



## Faculty

The curriculum has been developed by the Employers' Activities Programme of the International Training Centre of the ILO. The Programme now has more than 10 years of experience in this field, organizing about 50 training courses each year in different parts of the world to build capacity and strengthen employers' and business member organizations (EBMOs).

The faculty is composed by a worldwide network of lecturers and capacity-building specialists coming from the ILO, ITCILO and employers organizations with long-standing experience in the management and functioning of business member organizations BMOs.



## Target audience

The programme targets staff of BMOs worldwide. More specifically, it is geared to the needs of professional staff who have taken on new responsibilities and wish to update and expand their knowledge and competences in BMOs' key areas of work.

The course will be conducted entirely in English.



## Costs, applications and contacts

This course is fee-paying.

**The total cost is €2485.**

This includes:

- **Tuition costs** which cover programme development and management, secretarial and administrative support, use of classrooms and teaching equipment, office supplies, training materials, books.
- **Subsistence costs** which cover full board and lodging during participants' stay at the Turin Centre's campus. Also included: emergency medical insurance, socio-cultural activities.
- **Distance learning** which includes access to the internet training platform, tutoring and study material for 40 hours.

**The deadline for applications is 14<sup>th</sup> February 2018.**

Application forms available by clicking on this link:

<http://intranetp.itcilo.org/EMN/A9711467/en>

A limited number of partial scholarships is available for participants coming from developing countries. Candidates requesting partial scholarships should apply much in advance (not later than 5<sup>th</sup> February 2018).

For more information: <http://lempnet.itcilo.org/ebmo>



A9711467

# Master Training on the Effective Business Member Organization

Distance learning: 26 February – 4 May 2018

Face to face: 7 – 11 May 2018

Deadline for application: 14<sup>th</sup> February 2018

[Learn more on](#)

**SIXTH EDITION**

## Quotes from Former Participants



*"The Master Training was most empowering. I acquired a wealth of new knowledge."*

**Karlene SUTHERLAND**, Jamaica Broilers Group Ltd., Board member of JEF, Jamaica

*"The method adopted combining online and residential training is most effective. It allowed participants to acquire an in-depth understanding of the subject matters – and it was highly practical!"*

**Lindiwe SEPHOMOLO**, CEO, Association of Lesotho Employers

*"The training was an opportunity both to learn new issues and to review others. I really enjoyed the self-guided modules and the exercises proposed during the online phase. It was also a wonderful opportunity to meet people, and know about their challenges. I leave full of energy to face my challenges at my organization"*

**Mônica GIAGIO LEITE DO AMARAL**, CNI Brazil

*"The training material was very good, very relevant, and exactly focussing on the things we do every day. The course in Turin proved to be very interactive course and it was really interesting for me to have this international exposure. I had a wonderful time."*

**Timothy OLAWALE**, Deputy Director of Social, Economic and Labour Affairs, Nigeria Employers' Consultative Association (NECA)

*"The Master Training fills important gaps. It looks at day to day issues, but is also an eye opener for strategic reflection. And it always starts from our organizations' reality. Taking this course helped me to focus on real results and relevance for my work as CEO"*

**Harrington CHIBANDA**, Executive Director, Zambia Federation Of Employers (ZFE)

## For further information, please contact:

International Training Centre of the ILO  
Programme for Employers' Activities  
Viale Maestri del Lavoro, 10, 10127 Turin, Italy

ACT/EMP Turin  
actempturin@itcilo.org  
Tel : +39-011 693 6887  
<http://lempnet.itcilo.org>



Copyright © International Training Centre of the International Labour Organization, 2018. All rights reserved.  
Design: Luca Fiore - Printed by the International Training Centre of the ILO, Turin, Italy

Made of paper awarded the European Union Eco-label, reg.nr FR/011/002, supplied by International Paper.



ACT/EMP  
The Bureau for Employers' Activities



International Training Centre

[www.itcilo.org](http://www.itcilo.org)

# Master Training on the Effective Business Member Organization



## Background and justification

BMOs have an essential part to play in sound social and economic development.

With a diverse membership drawn from different sectors, regions and sizes of company, they have an important role to play in interaction with governments, as:

- sources of information on the major constraints affecting private-sector development and the need to create a sound business environment to foster economic development and job creation.
- partners in discussing and co-designing a wide range of policies for private-sector development, including taxation, infrastructure, trade, social affairs and labour market reform.

Acting as employers' representatives, they play an important part in interaction with trade unions:

- national social and economic consultation bodies as tripartite partners, alongside trade unions;
- collective bargaining/social dialogue at national, sector or company level as negotiation partners.

They can also have a very important role as providers of business development services: in exchange for membership fees, members increasingly expect, tangible, quality services such as information, advice and training in the areas of labour law, human resources management, access to finance, trade promotion etc.

EBMOs are confronted with complex issues in managing their internal resources, balancing members' interests, managing their memberships and maintaining a sound revenue base.

In short, being on the professional staff of a BMOs means having to master a set of competencies in order to face complex situations and play a demanding role.

The Master Training for the Effective Business Member Organisation provide the unique mix of knowledge, competencies and skills needed for these functions through a 360 ° look at BMO functioning.

This programme is run for the sixth time after successful editions since 2012.



## Objectives of the training

The Master aims to strengthen BMOs to perform more effectively by developing the skills of key personnel and the capacity of the business organization in the following areas:

- Effective lobbying, advocacy and social dialogue for a better business environment ;
- Sustainable delivery of services;
- Efficient management of membership and revenue building;
- Good governance;
- Strategic planning for more effective BMOs.

At the end of the training, the participants will be able to:

- better understand the context in which BMOs function and the challenges with which they are confronted;
- assess and improve lobbying and advocacy strategies and techniques;
- develop insights and techniques in negotiation and social dialogue;
- develop further strategies in the field of services for their members;
- improve the governance structure of BMOs.



## Structure and methodology

### PART 1 DISTANCE LEARNING (26 February – 4 May 2018)

This part comprises a total of 40 hours' distance learning. On an individual basis, but with the opportunity to interact with the group and with tutors. Participants will receive e-learning modules and study material on key concepts regarding lobbying and advocacy, service provision and the general management of BMOs.

### PART 2 TRAINING AT THE ITC ILO CAMPUS (7 – 11 May 2018)

The residential part of the course, held at the International Training Centre of the ILO in Turin, will be a 5-day face-to-face training and networking event. The training will consist of a combination of presentations of key elements, cases and exercises. Interactive sessions will be used to review and share experience, compare practices and draw practical conclusions.

We use cutting-edge, innovative training methods, based on participative training approaches.



## Certification

Participants will be able to obtain a diploma certifying of acquired knowledge and competencies at the end of the residential phase.



## Contents

The following issues will be the central themes of the training:

### The role of BMOs in improving the business environment: capacity building for effective lobbying and advocacy

- The business environment: analysis of the present situation;
- The advocacy and lobbying process;
- The BMO as the voice of its members;
- The main issues for lobbying and advocacy at national and sub-regional level;
- Research for well-prepared advocacy and lobbying;
- Communication as an essential skill in the lobbying process;
- The BMO as an actor in negotiation and social dialogue.

### BMOs and sustainable, quality delivery of services for members

- Why BMOs should offer services to their members;
- The type of services BMOs can offer;
- The essential steps in putting services in place: market analysis, different roles in services delivery;
- How to deliver quality services. Pricing, promotion and product quality policies.

### Association management: achieving members' involvement, good governance, stable revenue and a sound secretariat management system

- Good governance of BMOs: the different systems and tools available, tricks and tips;
- Membership policies: ICT-based member management; policies for retention and recruitment;
- Revenue creation and management.

