Language	English

3rd building block: Cross-cutting skills for employers


 Course	Employers and social dialogue
Who should attend?	EO staff and company representatives involved in collective bargaining and tripartite representations
Course overview	This course aims at developing the understanding of social dialogue processes and current industrial relations trends throughout the world, in particular their benefits and risks from an employer perspective. It will equip participants with skills in negotiation methods and techniques, in order for them to perform more effectively in negotiation at the different levels.
Duration	4 days
Language	English


 Course	Negotiation skills for employers
Who should attend?	Employers' representatives or staff involved in negotiation and bargaining, or in training in negotiation
Course overview	A course to improve negotiation skills: from positional to interest bargaining. Overview and practical learning to become a better negotiator, including a package for training of trainers.
Duration	3 days
Language	English, Spanish, French


 Course	Macroeconomic concepts essential for effective participation in tripartite dialogue
Who should attend?	Employer members of tripartite councils at national or regional level.
Course overview	This training offers an overview of the most important macro-economic concepts from a social dialogue perspective. The course addresses non-economists in EOs and aims at getting them acquainted in one week with basic concepts, including national accounts, public finance, competition, productivity and competitiveness. At the end of the workshop, participants will be able to discuss more effectively and negotiate with governments and worker representatives on macroeconomic issues.
Duration	4-5 days
Language	English, French


 Course	Project design, project cycle management and resource mobilization
Who should attend?	Employers' representatives or staff involved in resource mobilization and project management
Course overview	A course to know more about the funding opportunities open to employers and learn resource mobilization strategies: project design, project drafting, project planning and budgeting. Emphasis will be put on developing a concrete project proposal for funding.
Duration	4-5 days
Language	English, French


4th building block: Maximizing employers' organizations' impact on policy areas


 Course	Employers' organizations and employment policies, with a focus on youth employment
Who should attend?	EO staff members responsible for this policy area, and/or sitting on employment boards.
Course overview	Which policy roles can employers effectively develop in the area of employment and youth employment? Basic concepts for analysing employment situations and defining employment policies; special emphasis on youth employment.
Duration	3-4 days
Language	English, Spanish

 Course	Strengthening EOs' capacities in export promotion and trade-related areas
Who should attend?	EO staff members involved in these areas
Course overview	The course gives a systematic overview of the role EOs can play in trade policies and trade promotion: how to influence the national trade policies and trade negotiation; the services which can be offered to members in the area of trade promotion.
Duration	4-5 days
Language	English, French, Spanish

 Course	Maximizing the opportunities for employers' organizations in the framework of Decent Work Country Programmes
Who should attend?	Chief executive officers and staff members of EOs involved in negotiation in international development frameworks
Course overview	Decent Work Country Programmes have been established as the main vehicle for ILO support to countries. They are the specific ILO contribution to international development frameworks. This course aims to provide necessary skills with which to participate effectively in the formulation and implementation processes and use political and financial opportunities within those frameworks.
Duration	3-4 days
Language	English, Spanish

 Course	Training in occupational safety and health for company managers and supervisors
Who should attend?	Companies' OSH managers and supervisors and/or EO staff involved in OSH training of trainers
Course overview	In addition to direct benefits for workers, there is a strong business case for promoting occupational safety and health policies in companies: contribution to productivity growth, increased reputation, worker motivation, employability, etc. The training package gives a full overview of the basics of OSH company policies, based on international standards and covers issues such as risk management, emergency planning, dealing with hazardous substances and potentially dangerous workplaces.
Duration	3 to 4 days
Language	English

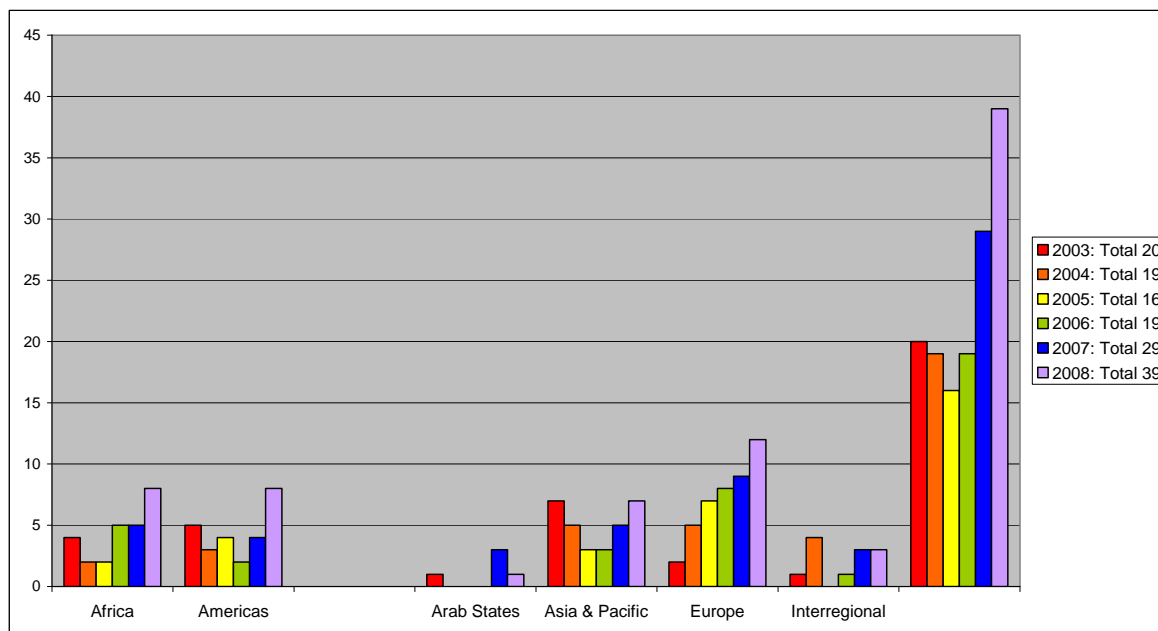
 Course	Influencing skills policies from an employer perspective
Who should attend?	EO staff involved in skills policy formulation and training services.
Course overview	This course gives insight into what national or sectoral employer organizations can do to help ensure that their members will increasingly have a workforce possessing the knowledge, skills and attitudes necessary to succeed. The training programme will focus on key concepts, analysis of competence needs and available skills, how to improve education, training systems and labour markets from an employer perspective, learning from good practice worldwide.
Duration	4 days
Language	English

 Course	Workshop on HIV/AIDS for employers: Designing and implementing a workplace policy
Who should attend?	Representatives of employers' organizations in charge of HIV/AIDS issues within their organization
Course overview	Based on a training of trainers approach, the principal aim of the course is to train and give a practical course on who implements the action policy within the enterprise. At the end of the workshop, participants will be able to train their constituents in developing and implementing an appropriate policy for their workplace, designed to prevent the spread of the infection and protect all workers from discrimination related to HIV/AIDS.
Duration	4-5 days
Language	English

1. LIST OF TRAINING ACTIVITIES IN 2008

In all, 39 training activities were held in 2008, as against 29 in 2007. Figure 2 shows the distribution of activities by region.

Figure 2: Activities 2003-2008, by Region



The launching and implementation of large projects such as those funded by the European Commission explains the fluctuation in certain regions, Europe in particular.

In 2008, the European Commission-funded project on “Strengthening the capacity of employers’ organizations in the metalworking industry” finished. This project included quite a number of short, national activities, which explains the large share of the European region in the total number of activities.

The full list of activities is available below:

TRAINING ACTIVITIES IN 2008

F =	Field	FR =	French	SP =	Spanish	AR =	Arabic
C =	Centre	EN =	English	PT =	Portuguese	RU =	Russian

	Activity Code	Title	Venue	Dates	No. Part.	Lang
AFRICA	A101141	Concepts macroéconomiques essentiels à l'usage de négociateurs qui participent au dialogue tripartite	C	21/01/2008 25/01/2008	20	FR
	A151845	Workshop on effective employers' organizations in Uganda (Kampala, Uganda)		13/05/2008 15/05/2008	38	EN
	A151984	Negotiation techniques and practices for employers' representatives (Nairobi, Kenya)	F	20/08/2008 22/08/2008	15	EN
	A151889	The effective employers' organization in Ghana (Accra, Ghana)	F	25/08/2008 27/08/2008	30	EN
	A151985	Workshop on negotiation techniques and practices for employers' representatives (Kampala, Uganda)	F	26/08/2008 28/08/2008	18	EN
	A101195	In-depth training in lobbying for East African employers' organizations - linked to P910409	C	08/09/2008 12/09/2008	22	EN
	A151914	Pour des organisations d'employeurs efficaces en Afrique centrale (Douala, Cameroun)	F	23/09/2008 26/09/2008	16	FR
	A151982	Atelier sur concepts macroéconomiques essentiels à l'usage de négociateurs qui participent au dialogue tripartite - linked to P910409 (Douala, Cameroun)	F	08/12/2008 12/12/2008	17	FR

	Activity Code	Title	Venue	Dates	No. Part.	Lang
AMERICAS	A251836	Programas para el fortalecimiento de la red empresarial (primera parte: más y mejores servicios) - linked to E250490 (Buenos Aires, Argentina)	F	31/03/2008 01/04/2008	24	ES
	A251837	Programa para el fortalecimiento de la red empresarial (primera parte: más y mejores servicios) - Uruguay (linked to E250490) (Montevideo, Uruguay)	F	03/04/2008 04/04/2008	19	ES
	A251838	Programa para el fortalecimiento de la red empresarial (primera parte: más y mejores servicios) - Chile (linked to E250490) (Santiago, Chile)	F	07/04/2008 08/04/2008	9	ES
	A252021	Taller de capacitación para organizaciones empresariales: Desarrollo económico local (DEL) y la PYME - Uruguay (linked to E250490) (Colonia del Sacramento, Uruguay)	F	31/07/2008 01/08/2008	20	ES
	A201194	Curso para el fortalecimiento institucional de las organizaciones de empleadores en el sector pesquero	C	18/08/2008 22/08/2008	14	ES
	A251888	Programa para el fortalecimiento de la red empresarial (parte segunda: cabildeo) - Chile (linked to E250490) (Santiago, Chile)	F	16/10/2008 17/10/2008	16	ES
	A251886	Programa para el fortalecimiento de la red empresarial (parte segunda: cabildeo) - Argentina (linked to E250490) (Buenos Aires, Argentina)	F	20/10/2008 21/10/2008	19	ES
	A251887	Programa para el fortalecimiento de la red empresarial (parte segunda: cabildeo) - Uruguay (linked to E250490) (Montevideo, Uruguay)	F	23/10/2008 24/10/2008	24	ES
ASIA AND PACIFIC	A351815	Strengthening lobbying, advocacy and service capacities of employers ' organizations in five Indonesian provinces (Jakarta, Indonesia)	F	12/03/2008 14/03/2008	27	EN
	A351817	Young entrepreneurs in Indonesia: lobbying and advocacy for a better business environment (Jakarta, Indonesia)	F	18/03/2008 19/03/2008	41	EN
	A351841	Effective employers' organizations in Mongolia (Ulan Bataar, Mongolia)	F	21/04/2008 23/04/2008	40	EN
	A351885	The effective employers' organization in Indonesia (Jakarta, Indonesia)	F	07/07/2008 10/07/2008	74	EN
	A301215	The effective employers' organization in Afghanistan	C	10/11/2008 13/11/2008	14	EN
	A351895	The effective employers' organization in the Philippines (Manila, Philippines)	F	25/11/2008 27/11/2008	27	EN
	A351894	The effective employers' organization in East Timor (Dili, East Timor)	F	02/12/2008 05/12/2008	30	EN

Activity Code	Title	Venue	Dates	No. Part.	Lang
A401154	Workshop on effective employers' organizations for the metal-working sector - linked to P450391	C	25/02/2008 29/02/2008	18	EN
A451807	Study visit to Paris and Brussels: functioning and role of EU metalworking employers' organizations in social dialogue - linked to P450391 (Paris, France, and Brussels, Belgium)	F	31/03/2008 04/04/2008	19	EN
A401176	The role of employer's organizations in central and eastern Europe in formulating and implementing lifelong learning policies	C	14/04/2008 18/04/2008	20	EN
A451863	Effective employers' organizations for Kyrgyzstan and Tajikistan (Issy-Kul, Kyrgyzstan)	F	22/04/2008 24/04/2008	22	EN RU
A451897	Strengthening the capacity of metal sector employers' organizations of new member (candidate) States for participation in sectoral social dialogue at national and European level: national seminar for Poland - linked to E450511 - linked to P450391 (Lubin, Poland)	F	23/06/2008 23/06/2008	58	EN
A451896	Strengthening the capacity of metal sector employers' organizations of new member (candidate) States for participation in sectoral social dialogue at national and European level: national seminar for Lithuania - linked to E450511 - linked to P450391 (Vilnius, Lithuania)	F	25/06/2008 25/06/2008	40	EN
A451898	Strengthening the capacity of metal sector employers' organizations of new member (candidate) States for participation in sectoral social dialogue at national and European level : national seminar for Estonia - linked to E450511 - linked to P450391 (Tallinn, Estonia)	F	27/06/2008 27/06/2008	12	EN
A451901	Strengthening the capacity of metal sector employers' organizations of new member (candidate) States for participation in sectoral social dialogue at national and European level: national seminar for Bulgaria - linked to E450511 - linked to P450391 (Sofia, Bulgaria)	F	04/07/2008 04/07/2008	31	EN
A451900	Strengthening the capacity of metal sector employers' organizations of new member (candidate) States for participation in sectoral social dialogue at national and European level: national seminar for Croatia - linked to E450511 - linked to P450391 (Zagreb, Croatia)	F	07/07/2008 07/07/2008	22	EN
A451899	Strengthening the capacity of metal sector employers' organizations of new member (candidate) States for participation in sectoral social dialogue at national and European level: national seminar for Slovenia - linked to E450511 - linked to P450391 (Ljubljana, Slovenia)	F	08/07/2008 08/07/2008	21	EN
A451902	Closing workshop on the role of social dialogue in skills development - linked to P450391 (Budapest, Hungary)	F	02/10/2008 03/10/2008	18	EN
A451986	The effective employers' organization in Azerbaijan (Baku, Azerbaijan)	F	16/12/2008 18/12/2008	28	EN RU

EUROPE

	Activity Code	Title	Venue	Dates	No. Part.	Lang
ARAB STATES	A551915	The effective employers' organization in the Arab States (Amman, Jordan)	F	03/11/2008 05/11/2008	38	EN AR
	A951612	Inter-regional workshop on employers' organizations and youth employment (Kathmandu, Nepal)	F	18/02/2008 21/02/2008	19	EN
INTERREGIONAL	A951892	Cours avancé sur les services fournis par les organisations d'employeurs (Senegal) (Dakar, Senegal)	F	06/10/2008 09/10/2008	25	FR
	A901003	Strengthening EOs' capacities in export promotion and trade-related areas	C	17/11/2008 21/11/2008	24	EN

2. ACTIVITY HIGHLIGHTS

A. Training activities

This overview, will comment briefly on core courses and innovative courses held in 2008.

- **Standard course on “ The effective employers’ organization”**

This course is now an ACT/EMP Turin standard. It is sometimes organized on a sub-regional basis, very often also on a country basis. In the latter case, participants are not only from the APEX organisation, but also from provincial offices, branch organisations, SME associations, etc.

In 2008, ACT/EMP held 12 courses on the different continents, some on a sub-regional basis (South Latin America, Central Africa), and quite a number on a country basis (Azerbaijan, Ghana, Uganda, Indonesia, Mongolia, Afghanistan, East Timor, Philippines, etc.).

Their usefulness is linked to the comprehensive yet concentrated nature of the course. It is conceived as a type of 101 on EOs and covers all the essentials of the functioning of an employers’ organisation, be it an APEX, provincial or branch association. The training covers 5 main topics: governance of an EO, lobbying and advocacy by an employers’ association to increase its policy influence and improve the business environment, membership strategies and subscriptions, services for members, revenue building and strategic planning. At the end of each course, participants are

asked to draw up action plans and hence transform learning into operational activities.

Although the course is generic in its approach, the learning material and the course design are always geared toward adaptation to national circumstances and environments: tutors from the region and national case studies are used for illustrations and exercises.

Very often, this course is a starting point for organizations to show existing staff and Board members the basics of developing employers' organisations, to rethink their strategies, and/or strengthen the capacity of staff and Board members who are engaged in creating and establishing new provincial or branch offices.

Box 1 - Capacity building in Indonesia (APINDO)

APINDO is the central employers' organisation of Indonesia. Under a strong leadership, the organization intends to expand its activities and organization to the different provinces and districts. This process is linked to the strong tendency towards more decentralised decision making in Indonesia, also in the field of minimum wage setting and other elements of social policy. In many cases, the staff and Board members of districts have little experience of running employers' organizations: the concepts are new, and the roles of the EO, both as a lobbying organization and as a service organization for members, are not well defined.

ACT/EMP Turin, together with the DECP, the IOE and ACTEMP Geneva, has been actively involved in this process of capacity building. The course on the effective employers' organisation proved a very useful tool for doing so; as a "101", it goes through the basics, but, at the same time, the courses are adapted to the local context through strong involvement of Indonesian tutors and by concentrating the case studies and exercises on topical issues for the district employers' organisations. Over two and a half years, the course has now been run five times, for different audiences, mainly from the provinces and districts.

Reports on these courses indicated both the strengths and the weaknesses in the process of establishing district-level employers' associations: strong membership involvement, the emergence of Apindo district offices in about 200 districts, first strategic plans for further development, but also the need for better membership strategies, inexperience in lobbying and policy influence, especially in more technical fields, the need to regroup districts in order to reach a certain critical mass of membership and capacity.

Box 2 - The Effective Employers' Organization in Afghanistan

Afghanistan is in the headlines of the world's media almost every day. News about the country mostly relates to war and political instability. Still, there is another Afghanistan which, despite all the difficulties, is struggling to lay the foundations for a better future of peace, social justice and economic development. This last depends on the reconstruction of the industrial and commercial sectors and of the bodies that represent them. These have been, and still are, undermined by security problems and the lack of the necessary structural reforms, which are in the making.

What role can EOs play in this context? What are the fundamentals of an effective employers' organization? These topics were thoroughly analysed and discussed in Turin from 10 to 13 November, during an EEO workshop attended by 14 participants, mostly from the ACCI (Afghanistan Chamber of Commerce and Industry) and some of its member associations, such as the Afghan Gemstone Trader Association, the Afghani Exporter Association and the Afghan Women's Business Federation.

The workshop aimed to equip participants to play their role within their institutions, with specific attention to good governance, including: transparency; accountability; democratic processes; organizational management; human resources management; lobbying and advocacy; increasing membership; and providing quality services to their affiliates.

The evaluation results (conducted in Dari) showed great satisfaction from the participants with the overall quality of the course. In particular, they highlighted the relevance of the issues discussed, and gave the highest marks possible to the learning methods and to the resources persons (among them ILO ACT/EMP and ITCILO staff). An impact evaluation to learn more about concrete implementation of learning was launched six months after the course.

- **In-depth courses on lobbying/advocacy and service provision for members by EOs**

For the last few years, the Programme for Employers' Activities has run training courses entitled "The Effective Employers' Organisation (EEO)". They give an overview of the different issues of importance to EOs: good governance; an introduction to lobbying and advocacy; an introduction to membership strategies and service development.

In 2008, for the first time, in-depth training programmes conceived as follow-up to EEO courses were held.

The obvious difference from the standard course is that the subject (lobbying/advocacy, or services) is gone into in a far more rigorous and detailed way, with the express objective of building operational capacity to perform the function properly.

In the in-depth lobbying course, for instance, the participants are expected to actually conduct research on the business environment and the labour market, to actually communicate effectively with the press and members, to conduct a lobbying session with a member of Parliament or a Minister, etc.

The same with the in-depth course on services. A very important part is concerned with the process of creating a sustainable business: marketing, capacity, finance, etc.

The in-depth course is accompanied by good training material and extensive reading lists, which also help the participants to explore the subject in more detail after the training.

Box 3 - Lobbying in depth for East African EOs

From 8 to 12 September 2008, an “In-depth training programme” for East African EOs was held in Turin. It focused on the central role played by EOs in lobbying, and provided the participants with tools with which to conduct, implement and monitor effective lobbying strategies. The participating countries were Ethiopia, Kenya, Malawi, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe. The course was conducted in English.

The training touched upon different topics, including: the importance of an effective advocacy strategy to employers’ organisations; the preparation, development and follow-up of an advocacy agenda; the development of personal and organisational plans to improve the effectiveness of lobbying.

Participants had many opportunities to describe the experience of their EOs and to compare practice. Promoting experience-sharing was an essential part of the workshop because it enabled participants to compare and assess the advantages and disadvantages of their respective EOs, and to discuss opportunities and challenges for further development.

Throughout the training, participants were asked to test and apply acquired skills, notably through group work on a lobbying role-play. Emphasis was put both on collective skills (strategy, planning, etc.) and on individual ones (surveys, communication, etc.)

Different training material was developed for the workshop, including videos, participants’ workbooks and PowerPoint presentations on all important issues dealt with. The final intention was for every participant to outline and develop a strategic action plan. At the end of the training, each participant, with the assistance of resource persons, drew up an action plan for implementation at individual and organisational level.

In the evaluation, participants’ satisfaction was generally above the Centre’s benchmarks. An evaluation of the impact on each EO is under way.

Box 4 - Services in depth for French-speaking West African EOs

From 6 to 9 October 2008, an “In-depth training programme” for West African EOs was held in Dakar. The training focussed on ways and tools for better service provision by EOs in a number of French-speaking African countries, namely Benin, Burkina Faso, Côte d'Ivoire, Guinea, Mali, Mauritania, Niger, Senegal and Togo.

This training had a double objective: to make EOs more attractive to their members and hence contribute to making them more representative, and to improve their competitiveness in service provision and hence help consolidate their financial resources.

The programme covered all essential issues an EO is confronted with when planning, developing and providing services to members. A special focus was placed on improving skills for developing a business plan. A specific coaching service was offered during and after the course in that area.

The results of the evaluation of the programme showed a general appreciation of the activities and training methods. In particular, participants noted that the content of the training was highly relevant to their current professional functions and estimated that their EO would strongly benefit from the training. An impact evaluation, to learn more about the concrete implementation of what had been learned, was launched six months after it ended.

- **Examples of comprehensive training programmes developed in 2008**

Box 5 - Capacity building for the metalworking associations of Eastern Europe

The metal sector is of utmost importance to the economies of the EU. Until the global economic downturn of 2008, it generated a lot of employment.

In the new EU member States and candidate countries, strong metal sector employers' organizations are needed to support their members in adapting to the new challenges of a globalized economy and in dealing with its social impact through social dialogue.

In 2008, in conjunction with the European metalworking employers' organization (CEEMET), the Centre implemented an important EU-funded project aimed at enabling employers' organizations in this sector to take part in social dialogue and policy-making effectively, for the advancement of employers' interests within their national context and within the EU context and EU bodies.

The three major training components were "The Effective Employers' Organizations for the Metalworking Sector", "Experience Sharing" and "The Role of Social Dialogue in Skills Development". Together with six national information dissemination seminars, they trained 239 executives and member representatives.

In his report, the external evaluator noted that the project had provided participants with new information and knowledge that they had started applying in their working environment. The beneficiaries particularly appreciated the concrete tools and examples of good practice to take away.

The lessons learnt were of great use in the development of the new projects submitted to the European Commission for 2009.

Box 6 - Capacity building for Latin American fishing sector EOs

This project was organized with sponsorship by the Spanish Ministry of Labour and Social Affairs in collaboration with ILO/SECTOR and the Instituto Social de la Marina. The course took place in Bamio, Spain. Its main objective was to strengthen employers' organizations in the fishing sector by enhancing their capacity to access international markets successfully. As follow-up to the workshop, ACT/EMP Turin started work on a training manual for employers on ILO Convention No. 188 (Work in Fishing, 2007). The training material will be used in further new training activities on the promotion of that Convention.

B. Development of Training Material

Further development and innovation of training material in core areas for employers' organizations was one of the main objectives in 2008. The development of training material is a continuous process as material gets renewed and adapted to specific needs of the target audience.

Table 2: Development of training material in 2008

Area	Activity	Language
I. Standard course	Development of video testimonials	EN
II. In depth courses	Services by employers' organizations for members	EN
	Lobbying and advocacy in depth	EN
	Training material on Eos and communication policy	FR
	International trade: what Eos can do	EN
III. EOs and policy areas	Training material on employers' organizations and HIV/AIDS	EN
	Training material on the role of Eos in skills policies	EN
IV. Cross-cutting skills	Training material on basic macro-economics for employer negotiators	EN

Box 7 - Development of material - pilot course - enlarged training portfolio

Strengthening EOs' capacities in export promotion and trade-related areas

Exports can play an important role in economic development and employment. In many developing countries, companies are not fully exploiting their export potential because regulations create impediments to exports or because they are not able to face international competition.

Employers' organizations may play a fundamental role in helping their members to improve their export performance. They can influence governments' commercial and trade policies and lobby key decision-makers and national agencies responsible for export promotion to be more effective and create a business environment conducive to export growth.

Moreover, EOs can strengthen their core competencies to offer competitive services to their members and play a vital role in trade-related technical assistance.

The course discusses in detail the processes required to build the core competencies of the EO to design a portfolio of services, including “off the shelf”, “on-demand” and advocacy services, communicate and distribute them, and understand the procedures behind assessing the EOs impact such that it can work to continually update and improve its services in the area of trade.

The training material and the workshop were designed in close collaboration with the International Trade Centre (*ITC*), a joint agency of the World Trade Organization and the United Nations (*WTO/UNCTAD*). As the *ITC*'s main goal is to help developing and transition countries achieve sustainable human development through exports, the partnership was strategic in developing a focused training package with one of the best institutions that specialize in export promotion.

The four-day course includes:

- Part I: EOs' services in the area of trade
 - Which export promotion services can EOs offer?
 - The business of an EO: Production & delivery of services in trade-related areas
- Part II: Advocacy and lobbying on trade policies
 - Enabling the environment to improve export performance
 - Developing and delivering advocacy and lobbying activities.

An interregional pilot course was held in November 2008.



The course brought together 24 representatives of employers' organizations from 19 countries. As ACT/EMP received many requests to participate, strict selection criteria were imposed. The International Organization of Employers played an important role in the final selection.

The course included a pre-course activity - a specially designed questionnaire and the preparation of country presentations by participants. The face-to-face training combined presentations of key elements, cases and interactive exercises. Very high evaluations of the pilot course and the strong requests for follow-up and replication of the workshop show the value of continuing the collaboration with the International Training Centre and running the workshop at regional and sub-regional level

3. TARGET AUDIENCE

The main beneficiaries of the Programme are employers' organizations, their members and staff in countries in development, in transition or emerging from conflict. Nevertheless, a number of participants in the course covering social dialogue issues represent governments and trade unions.

The Programme's basic strategy is to work through key staff in EOs who are actively involved in tasks and topics targeted by a course. Thus the participants may directly use the skill and knowledge obtained during the course when carrying out their duties, and they can contribute to positive change at the organizational level. They may also share the knowledge acquired and practice observed with colleagues, pass on what they have learned and influence others. The participants in a number of courses have different levels of education and experience of training; this enables the Programme to provide for benchmarking and sharing of experience among them.

The 2008 activities targeted such groups as managers and other staff of employers' organizations at both central and provincial level, trainers, advisers and, increasingly, leaders and policymakers.

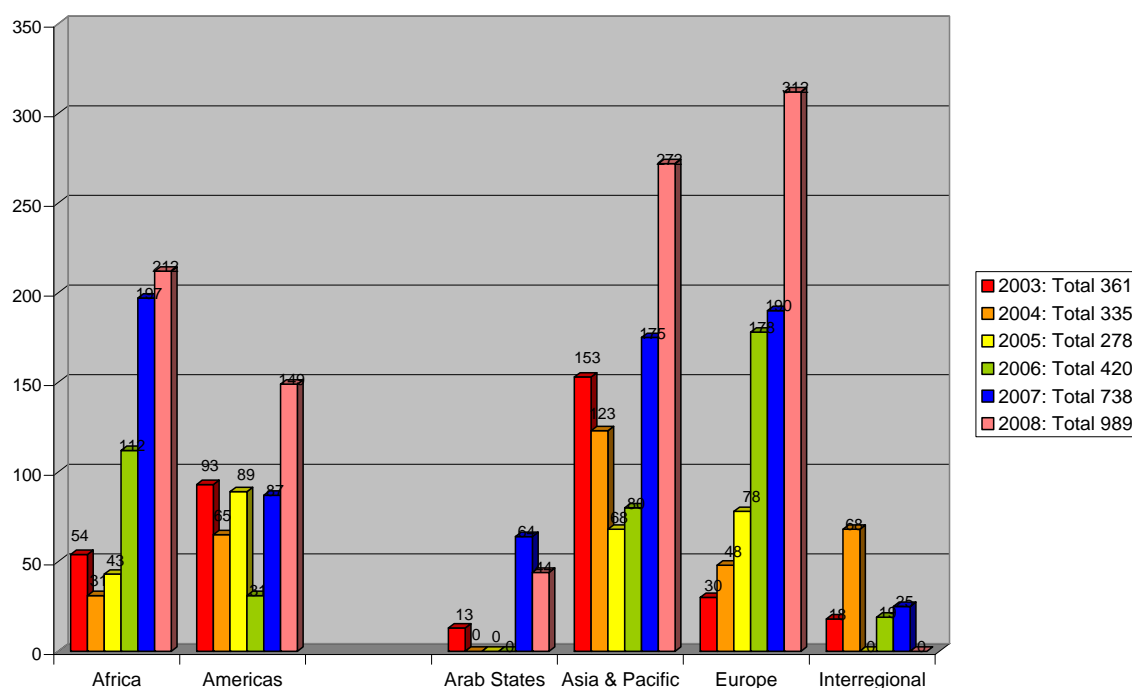
Table 3 gives an overview of the evolution in the number of participants, in the specific activities run both by the Programme and by other Programmes of the Centre. It shows a rise in both activities and participation in the Employers' Activities Programme and also the level of participation in specific programmes run by other Programmes of the ITCILO.

Table 3: Participations by employers' representatives in Turin Centre activities, 2004-2008

	2004	2005	2006	2007	2008
ACT/EMP Turin activities	289	244	388	700	977
Other activities of the Centre	375	429	328	338	303
TOTAL	664	673	716	1030	1280

The following chart shows participants' distribution by region in 2003-2008.

Figure 3: Participants by Region, 2003 - 2008 (N.B. Participants are counted for each region for which the training activities were held)



The number of participants depends on the diversity and quantity of projects run by the Programme. Figure 3 shows the number of participants the Programme trained in 2003-2008.

The number of women participants was 251 more than in 2007 (Table 4). The overall percentage of women participations in ACT/EMP Turin courses in 2008 was 29%. The Programme for Employers' Activities will invite employers' organizations to encourage women to participate in future courses.

Table 4: Women's Participation in the Programme's Activities, 2004-2008

Year	Total no. of participants	No. of women	Percentage of women
2004	335	119	36%
2005	278	126	45%
2006	420	135	32%
2007	738	255	30%
2008	989	288	29%

4. LEARNING METHODS AND EVALUATION

Learning methods

For leaders of EOs and policy-makers, the Centre provides an international forum for the sharing of ideas, information and experience. Its specific means of action are learning projects, workshops and study tours. The participants' evaluations suggest that this mixed method of training meets their specific needs.

Each training activity of the Programme is learner-centred and has specific features, right from the preparation stage. With regard to the Turin learning approach, introduced in 2007, in most training courses a strong emphasis is placed on pre-activity/post-activity assignments and communication. Such activities include contact with participants before and after training (pre-workshop and post-workshop assessments, questionnaires, country reports, etc.) and support a learning process that is relevant and makes an impact. Such a method helps the Programme to strengthen links with the participating constituent organizations and provide better information.

Evaluation of participants' satisfaction

In line with the Centre's evaluation policy, each activity is evaluated to determine both the relevance of the content to participants' needs and the effectiveness of the training methodology. A standard course evaluation questionnaire is currently used to register participants' reactions to input from subject-matter specialists, to the learning resources, and to the various organizational and management aspects of the training.

In addition, in line with the recommendations of both the Centre's Board and the ETC, impact assessments are conducted for larger projects. These impact assessments, carried out by external evaluators, require the donors to earmark the necessary resources.

A general overview of the 2008 evaluation of the Programme, comparing it with 2007, is given in Table 5.

Table 5: Evaluation of Employers' Activities Programme courses, 2008 and 2007

(*) Scale 1 to 5, where 1 is the minimum and 5 the maximum score.

ACT/EMP	ACT/EMP		
Weighted average (*)	Weighted average (*)	ACT/EMP	Question
2008	2007	Percentage of 4-5 scores (2008)	
3.62	3.63	58%	Preliminary information
4.47	4.44	92%	Clarity of objectives
4.17	4.11	85%	Achievement of objectives
4.32	4.18	90%	Contents serve objectives
4.25	4.09	85%	Contents appropriate to your level
3.36	3.56	49%	Gender in the training
4.33	4.15	90%	Learning methods
4.45	4.29	92%	Resource persons
4.23	4.22	84%	Group working relations
4.27	4.17	87%	Materials quality
4.48	4.40	90%	Activity's organization
4.38	4.40	88%	Secretariat
4.60	4.40	96%	Study tours/visits
4.42	4.33	92%	Activity's overall quality
4.42	4.35	95%	Relevance to current functions
4.49	4.46	94%	Relevance to organization's needs
4.27	4.20	85%	Average of 16 questions
558	455	Number of questionnaires processed	
26	21	Number of activities evaluated	

In order to lay the groundwork for evaluation of the impact of ACT/EMP Turin core training courses, the Programme has also started to develop outcome evaluation (see below) in conjunction with the Evaluation Unit of the ITCILO.

5. OUTCOMES AND RESULTS

As mentioned in part I, in 2008 ACT/EMP Turin started to evaluate the impact of the standard course on the effective EO.

Here now is a more detailed overview of this first impact evaluation exercise, which will be reviewed and expanded in the coming years.

Background

“The Effective Employers’ Organization” is a standard course run by the Programme for Employers’ Activities. It usually includes these four training modules: revenue building, strategic planning, lobbying and advocacy, and governance.

The evaluation was conducted for four selected courses the Programme held in Africa, Europe, Asia and the Pacific, and the Americas in 2007. The training targeted top management and key staff members of the participating employers’ organizations at the level of confederations, branches or regions.

Purpose

The main objective of the post-course evaluation was to determine the effect of the training on participants (individual job performance) and their employers’ organizations (organizational performance), i.e. to find out how the participants applied what they had learned to their work, what actions they and their employers’ organizations had taken. In addition, the evaluation aimed at assessment and optimization of the effectiveness of the course.

Methodology

A list of specific questions was drawn up by the Programme for Employers' Activities in consultation with the Evaluation Unit of the Centre. The participants were questioned on the following topics:

- (1) impact of the course on their job performance;
- (2) contribution of the training to the changes/results achieved by the EOs;
- (3) feedback on the course content and need for further training.

A Web-based survey was designed to collect and analyse the replies. Invitation e-mails/faxes were sent to all the participants. Around 32% of the former participants replied.

Key findings (based on participants' replies)

(1) Organizational results

The course contributed to the achievement of the following results within the participating EOs.

1.1 Internal change

63% of the respondents said the course contributed to the adoption of new procedures, strategies and approaches by their EOs. The same percentage of the respondents said that the course contributed to the reinforcement of their secretariats in terms of staff and quality.

Concrete action included:

- creation of new committees and departments (Uganda, Kenya);
- better job assessment indicators, changes to job duties (Uganda, Cayman Islands, Belize);
- revision and reinforcement of organizational structure (Papua New Guinea, Belize);
- employment of new experts (Kenya, Tanzania, Belize);
- enlargement or restructuring of the secretariat staff (Suriname, Timor-Leste, Fiji, Albania, Croatia, Montenegro);
- fee system improved (Zimbabwe, Dominica, Suriname).

1.2 Projects and services of employers' organizations

64% of the respondents reported that the training course contributed to the expansion or improvement of existing services. 41% said the training contributed to the development of new services and projects within their EOs. 55% reported that the training was one of the factors which influenced improvement of governance within their organizations.

Examples of how the course contributed to the achievement of such results included:

- training programmes for different types of members (Ethiopia, Dominica, Cayman Islands);
- specific project expanded (Uganda - on women's entrepreneurship, youth employment and social dialogue, Suriname - ICT, Macedonia - CSR and OSH);
- new services being developed (Suriname - documentation centre and web site, Cayman Islands - Leadership Cayman and new trade missions);
- information services being reinforced (Suriname, PNG);
- business services launched (Belize);
- new awards (Cayman Islands);
- improved governance (Fiji, Western Samoa, Montenegro).

1.3 Strengths of employers' organizations

Percentage in brackets indicates percent of respondents who reported the change or result

In terms of the strengths of the participating employers' organizations, a number of respondents reported the following:

- **improvement of EOs' communication with their members** (85%) through weekly updates, monthly bulletins, different surveys and members visiting (Tanzania, Ethiopia, Uganda, Kenya, Antigua and Barbuda, Suriname, Cayman Islands, PNG);
- **increase in EO membership** (70%) - Tanzania, Ethiopia, Uganda, Kenya, Cayman Islands, St Lucia, Belize, Western Samoa, Albania, Croatia, Macedonia, Montenegro;
- **increase in EOs' revenue** (60%) due to increase in membership, representativeness and variety of services (Tanzania, Ethiopia, Uganda, Kenya, Antigua and Barbuda, Suriname, Cayman Islands, St Lucia, Belize, PNG);

- **creation of new alliances** (40%) with learning institutions, governmental bodies, other employers' organizations at national and international level (Tanzania, Kenya – with the Kenya Private Sector Alliance, Uganda – with the Multitech Business School and the Uganda Management Institute, Cayman Islands – with governmental bodies, Belize – with employers' organizations in Suriname, Trinidad and Tobago; Albania – a new umbrella association in the tourism sector is to be created; Macedonia – CERM has become a member of the European Furniture Manufacturers Federation (UEA); in Montenegro – partnership agreement with an employers' organization in Macedonia, the Montenegrin Union of Employed Women.

1.4 Policy influence

Percentage in brackets indicates percent of respondents who reported the change or result

The respondents reported that the training course contributed to the following changes by their employers' organizations:

- **increased presence in bipartite and tripartite bodies** (81%) – Tanzania, Ethiopia, Kenya; Suriname, Timor-Leste, Western Samoa, Fiji, Croatia, Macedonia;
- **increased visibility** (71%) via awards and special media campaigns (anti-contraband and others), press conferences and press releases, radio adverts and workshops on specific policy issues, weekly e-news bulletins, talk shows on national TV, articles in newspapers (Tanzania, Uganda, Kenya, Antigua and Barbuda, Dominica, Suriname, Fiji, Macedonia);
- **lobbying and advocacy strategy developed** (71%) – Tanzania, Ethiopia, Uganda – on social health insurance, Kenya, Antigua and Barbuda, Suriname, Cayman Islands, Belize – on crime, corruption, good governance and utilities, Timor-Leste, Western Samoa, Fiji;
- **policy change was proposed** (19%). Uganda – on new labour laws, business technical vocational education and training (BTVET Bill); Cayman Islands – amendments submitted to the national pension law and immigration law; Belize – on HIV/AIDS,
- **policy change was obtained** (14%). Uganda – a national social health insurance scheme was postponed.

The main issues mentioned were: minimum wages, pensions, migration, national health insurance schemes, corruption and HIV/AIDS.

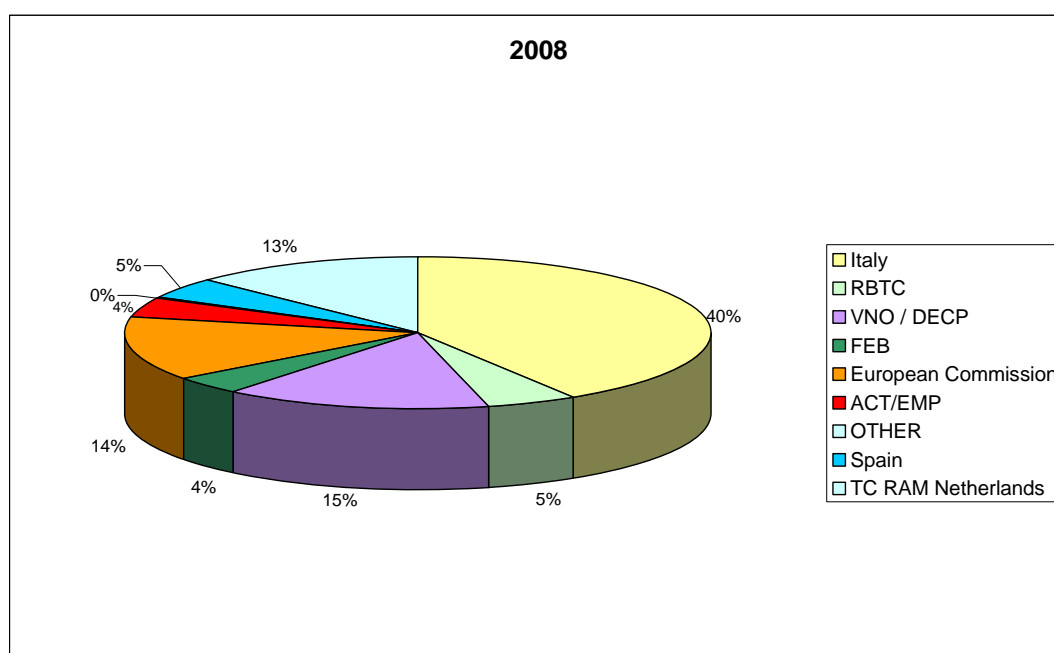
Impact on performance:

- **Improved working capacity.** 82% of the respondents said that the training course had improved the quality of their job performance to a moderate or great extent; most of them stressed that they became more efficient, innovative and competent at their job and expended their contacts thanks to the course.
- **Concrete actions on course objectives and knowledge applied.** A large number of participants said they applied the information and tools obtained from the course to their duties, like developing membership and advocacy strategies, introducing flexible billing methods, redefining EOs' strategies and objectives, and improving internal communication.

6. FUNDING

Efforts continued to maintain and increase the sources of funding, in particular among multilateral institutions (the European Commission) and several national employers' confederations (FEB - the Federation of Enterprises in Belgium and DECP - the Dutch Employers' Cooperation Programme), as shown in the figure below.

Figure 4: Sources of funding, 2008



III. THE EMPLOYERS' ACTIVITIES PROGRAMME FOR 2009

1. OBJECTIVES AND PROGRAMMING FOR 2009

After three years of expansion, the main focus for the Programme in 2009 will be on improving the quality of the training and its impact, rather than on quantitative expansion.

The environment is not favourable to strong further quantitative growth: the Italian contribution, a very considerable part of total funding, has diminished by 20% for 2009. On top of it the unit's staff has diminished since the secondment of one professional staff member to the unit has come to an end.

In such circumstances, it is realistic and logical to strive mainly to stabilise the quantity of activities and to focus on qualitative improvements in training, material, impact and results.

A. Stabilize training quantity

Given the financial constraints, as they are known at present, in terms of funding and staff, the Programme will not be able to maintain the same level of increase in activities and participants as in recent years.

Increase in output is, apart from normal productivity increases, mainly a function of increased financial and human resources.

B. Improve the quality of training

There is obviously still room to improve the quality of training and hence to create a good basis for impact.

This qualitative improvement will be sought through a variety of measures.

- Restarting the annual survey of needs assessment amongst EOs. This needs assessment, annually undertaken since 2006, was interrupted in 2008 for several reasons. In retrospect, these annual surveys, although they may deliver repetitive information, remain an important barometer with which to gauge clients' needs, and will be restarted.
- Pre-course information remains a weakness in the evaluations and will be improved, which also implies that planning periods will have to be prolonged.
- Further extension of the training faculty, in order to be able to provide a mixture of practitioners and regionally based trainers on each course, as well as closer collaboration with the other ITCILO units to maximise existing ITCILO expertise for our participants.
- Better and more extended application of the new learning methods and Turin learning approach on our courses. The latter has proven, in several evaluations, to be an important tool for increasing the learning satisfaction of participants.
- Intensive use of the new learning platform, Lempnet: more pre-course work and preparation for participants; use of reading lists for every course; first steps towards blended learning ; enhancing participants' interaction and networking.
- Further investment in training material in two directions. First, new themes of importance to employers' associations: "EOs and Communication" and "The Effective Employers' Sector Organisation", thanks to ACTEMP Geneva support. Second direction for improvement: constant upgrading of existing training material, with more cases, exercises, testimonials and tools .

C. Increased attention to the outcome and impact of training

Measures will include:

- better assessment of outcomes through newly developed surveys, both ex-ante needs surveys and ex-post result surveys;
- better cooperation with ACTEMP Geneva and the field structures, better to coordinate and integrate the training with the work plans of employer specialists, the strategic plans of EOs at national level and DWCPs;
- better planning of, and information about, training opportunities offered by ACT/EMP Turin, in order to allow EOs to maximise the effects on the development plans of their organizations and their staff development plans;
- closer attention to the selection of participants.

D. Keep up fundraising and strengthen partnerships

Fundraising will become more important in difficult financial circumstances.

Thus will require increased attention to:

- project fundraising among donors at the international, regional and country level;
- more cost-effective training activities (including more distance learning);
- extension of partnerships for funding and cooperation with other employer-trainers.

A strong presence of the Programme within the employers' world is essential, as are strong links with national and international employers' organizations, with ACT/EMP Geneva and with employer specialists in the field. The reasons are:

- to ensure that the Programme is responsive, relevant and needs-oriented;
- to make it possible to mobilize the best experts for tutoring and facilitating;
- to launch twinning as part of the learning process;
- to reinforce training through technical assistance, and vice versa.

In other words, it will create vital opportunities to enhance both the quality and the impact of training.

Strong partnerships also provide opportunities to optimize means and effort, through sharing knowledge of training, training material, good practice, etc. This implies further work on the Programme's visibility, networking with national employers' organizations, needs analysis, and continuing strong collaboration with the IOE and ACT/EMP Geneva.

Further guidance and support by the ETC and employers' organizations as a whole are essential to meeting the challenges and achieving these objectives.

2. PROVISIONAL CALENDAR OF EVENTS FOR 2009

The Programme's provisional calendar of events for 2009 is as follows:

AR = Arabic
 FR = French
 EN = English
 SP = Spanish
 PT = Portuguese
 RU = Russian
 F = In the field
 C = At the Turin Centre

Region	Code	Title	Venue	Dates	Lang
AFRICA	A101407	Resource mobilisation and project design for African English-speaking employers' organizations: which international funding to support employers' organizations in their roles and how to write a successful proposal	C	19/01/2009 23/01/2009	EN
	A152186	Workshop on effective employers' organizations in Tanzania (Dar Es Salaam, Tanzania)	F	02/03/2009 04/03/2009	EN
	A152188	Workshop on effective employers' organizations and regional integration in East Africa (Arusha, Tanzania)	F	05/03/2009 06/03/2009	EN
	A152202	Maximizing the opportunities for employers' organizations in the framework of Decent Work Country Programmes (Ezelwini, Swaziland)	F	02/04/2009 05/04/2009	EN
	A152205	Workshop on project design: How to write successful project proposals and principles of project cycle management (Kigali, Rwanda)	F	04/05/2009 07/05/2009	EN
	A152236	The effective employers' organization in Ethiopia (Addis Ababa, Ethiopia)	F	06/05/2009 08/05/2009	EN
	A152209	Workshop on effective employers' organisations for Liberia (Liberia)	F	02/06/2009 04/06/2009	EN
	A152206	Workshop on effective employers' organizations in Rwanda (Kigali, Rwanda)	F	24/08/2009 28/08/2009	EN
	A101444	Employers' organizations and youth employment	C	07/09/2009 10/09/2009	EN
	A152204	Pour des organisations d'employeurs efficaces - Fédération des Employeurs du Congo (FEC) (Kinshasa, Congo)	F	20/10/2009 22/10/2009	FR
	A101449	In-depth training in services for East African employers' organizations	C	16/11/2009 20/11/2009	EN
	A152225	Training services for members (South Africa)	F	01/12/2009 04/12/2009	EN
	A152207	Training of trainers in negotiation skills for Federation of Uganda Employers (Kampala, Uganda)	F	30/12/2009 31/12/2009	EN
	A152217	Training programme on social dialogue and negotiation skills for social partners from Africa (postponed to 2010) (Cape Town, South Africa)	F	30/12/2009 31/12/2009	EN

Region	Code	Title	Venue	Dates	Lang
AMERICA	A252189	Taller sub-regional de formación en gerencia de organizaciones empresariales: la comunicación, una herramienta eficaz para la organización empresarial (San Felipe, Chile)	F	24/03/2009 27/03/2009	ES
	A252208	Programa de desarrollo de capacidades y competencias para ejecutivos y dirigentes de organizaciones empresariales (Mini ILGO Colombia) (Bogotá, Colombia)	F	12/05/2009 14/05/2009	ES
	A201443	Curso para el fortalecimiento institucional de las organizaciones de empleadores en el sector pesquero - Taller para fortalecer la capacidad de las organizaciones empresariales en actividades exportadoras de productos pesqueros a la Unión Europea	C	15/06/2009 19/06/2009	ES
	A252210	Programa de desarrollo de capacidades y competencias para ejecutivos y dirigentes de organizaciones empresariales (Mini ILGO Peru) (Lima, Peru)	F	15/06/2009 17/06/2009	ES
	A252211	Programa de desarrollo de capacidades y competencias para ejecutivos y dirigentes de organizaciones empresariales (Mini ILGO Bolivia) (Santa Cruz, Bolivia)	F	18/06/2009 20/06/2009	ES
	A252212	Curso tripartito para el fortalecimiento institucional de los constituyentes de la OIT y la promoción del Convenio 188 sobre el trabajo el sector de la pesca (Bamio, Spain)	F	22/06/2009 26/06/2009	ES
	A252213	Caribbean academy for the management of employers' organisations (Kingston, Jamaica)	F	29/06/2009 03/07/2009	EN
	A252214	Maximizar las oportunidades de las organizaciones de empleadores en el marco de los Programas Nacionales de Trabajo Decente (Lima, Peru)	F	14/07/2009 17/07/2009	ES
	A252219	Taller sobre planificación estratégica para las organizaciones de empleadores (Uruguay)	F	22/09/2009 25/09/2009	ES
	A252216	Servicios para la promoción de las exportaciones (Santiago, Chile)	F	19/10/2009 23/10/2009	ES
ASIA & PACIFIC	A301409	Training programme on social dialogue and negotiation skills for social partner representatives in Asia	C	16/02/2009 20/02/2009	EN
	A352144	Training of gender audit facilitators (Colombo, Sri Lanka)	F	17/02/2009 18/02/2009	EN
	A352199	Workshop on effective employers' organizations in Indonesia (Bali, Indonesia)	F	31/03/2009 02/04/2009	EN
	A352224	Training services for members (Malaysia)	F	30/06/2009 03/07/2009	EN
	A352215	Training of trainers in OSH services by employers' organisations for South East Asia (Sri Lanka)	F	22/09/2009 24/09/2009	EN
	A352220	In-depth training in lobbying for employers' organizations in Pakistan (Pakistan)	F	05/10/2009 07/10/2009	EN
	A352221	In-depth training in lobbying for employers' organizations in Nepal (Kathmandu, Nepal)	F	07/10/2009 09/10/2009	EN
	A352222	The effective employers' organization in China (China)	F	09/11/2009 13/11/2009	EN CH
	A301453	Essential macroeconomic concepts for negotiators taking part in tripartite dialogue	C	09/11/2009 13/11/2009	EN

Region	Code	Title	Venue	Dates	Lang
EUROPE	E410584	Project backstopping: Strengthening the capacity of ECEG affiliates for participation in sectoral social dialogue at national and European level - linked to P410574	C	01/01/2009 31/12/2009	EN
	A452140	Effective employers' organizations for Armenia (Yerevan, Armenia)	F	28/01/2009 30/01/2009	EN
	A452141	Effective employers' organizations for Georgia (Tbilisi, Georgia)	F	02/02/2009 04/02/2009	EN
	A401413	The effective employers' organization for the EU chemical industry - linked to P410574	C	09/03/2009 13/03/2009	EN
	A401465	OSH pilot workshop on the role of employers' organisations in new EU and candidate countries in providing OSH services to members	C	22/04/2009 24/04/2009	EN
	A452195	Strengthening the capacity of ECEG affiliates: sub-regional seminar in Bratislava - linked to P410574 (Bratislava, Slovakia)	F	28/04/2009 30/04/2009	EN
	A401452	Resource mobilization and project design for employers' organizations in the Balkan countries and CIS	C	01/06/2009 05/06/2009	EN
	A452196	Strengthening the capacity of ECEG affiliates: sub-regional seminar in Varna - linked to P410574 (Varna, Bulgaria)	F	09/06/2009 11/06/2009	EN
	A452197	Strengthening the capacity of ECEG affiliates: sub-regional seminar in Riga - linked to P410574 (Riga, Latvia)	F	16/06/2009 18/06/2009	EN
	A452237	Capacity building for Ukrainian employers (Ukraine)	F	19/06/2009 21/06/2009	EN RU
	A401447	Developing of communication policies for employers' organizations	C	23/11/2009 27/11/2009	EN
	A452218	Effective employers' organizations for Kazakhstan (Kazakhstan)	F	08/12/2009 10/12/2009	EN
	A401438	Strengthening the capacity of ECEG affiliates: final conference in Turin (linked to E410584) - linked to P410574	C	09/12/2009 10/12/2009	EN
	INTERREGIONAL	A901228	New opportunities for employers' organizations in the framework of Decent Work Country Programmes	C	02/02/2009 05/02/2009
A901451		Training in designing projects for employers' organizations on child labour	C	25/05/2009 29/05/2009	EN
A901450		ACT/EMP retreat	C	28/09/2009 02/10/2009	EN
A901448		Formation approfondie sur le lobbying pour les organisations d'employeurs de l'Afrique de l'Ouest	C	12/10/2009 16/10/2009	FR
TRAINING MATERIAL	C400191	Training package on essential macroeconomic concepts for negotiators taking part in tripartite dialogue	C	30/03/2009 15/05/2009	EN
	C900185	EOs and effective communication policies	C	01/04/2009 30/09/2009	EN
	C400187	The effective sector employers' organization	C	01/04/2009 30/10/2009	EN
	C900189	Services to be provided by employers' organizations	C	01/04/2009 30/11/2009	EN
	C900186	Labour market information systems for EOs	C	01/04/2009 31/07/2009	EN
	C900190	Employers and social dialogue	C	01/04/2009 30/11/2009	EN
	C900188	Employers and skills policies	C	01/04/2009 31/07/2009	EN
	C900184	Employers and youth employment	C	01/04/2009 31/07/2009	EN

List of Abbreviations and Acronyms

<i>ACT/EMP</i>	<i>Bureau for Employers' Activities, ILO Geneva</i>
<i>ACT/EMP Turin</i>	<i>Employers' Activities Programme of the ITCILO, Italy (the Programme)</i>
<i>CSR</i>	<i>Corporate social responsibility</i>
<i>DWCP</i>	<i>Decent Work Country Programme</i>
<i>ESF</i>	<i>European Structural Funds</i>
<i>EO</i>	<i>Employers' organization</i>
<i>ETC</i>	<i>Employers' Training Committee of the ILO, Turin</i>
<i>EU</i>	<i>European Union</i>
<i>ILO</i>	<i>International Labour Office/Organization</i>
<i>IOE</i>	<i>International Organisation of Employers</i>
<i>ILC</i>	<i>International Labour Conference</i>
<i>ITCILO</i>	<i>International Training Centre of the International Labour Organization</i>
<i>ITCILO units</i>	<i>Technical Programmes of the ITCILO</i>
<i>ILO-IPEC</i>	<i>The International Programme on the Elimination of Child Labour</i>
<i>ILO/PROGRAM</i>	<i>Bureau of Programming and Management</i>
<i>ILO/SECTOR</i>	<i>Sectoral Activities Department</i>
<i>OSH</i>	<i>Occupational safety and health</i>
<i>RBTC</i>	<i>Regular Budget</i>
<i>SMEs</i>	<i>Small and medium-sized enterprises</i>
<i>SDTI</i>	<i>Social Dimension of Trade and Investment</i>
<i>PCM</i>	<i>Project cycle management</i>
<i>RBM</i>	<i>Results-based management</i>
<i>PRS</i>	<i>Poverty reduction strategy</i>

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