



## EMPLOYERS' TRAINING COMMITTEE

Report on the Employers' Activities Programme 2020



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Report on the Employers' Activities Programme

2020



# Table of Acronyms

## A

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- ▶ **ACT/EMP** or **ILO ACT/EMP** – Bureau of Employers’ Activities.
- ▶ **ACT/EMP ITCILO, ITCILO ACT/EMP** or the **Programme** – Employers’ Activities Programme at the International Training Centre for the International Labour Organization.

## C

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- ▶ **Centre, ITCILO** or the **ITC** – International Training Centre of the International Labour Organization.
- ▶ **CEO** – Chief Executive Officer.
- ▶ **CFC** – Contribution to Fixed Costs to the ITCILO.
- ▶ **Committee or the ETC** – Employers’ Training Committee.
- ▶ **CRM** – Customer Relationship Management Software.
- ▶ **CSR** – Corporate Social Responsibility.

## D

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- ▶ **DECP** – Dutch Employers’ Cooperation Programme.

## E

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- ▶ **EBMO, EBMOs** or **EO** – Employers’ and Business Member Organizations.
- ▶ **EOSH** or **E-OSH** – Essentials of Occupational Safety and Health.
- ▶ **ETC** or the Committee – Employers’ Training Committee.
- ▶ **EU** – European Union.

## H

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- ▶ **HR** – Human Resources.

## I

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- ▶ **IGDS** – Internal Governance Documents System.
- ▶ **ILO** – International Labour Organization.
- ▶ **ILS** – International Labour Standards.
- ▶ **IOE** – International Organisation of Employers.
- ▶ **ITCILO, ITC** or the **Centre** – International Training Centre of the International Labour Organization.
- ▶ **ITCILO ACT/EMP, Programme or ACT/EMP ITCILO** – Employers’ Activities Programme at the International Training Centre of the International Labour Organization.

## P

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- ▶ **Programme, ACT/EMP ITCILO** or **ITCILO ACT/EMP** – Employers’ Activities Programme at the International Training Centre of the International Labour Organization.

## S

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- ▶ **SDG** – Sustainable Development Goals.
- ▶ **SME** – Small and Medium-sized Enterprises.

## T

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- ▶ **TNA** – Training Needs Assessment.
- ▶ **TOR** – Terms of Reference.
- ▶ **TOT** – Training of Trainers

# EXECUTIVE SUMMARY

As you are all aware, with a business model heavily anchored in face-to-face (F2F) training, the global “shut down” imposed by the COVID-19 pandemic, could have inflicted an almost deadly blow to the ITCILO in 2020. The gloomy scenarios depicted by the Centre’s Management back in March of 2020, sent chills down the spine of all ITCILO staff, since it was very clear that the sustainability of our jobs was on the line.

Nevertheless, thanks to an agile, efficient, professional and relevant response, the Training Department and its technical Programmes steeped up to the challenge and, together with a sound cost contention strategy, the Centre was not only able to successfully weather the storm, but managed to come out of it much stronger and resilient.

While a big deficit was expected, 2020 ended with a budget surplus, but more importantly with an ITCILO that had fully reconverted its training portfolio to online learning/training services, offering quality courses at a truly global level through a highly committed technical and support staff that made all of this possible.

This year the Board of the Centre will meet to decide on a “new” business model for the ITCILO, one that with high doses of realism and pragmatism should launch the Centre as a pioneer in innovation towards a sustainable future. In fact, the pandemic has already pushed the Centre into that “new” model. Therefore, the Board should take the appropriate complementary decisions to ensure the long-term financial sustainability of the Centre.

Concerning our Programme, as for almost everyone in the world, 2020 was an extremely challenging year. Redrafting our work plan and redesigning our training portfolio, in addition to acquiring new skills on the run and delivering quality relevant trainings, kept us very busy and at times somewhat stressed. With hard work and dedication, we managed to respond very quickly and effectively to the challenges with great involvement and rewarding appreciation from our participants, sponsors and partners.

This report covers our Programme’s main achievements in 2020 and includes updated projections for 2021, as well as some thoughts about our future. We sincerely appreciate the time you have set aside to read it.

## Outreach & Quality

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Overall, 2020 ended with better numbers, financially and in terms of delivery, than those we had for 2019. A total 24 training activities were delivered with 22 being Online, 1 blended and 1 in the field. In addition, 6 advisory services were rendered to EBMOs and 11 products were developed or updated.

Our outreach in terms of total participants was 1,534; 67% more than in 2019. This growth obviously is due to the full conversion of our Programme to Online delivery, nevertheless it shows that distance learning reaches more people at a lower cost, thus making it more accessible.

Regarding gender, 2020 was the first year ever that women (50.5%) surpassed men (49.5%) in attendance to our trainings. To our satisfaction, the number of EBMOs reached worldwide increased from 118 to 143, with participants from 150 nationalities. Please refer to page 10 for the regional break down of activities and participants.

Concerning the overall quality of our training offer and participants' satisfaction levels, the ACTEMP Turin Programme continued in its tradition of setting high standards with a 4.6/5.0 rating; a slight drop from 4.68 in 2019. Throughout 2020, the team was a bit concerned quality could suffer due to the abrupt change in our delivery modality. We were learning as we went along and some mistakes were made of course. Fortunately, it appears we managed to keep the quality of our products and services at a very high level.

With the Centre's overall quality/ participant satisfaction sitting at 4.43 for 2020, our Programme places not only above the benchmark but also as one of best at the ITCILO. On page 20-23 you will find in more details.

### Financial Resources and Targets

Total Income for the year dropped 31% if compared to 2019, reaching €970,406. The main reasons for this sharp decrease were the “freezing” by Management €240,000 of our Surplus Allocation in June 2020 and the important amount of unrealised income tied to the delivery of training activities for our 3 projects (*Disney, European Union-EYPA & EU-Quality Apprenticeships*). Most activities originally designed to be blended or face-to-face, had to be redesigned, work plans and budgets redrafted and agreed with donors and beneficiaries,

thus generating delays in the implementation. In the case of our Disney project, the donor informed us of a 30% cut in the budget late in 2020, which then required a revision of the budget and work plan.

In spite of all the financial challenges described above, our Programme managed to reach €625,120 of Contribution to Fix Costs (CFC), which amounted to 104% of our pre-pandemic agreed target; €70,751 more than in 2019. This achievement should not be left unnoticed.

While the Centre went down in “cost control mode” as a result of the loss of income, all Programmes were requested by Management to deliver training activities without any external resources/consultants, resulting in a very high CFC/Income ratio for 2020 of 64.42%, the highest in our Programme's history. In

other words, for every €100 of income, about €65 accounted for as CFC. This confirms the fact that Online training delivery is more “profitable” than face to face, mainly because travel and lodging costs are not accrued in the activity budgets.

On the other hand, while Online training brings in a higher CFC/Income ratio, the preparation work, sustained delivery for weeks, in many cases overlapping trainings and working with time zones from the Pacific to the Americas in the same day, has demanded a lot of work and effort, both individually and collectively.

### Expanded Product and Training Offer

In pages 14-18, you will find our complete portfolio of services, demonstrating that in the past couple of years we have been

very busy developing new products and updating a few others. We can notably highlight the following;

- ▶ eLearning Platforms for autonomous delivery of online training services by EBMOs
- ▶ EOSH Training Platform licensing to EBMOs
- ▶ Women Empowerment Services
- ▶ Membership Management Manual for EBMOs
- ▶ Digitalisation of Services for EBMOs
- ▶ Resilience & Digitalization Guides
- ▶ Coaching Services for EBMOs on diverse topics, including our highly valued CRM package.

### How are we doing in 2021?

With activities still running and numbers being counted, we are very happy to report at this

stage that 2021 is looking very promising and better than 2020.

It is forecasted that more than 60 activities will be delivered, reaching about 1,200 participants, around €1.35 million of income and 110% achievement of our CFC target, nearing €740,000 with a 52% CFC/Income ratio. In addition, new products and services have been developed. We will keep you posted on the final numbers for the year.

The tireless efforts by the team in mobilising resources and delivering trainings, in addition to the support from our ILO ACTEMP colleagues in the field and HQ, are also key factors for a successful 2021.

At the level of the Centre, Management is projecting an important budget surplus for 2021, which considering the situation, is again an extraordinary result. This is clear evidence the

ITCILO has successfully adopted a “new” business model and could potentially achieve its financial sustainability. For this, the Board should deliver complementary strategic decisions aimed at reducing the overhead costs and the burden of an empty Campus. These decisions must be accompanied by a targeted strengthening of the Training Department, as this is the income generating “engine” of the Centre.

### Looking towards to the future of our programme

The pandemic has unquestionably changed the capacity building needs of EBMOs, therefore before the end of 2021, we should have commissioned our biannual *Impact and Training Needs Assessment*. This exercise will provide hard evidence on the areas of training we are having impact in order to reinforce and update our portfolio. Additionally, it will shed light into the current and

future needs EBMOs so that we are able to respond accordingly and timely. These results should be available in January 2022 and will be shared with the Committee.

The outlook for 2022 is a bit complex and challenging, mainly in terms of funding and delivery capacity. Our Disney project is ending and we have not been able to mobilise resources that would replace it. Also, the rotation we are experiencing within the team’s Programme Officers, due to some departures for secondment to the ILO, will have an impact in our delivery and resource mobilisation capacities. While we are proud to have in our team very talented and skilled professionals with outstanding profiles that will benefit from field experience, the selection process and transition period of their “substitutes” will take a toll in our overall performance. We wish all the best to Paolo Salvai already detached to ILO Beirut, and to Jeanne

Schmitt scheduled to leave soon to the ILO in Rabat.

On the other hand, we perceive some “digital fatigue” in our target audience, in addition to the fact that as activities resume some level of normality, EBMOs staff are getting busier with less time available to follow an online course that lasts many weeks. Therefore, we foresee our Programme resuming its blended training modality, which includes face-to-face sessions in the field by the second half of 2022.

Throughout the biennium, our activity managers have been involved in many coaching/ advisory sessions for EBMOs after the completion of trainings. Participants are actively requesting these services in topics such as governance, membership development/retention, service development, strategic lobbying and communication strategies. Although we do our best to respond to these requests, our

limited capacity in terms of time and resources available, makes it very difficult to respond appropriately. We strongly believe we should expand our services in this direction and for this to happen, a strategic decision in this regard should be made at the Global ACT/EMP Team level in order to ensure adequate resources and coordination.

### The Team

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As mentioned in previous reports to the ETC, I am fortunate and blessed to lead the team that we have. This is a group of highly committed and dedicated professionals that year after year achieves very good results. The continuous high praise and appreciation from our constituents and donors is one of our main drivers to deliver with quality and impact.

By the results outlined in this report, it is evident that the team rose to the occasion and overcame the obstacles faced during these



The **eCampus platform** has given us a **competitive advantage** by allowing us to become one of the few, if not the only, business organization in the Philippines to also be a training institution that makes use of an e-learning platform.

Jose Roland A. Moya, Director General  
Employers Confederation of the Philippines



We are staying with ITCILO and the main reason **is they are focused on employers’ organizations**, we are focused on employers’ organizations and **they have a lot of in-house knowledge on how an employer organization works**....ITCILO offers **“the”** training for employer organizations.....

Christine Rehbock, Office Manager  
Dutch Employers Cooperation Programme-DECP



complex times. Our very busy “pipeline” of activities, together with the move to online delivery, demanded we reskilled and upskilled ourselves while working very long hours and daily shifts. A special and well-deserved acknowledgment and recognition for the outstanding performance by our Course Assistants (G Staff). Their support before and during an activity in this biennium was more crucial than ever. They have responded to the technical challenges we faced as well acquired the necessary skills to professionally work outside their usual “comfort zones” with great efficiency.

In all, a solid performance by the technical and administrative staff, in an extremely difficult 2020- 21 biennium, has shown that we are capable of adapting our training offer and services in an environment that is uncertain and volatile.

My deepest appreciation and acknowledgment to the team for a job well done!

### Important follow-up items to report

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Unfortunately, the first three items on the list below have not changed from last year’s ETC meeting. Again, with the pandemic carrying over to 2021 and the uncertainty of the situation, the opportunities to set aside time to discuss the issues below have just not been there.

1. Terms of Reference for ACTRAV and ACTEMP, inspired on ILO IGDS 536. These are very much needed now with the “new” business model of the Centre.

2. Accepting revisions to the Manual for the ILS Course for Judges, lawyers and legal educators; The Training Director offered to facilitate and request a working meeting with ILO NORMES and ACTEMP. The meeting was originally planned for early 2020 and has yet to take place.

3. Amend the current policy to allow the carrying over of unused captive funds from one year to next in the same biennium; ITCILO Director, together with the Training Director, offered to consider this proposal.

4. Amend the restrictions in place for the use of the “Fellowship Fund” to allow charging for CFC when budgeting activities, as it was done for many years with the Surplus Allocation.

5. The need for an additional G staff in the Programme. The “new” business model of the Centre demands longer preparation and delivery times for training activities. Very frequently, courses overlap, added to the fact of working in multiple time zones. All of this requires longer hours and much more support from G Staff. For the past two years, we have recurrently hired additional short-term G staff support for periods of 10-11 months every year, therefore the need for this support is evident.

We sincerely hope preliminary discussions on these matters take place with Management before the end of the year to agree on a calendar for a way forward, so that by this time next year we have a good story to tell.

Finally, the ACTEMP Team in Turin wishes to acknowledge the continuous support for new ideas and products from Mr. Andreas Klemmer ITCLO Training Director and Ms. Deborah France-Massin Director ACT/EMP Bureau in ILO HQ. Special mention to our ACT/EMP field colleagues with whom we have worked very closely during this crisis as a true Global Team. Our thanks to the ETC and ITCILO Board Employers members, the IOE and in particular to Mr. Harry Kyriazis for his dedication as the Group’s spokesperson.

Kind regards,

Jorge Illingworth  
Programme Manager  
Employers’ Activities Programme  
ILO International Training Centre

Turin, October 2021



# OUR 2020 AT GLANCE

The background of the slide is a white-to-purple gradient. It features several large, irregular splatters of purple and blue ink or paint. A faint, light-colored world map is visible in the background, centered behind the text.



# MAIN ACHIEVEMENTS 2020



## 43 Activities

- 24 Training act. (58%) ↓
- 6 Advisory Serv. (15%) ↓
- 11 Training Material Development (27%) ↑



## EBOs from 143 countries ↑



## Participants from 150 nationalities ↑



## 1534 participants ↑

- 73 participants in Face to Face and blended activities (47% women)
- 1461 participants in distance learning activities (51% women)
- 4000+ online enrollment in the distance learning platforms



## 4.6 Satisfaction =

On a scale from 1 to 5, going from low to high



## 3 Audiences

EBOs' staff and Board members and company members

# 2020 GLOBAL IMPACT



## LATIN AMERICAN & THE CARIBBEAN

675 participants  
44% of total ↑

## AFRICA

187 participants  
12% of total ↓

## ASIA

466 participants  
30% of total ↑

## EUROPE

193 participants  
13% of total ↓

## ARAB STATES

13 participants  
1% of total

## INTERREGIONAL

6 INTERREGIONAL  
activities were delivered



### LATIN AMERICAN & THE CARIBBEAN

- ▶ EOSH package
- ▶ Effective EBMO
- ▶ Productivity matters
- ▶ CRM



### AFRICA

- ▶ CRM
- ▶ Social dialogue and advocacy
- ▶ EBMOs and SDGs



### ASIA

- ▶ Effective EBMOs
- ▶ Good Governance Strategies
- ▶ Membership strategies
- ▶ CRM
- ▶ Reputation and crisis management



### EUROPE

- ▶ Social dialogue
- ▶ Crisis management and resilience



### INTERREGIONAL

- ▶ Master Training EBMO
- ▶ CRM
- ▶ Productivity matters
- ▶ Digitalization
- ▶ Women empowerment (MALKIA)

# AMONG OUR 2020 PARTNERS



International  
Labour  
Organization



ACT/EMP  
The Bureau for Employers' Activities



A powerful  
and balanced  
voice for business

BUSINESSEUROPE



Multinational  
Companies



AGENZIA ITALIANA  
PER LA COOPERAZIONE  
ALLO SVILUPPO



DUTCH EMPLOYERS COOPERATION PROGRAMME



Employers'  
Confederations

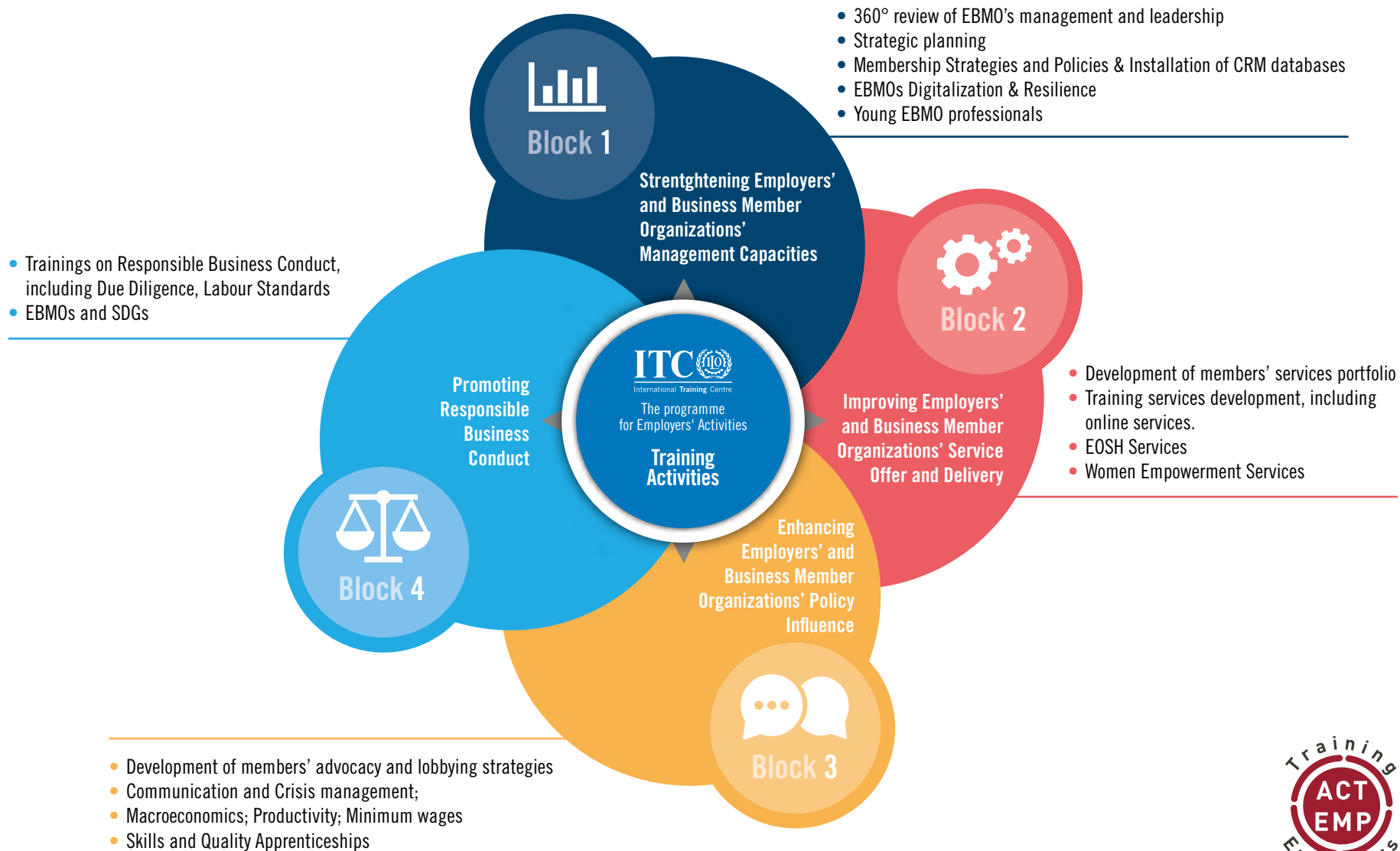


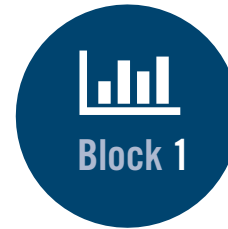


# OUR SERVICES

The background of the slide is an abstract composition of various colors and textures. It features large, irregular splatters and brushstrokes in shades of red, orange, and yellow. The colors are layered, with some darker reds and oranges in the foreground and lighter, more ethereal tones in the background. The overall effect is dynamic and artistic, suggesting a creative or service-oriented theme.

## Employers' Activities Programme Services Catalogue





## Block 1 - Strengthening EBMOs' Management Capacities

- 360° review of EBMO's management and leadership
  - Strategic planning
- Membership Strategies and Policies & Installation of CRM databases
  - EBMOs Digitalization & Resilience
  - Young EBMO professionals

### Key Services

#### Institutional capacity assessment

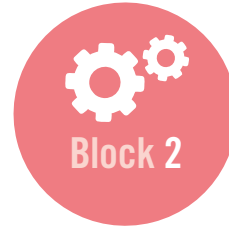
- Audit of EBMO's governance and management; Co-development of remediation strategies
- Audit of EBMO's membership baseline; Co-development of remediation strategies
- Building the capacity of EBMOs to deliver blended + fully digital EOSH and learning services
- Nurturing the «next generation»

#### Training services

- Online course on EBMOs' management for Executive Directors (Certificate of Achievement)
- Online course on membership strategies development (Certificate of Achievement)
- Online training course on EBMOs' change management for staff and Board members (Certificate of Participation)
- Online training courses for Young Professionals (Certificate of Participation)

#### Training Material Development & Advisory services

- Manual on membership management for EBMOs
- Installation of CRM databases in EBMOs
- Coaching on Unlocking Change towards Resilient EBMOs



## Block 2 - Service provision and Delivery

- Development of members' services portfolio
- Development and delivery of Training Services
- Essentials of Occupational Safety and Health (EOSH) Services
  - Industrial Relations, Labour Law and HR services
  - Women Empowerment Services

### Key Services

#### Institutional capacity assessment & Development

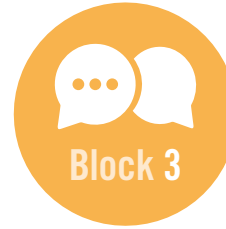
- Audit of EBMO's service portfolio and capacity; Co-development of remediation strategies
- Building the capacity of EBMOs to deliver Online & Blended EOSH services

#### Training services

- Online course on Digitalizing Training Services
- Mobile course on women manager's empowerment-MALKIA
- Online course on EBMOs service portfolio development
- EOSH Online & Blended ToT for EBMOs staff members
- Online courses on Social Dialogue and Industrial Relations
- Licensing of EOSH platforms to EBMOs

#### Advisory services

- Coaching on digitalization of training services
- Development of Online training platforms for EBMO + coaching
- Co-development of courses on women empowerment
- Coaching EBMOs on online delivery of services



## Block 3 - Policy Influence

- Development of members' Advocacy and Lobbying strategies
  - Communication and Crisis Management;
- Macroeconomics for social negotiators; Productivity in the Workplace; Setting Minimum Wages; Skills Policies and promoting Quality Apprenticeships

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### Key Services

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#### Institutional assessment services

- Mapping and audit of EBMOs competencies in the area of strategic advocacy and communication

#### Training services

- Online course on Reputation and Crisis Management
- Online course on Evidence Based Strategic Lobbying
- Online course on Macroeconomics for social partners
- Online course on Why Productivity Matters?
- Online course on setting Minima wages
- Online course on social partners' involvement in Skills Policies

#### Advisory services

- Production and analysis of economic information
- Support in development of position papers on selected socio/economic matters (Minimum wage policies, social protection, skills policies)
- Coaching on Strategic Advocacy & Lobbying
- Communications, Reputation & Crisis Management
- Capacity building project on Quality Apprenticeships



## Block 4 - Promoting Responsible Business Conduct

- Promoting responsible business conduct in supply chain intermediaries
  - EBMOs and SDGs

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### Key Services

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#### Institutional capacity development

- Establishing a Training Service to promote responsible business conduct, including safe working conditionst

#### Training services

- Online ToT on promoting responsible business conduct
- Online course on EBMOs engagement in SDGs

#### Advisory services

- Coaching EBMOs on online delivery of services

# 2020 DELIVERY RESULTS



# CUSTOMERS SATISFACTION 2020 RESULT\*



What explains these numbers?



Needs based & demand driven programme.



Relevant training, based on Training Needs Assessment, contact with ACT/EMP ILO field specialists and EBMOs CEOs.



Training delivery modalities adjusted to our constituents needs (e.g., distance learning, length).



Highly valued feedback from participants.



Highly praised training methods, staff and trainers.



It's not just about scholarships. Participants acknowledge the great value, quality and relevance of our Programme's trainings, because the time they invest with us translates into better results for their EBMOs.

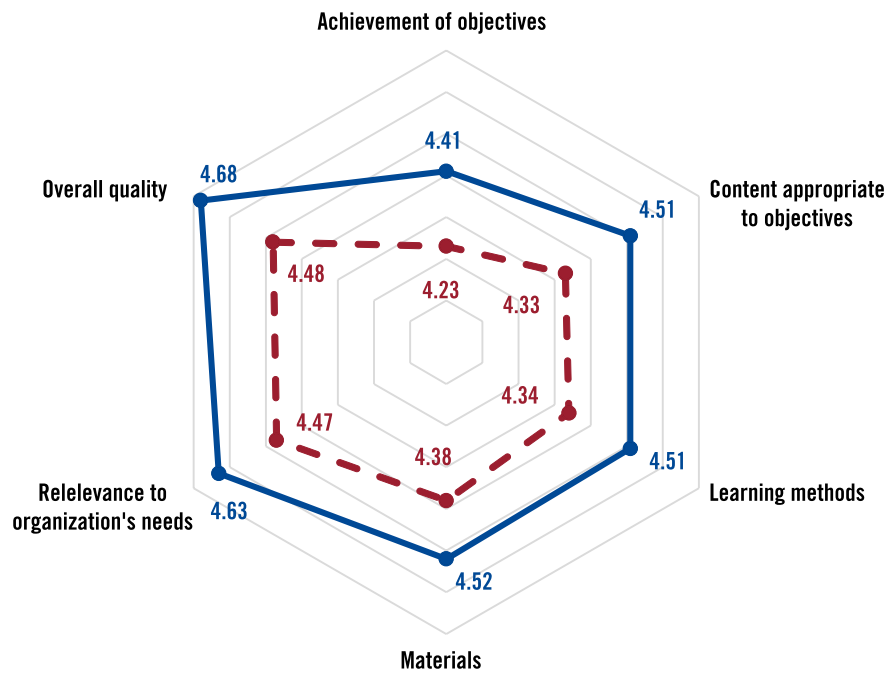
\*ITCILO 2020 customers satisfaction result: 4.43



# GENERAL EVALUATION 2020 RESULTS

## ACT/EMP vs ITCILO 2019

—●— ACTEMP —●— ITCILO

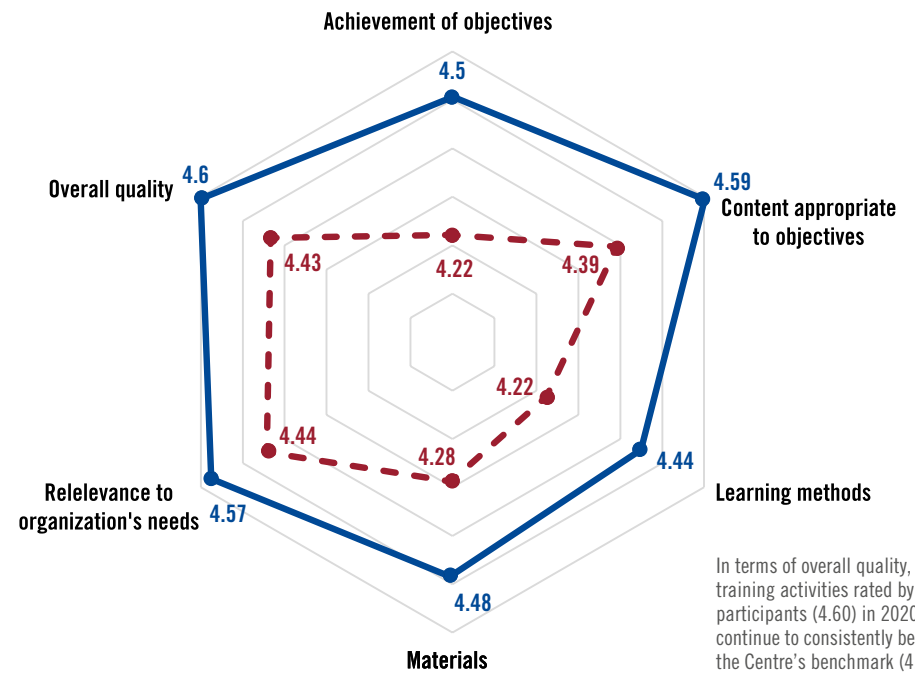


**ACT/EMP 2019**  
4.68

**ITCILO 2019**  
4.48

## ACT/EMP vs ITCILO 2020

—●— ACTEMP —●— ITCILO



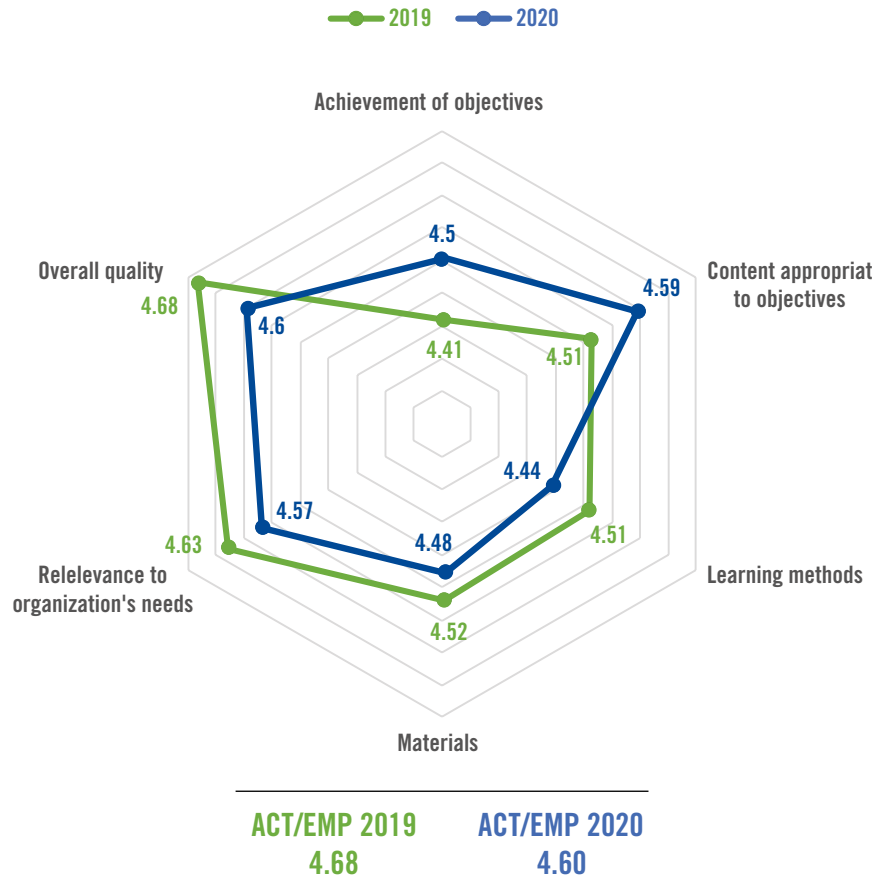
**ACT/EMP 2020**  
4.60

**ITCILO 2020**  
4.43

In terms of overall quality, our training activities rated by participants (4.60) in 2020, again continue to consistently be above the Centre's benchmark (4.43)

# GENERAL EVALUATION 2020 RESULTS

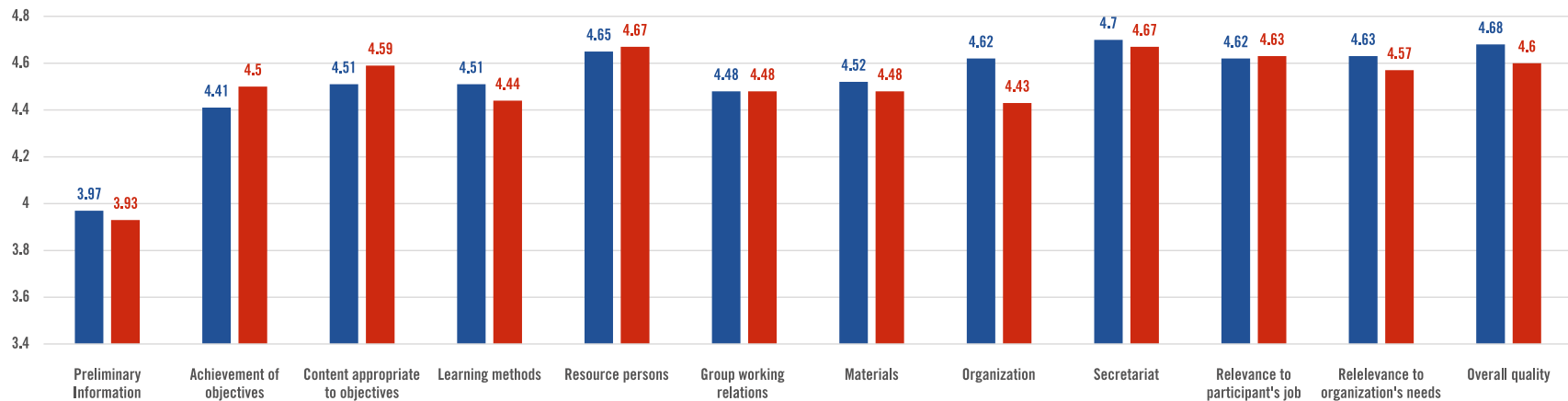
## ACT/EMP: 2019 vs 2020



Considering the drastic change in our delivery modality, we managed to maintain a very high quality level in our training activities.

## EVALUATION RESULTS ACT/EMP 2019 vs 2020

■ 2019 ■ 2020



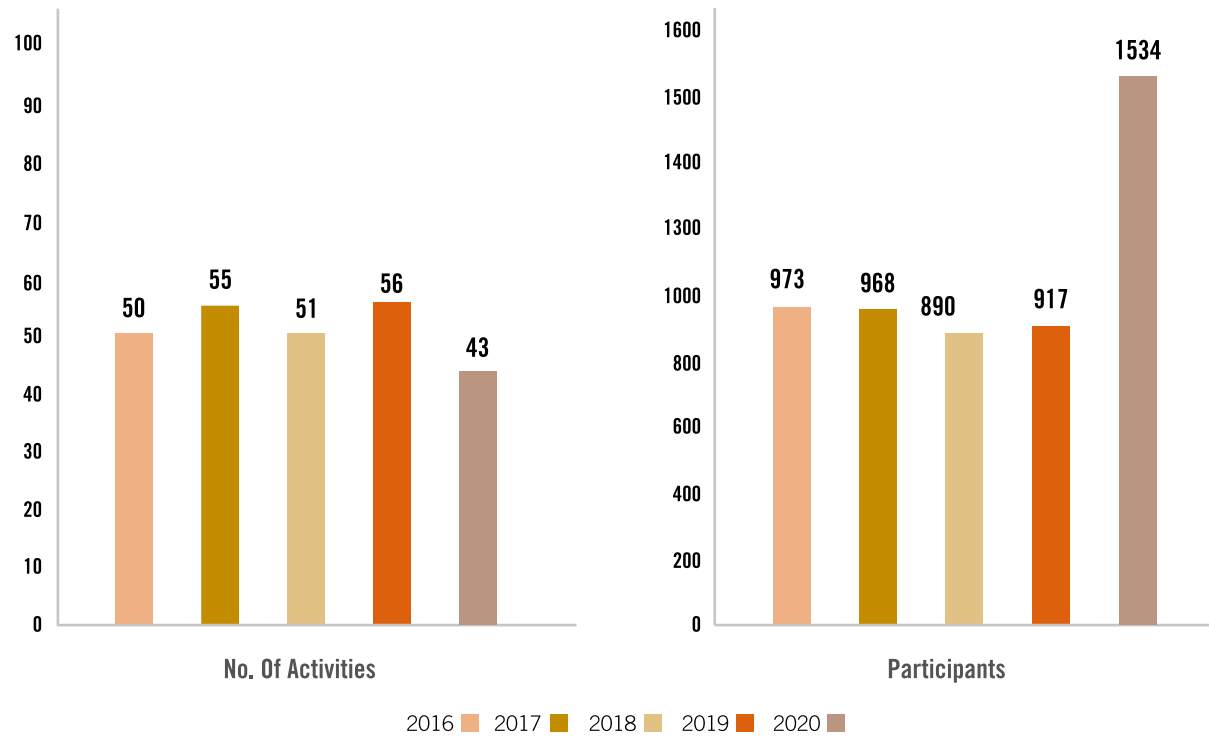
Our Programme thrives on quality and impact. To achieve this, we must “listen” to participants and EBMOs and respond accordingly. As we have done in the past, we will carefully analyse the results of our Impact & Training Needs Assessments to continue offering relevant and needs driven training and advisory services.





# 2020 FACTS & FIGURES

# I. PARTICIPATION ANALYSIS



## II. PARTICIPATION BY GENDER

### Gender Participation

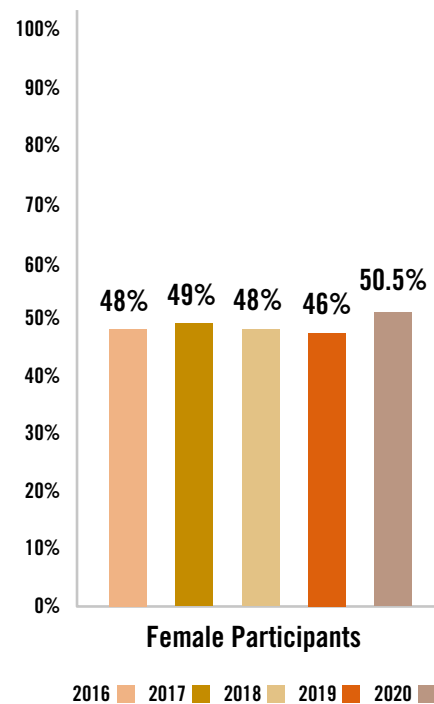


International Training Centre

2020 – 2021 women's target participation at ITCILO: **45%**

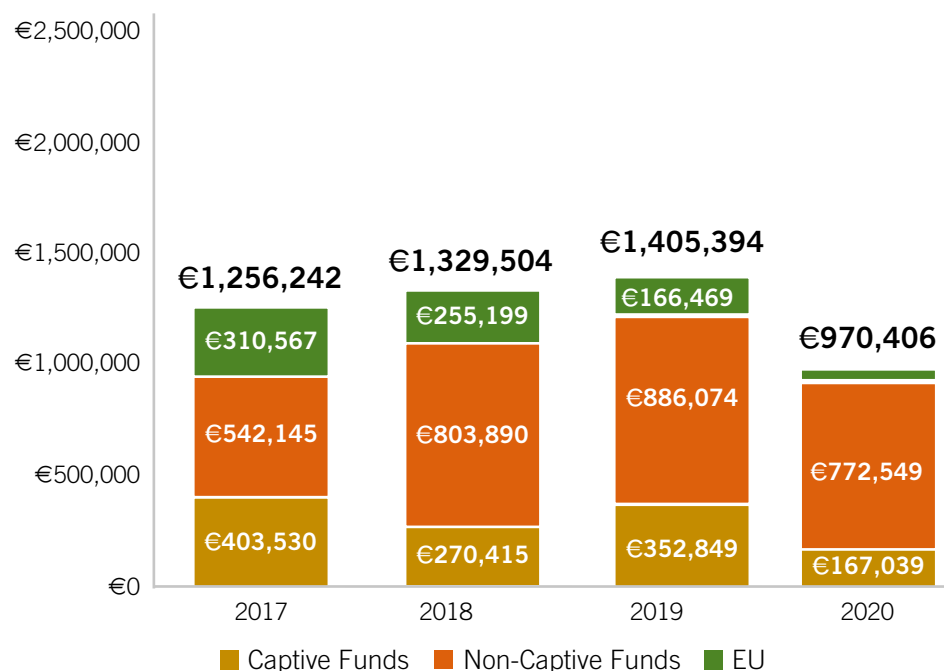


2020 women's participation at ACT/EMP: **50.5%**



For the first time ever, in 2020 our Programme recorded more women participation (50.50%) than that of men. For the biennium, women's participation in our activities will close at 49%, with the Centre's target being 45%. The fact that all regions registered more women in 2020 when compared to 2019, is very welcoming. With reference to specific trainings per region, with 53.7% Latin America & Caribbean lead the way in female participants. Africa and Asia follow with 52.1% and 44.4% respectively. The Europe & Middle East reach 44.9%. All regional numbers increased with respect to 2019.

### III. FUNDING (Figures for Captive Funds refer to utilized resources)



Our Programme is funded mainly three different sources:

**Captive Funds:** the yearly variable allocation from the Italian Government, plus the distribution of the Centre’s annual surplus and special allocations. For 2020, this amounted to 17% of our total income.

**Non-captive Funds:** this is the yearly variable income resulting from invoicing our training courses to sponsors, providing training services to the ILO via tapping into projects worldwide, Regional RBTC earmarked for ITCILO, ACTEMP ILO RBTC, some EBMOs, private companies and such. For 2020, our main sponsors were the ILO (different sources) and the Dutch Employers’ Cooperation Programme-DECP.

**European Union – EU Funds:** this is a yearly variable income resulting from the joint application of ACT/EMP and ACTRAV Turin, via the ILO, to the social dialogue budget line of the European Commission. These grants are used to fund the European Young Professionals Academy (EYPA), which last year was not delivered due to the pandemic, hence the reduction in this income line.

In all, our resource mobilisation efforts amounted to €803,367, representing almost 83% of the total income for 2020.



# OUR TEAM



# OUR TEAM







Demand driven; impactful capacity  
building for Employers' and Business  
Member Organizations-EBMOs

Programme for Employers' Activities

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<https://www.itcilo.org/en/the-centre/programmes/employers-activities>

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Cover photo: Cover photo: Unsplash



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