



## EMPLOYERS' TRAINING COMMITTEE

Report on the Employers' Activities Programme 2021

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Report on the Employers' Activities Programme

2021



# 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.

## R

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- ▶ **RBC** – Responsible Business Conduct

## 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

2021 was a year in which the Centre and our Programme consolidated their position as a reliable, quality online training services provider to ILO constituents. After a very difficult and challenging 2020, thanks to an agile, efficient, professional and relevant response; with the Training Department and its technical Programmes stepping up to the challenge, the ITCILO managed to come out of the COVID-19 crisis very successfully and a much stronger more resilient organization.

Concerning our Programme, 2021 was a great year in all fronts, as you will see in the lines to follow. The results achieved in outreach, number of training activities, quality, financially, as well as in impact of our trainings, are very impressive.

This report covers our Programme's main achievements in 2021 and includes updated projections for 2022, 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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Switching to a full Online delivery model increased our outreach, improved diversity/inclusion and did not affect the positive impact and the quality of our delivery.

Overall, 2021 ended with much better numbers financially and in terms of delivery, than those we had for 2020. A total of 76 activities were delivered, of which 40 training activities were delivered online, 2 in the field, 7 advisory services rendered to EBMOs, 12 indirect trainings and

15 new products were developed or updated. 16 Online Training Platforms were developed to empower EBMOs to deliver online training, diversify their offering and remain relevant to their members during a difficult period of protracted restrictions.

Our outreach in terms of total participants was 1,367, 10% less than in 2020. EBMO's from 147 countries and staff of 143 nationalities benefited from our training activities.

Regarding gender in 2021, again women accounted for 51.3% of total participants, a slight increase from 2020. Latin America stands out, with almost 60% participation of women. Please refer to page 26 for the regional break down of activities and participants.

Our Programme's overall quality and participants' satisfaction levels, continued in its tradition of setting high standards with a 4.5/5.0 rating; a slight drop from 4.60 in 2020. The main indicator that brought this number down, was that related to "participants networking", which decreased from 4.48 in 2020 to 3.9 last year. In our view, this reflects the "digital fatigue" participants are facing and their desire to return to blended training. Nevertheless, other indicators such as quality of resource persons and relevance of our training offer with respect to the needs of the organization and our supporting staff, were on the rise. Preliminary statistics for 2022 show we are back above the 4.60 mark.

In all, after 2 years of offering purely online courses, we can

argue with certainty that the sudden change in our delivery modality has not affected the quality and impact of our training portfolio. Our Programme adapted and responded to with creative and innovative training solutions, such as Virtual Reality, that made it possible to keep up with the quality of our work and its impact on constituents. Ultimately, without any doubt, online training modalities “democratize” access to learning opportunities, provided of course learners have good internet access.

### Financial Resources and Targets

Despite the COVID-19 crisis, the ACTEMP Turin Programme consistently achieves its financial targets.

Total Income for the year increased 34% if compared to 2020, reaching €1,297,580. Even though the Programme mobilised important resources, the main reason for this

increase was the resumption of activities in 2021 in our 3 projects (Disney, European Union-EYPA & EU-RIPAQUE 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 2020.

Financially 2021 was a record year for the in terms of Contribution to Fix Costs (CFC), reaching 113% of the agreed target, which amounted to €746,669, close to 20% more than in the previous year. **This is the highest CFC contribution ever by the ACTEMP Programme.** It is also worth noting that our CFC/Income ratio for the year was 57.54%, meaning that for every €100 of income, almost €58 went to support the Centre. It is worth noting that, while our average yearly income from 2017

to 2021 remained the same at about €1.25 million, our CFC contribution has increased 42%. This underlines the continued commitment of the Employers’ Programme to do its best to support the Centre.

The Programme’s, as well as the Centre’s strong financial performance in 2021, confirms the fact that Online training delivery is much more “profitable” than face to face, mainly because travel and lodging costs are not accrued in 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, demand a lot of work and effort, both individually and collectively from the staff.

### Expanded Product and Training Offer

Our training offer keeps growing in response to the needs of EBMOs.

In pages 14 to 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
- ▶ E-design of online training courses for EBMOs
- ▶ EOSH Training of Trainers
- ▶ EOSH Training Platform licensing to EBMOs
- ▶ Women Managers Empowerment Services, including operational coaching sessions



- ▶ Membership Management Manual and Training for EBMOs
- ▶ Digitalisation of Services for EBMOs
- ▶ Resilience & Digitalization Guides
- ▶ Coaching Services for EBMOs on diverse topics, including our highly valued CRM package, Strategic Planning, Service Delivery. In this regard, we are diversifying our partnerships and providing training services to companies such as PUMA as well as to the IOE.

### Highlights of our

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2020-21 Impact Evaluation and 2022-23 Training Needs Assessment.

Following our standard practice, with 2021 being the second year of the biennium, late in the year we simultaneously carried-out Impact Evaluation of our

2020-21 training activities and a forward looking Training Needs Assessment. With response rates of 28% and 25% respectively, these are some of the highlights and conclusions of both reports.

Impact Evaluation - Overall, ACTEMP Turin Programme continues to have significant impact at the staff and organizational level of EBMOs.

- ▶ 85% of participants responding have Bachelors' degree or higher.
- ▶ Among the main reasons for taking our courses were to learn additional skills that are relevant to staff & organization, career advancement and networking.
- ▶ Almost 100% of participants said their professional performance has improved (74% by "a lot or extremely").

- ▶ Skills improved in servicing and communicating with members, effective dissemination of information.
- ▶ 77% reported their careers had advanced.
- ▶ 100% mentioned their content of the activity meet their professional needs (75% from "a lot to extremely").
- ▶ 80% considered that their organizations performance has improved "moderately to extremely" as a result from the training.
- ▶ Main areas of organizational impact: Communications, Training, Anticipating & Understanding Members' Needs, Improving and/ or creating New Services, Governance & Organizational Management

- ▶ 50% of participants started 141 new initiatives in different areas of their organizations as a result of the training, with 95% of them saying that these will very likely be maintained or expanded.

### Training Needs Assessment: EBMOs widely prefer Blended/ Hybrid Training Activities.

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- ▶ Effective Advocacy & Lobbying, Financial Sustainability/ Funding, Staff Retention/ Development, Communication/ Reputation Management, Members Growth/retention and Digitalization, were at the top of the organizational challenges EBMOs reported they are facing for the next 2-3 years.
- ▶ Skills needed by staff: Advocacy & Lobbying, Digitalization, Development of Research Capacity and Communications.

- ▶ Among the activities requiring additional training; Digitalization of Sustainable Services, Strategic Advocacy & Lobbying, Membership Retention & Development.
- ▶ 83% of respondent prefer the blended training modality, 11% preferred Face-to-Face or 6 Distance Learning exclusively.
- ▶ The preferred standard duration of a blended training is 3-6 weeks Online/3-5 days Face-to- Face.
- ▶ 96% of respondents suggested the maximum weekly workload for online trainings should be 4-6 hrs.
- ▶ 73% would prefer to have the face-to-face session of a blended course in the field, not in Turin.

Both Reports are available to ETC members upon request.

## How are we doing in 2022?

We continued with success introducing new innovative training modalities such as Virtual Reality and we are right on track to achieve our targets.

Building on the success of the 9<sup>th</sup> edition of the European Young Professionals Academy-EYPA in 2021, for the 10<sup>th</sup> edition **we returned to the blended modality**, including again Virtual Reality as an innovative and active learning modality. In both editions, the feedback from Business Europe, as well as from participants was extremely positive.

Our Programme will continue to continue to experiment and work with innovative tools and technologies, such as VR, to deliver our training courses in a dynamic and engaging way

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

that 2022 is looking promising, as it appears we are headed for another good year.

It is forecasted that more than 60 activities will be delivered, reaching about 1,200 participants, around €1.3 million of income and 100% achievement of our CFC target with a 51% CFC/Income ratio. In addition, new products and services are being 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 very successful 2022.

## Looking ahead into the future of our Programme

A financially challenging 2023 looms in the horizon, which could affect our current growth trend.

The results and conclusions from the Impact Evaluation and the Training Needs Assessment are pointing in a clear direction regarding thematic areas and delivery modality. For our Programme to be able to respond accordingly and timely, we must reflect on some issues first.

Financially, the outlook for 2023 is complex and very challenging. Our two main projects are ending and we are doing our best to mobilise resources to replace them. In addition, the Dutch Employers Cooperation Programme (DECP) -our longest standing sponsor- has informed us that they will cease all financial cooperation with partner organizations due to a major restructuring and as merger with another Dutch cooperation agency. The Director of the Training Department has been informed of the situation.

The ITCILO 2022-23 budget Fellowship Fund Allocation and

the possibility to carry over any unspent balance to the second year of the biennium, provides enough seed capital to run activities for the first 6-8 months of the year, but won't last far beyond.

In this regard, it is evident that our income will be reduced and consequently our ability to continue to contribute to the Centre's CFC at the levels of the past three years. With this said, the Training Department should evaluate the possibility of increasing our Captive Funds allocation or reducing our CFC target for 2023 to realistic achievable levels. In parallel, our staff's permanent efforts to mobilise resources by plugging into ILO RBTC, RBSA, Technical Cooperation Projects and offering training services to external partners will remain strong.

On the strategic side, we are perceiving "digital fatigue" in our

target audience. With EBMOs activities resuming to pre-COVID levels, their staff are getting busier with less time available to follow an online course that lasts many weeks. This is reflecting on the increased number of participants dropping out early or not completing the courses. Therefore, a gradual resumption of the blended/hybrid modality should be implemented to spark-up the interest in completing the trainings. Nevertheless, this return to blended training should be accompanied by a request to participants to start cost-sharing when taking part in our trainings. We strongly believe that the full scholarship/free capacity-building model we have had in place for years is not being fully appreciated and valued. A reasonable co-payment fee will generate the financial commitment by the organization needed to produce a more effective academic commitment from the participant.

## The Team

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As mentioned many times in previous reports to the ETC, I am very proud to lead a team 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.



I want to thank the Employers Activity Unit and relevant staff for supporting us and delivering extraordinary knowledge, experience and the most important they listen to our needs and respond immediately.

Participant-Georgia





I simply want to thank you for allowing me to improve my knowledge. It was a great learning that I will use daily in my EBMO. I would be more than happy to participate in new trainings. Congratulations to all the great staff.

Participant-Uruguay



The Training was extremely interesting and useful, this type of training should be made available to as many EMBO as possible.

Participant-St. Lucia



You have great training programs and experienced staff.

Participant-Rwanda

By the results outlined in this report you can see that, despite the rotation of our Senior Programme Officers and lately of our supporting G-staff due to secondments to the ILO, it is evident the team's performance did not suffer at all. My sincere thanks to those colleagues (P&G) that stayed on ensuring continuity in the delivery and for their commitment in helping the Programme reach its targets. To the colleagues who joined the Programme temporarily, my deepest appreciation for their professional and valuable contribution.

A special mention goes to the valuable support and outstanding performance of our Course Assistants (G staff). Our full conversion to online delivery, demanded more important responsibilities from the supporting staff, not only in the preparation of

training activities, but also in the delivery. Under the professional technical guidance of the Activity Managers, their role became fundamental.

Please join me in showing our appreciation and acknowledgment to my team for an excellent performance in a very challenging 2020-21 biennium and the current year.

On behalf of the ACTEMP Turin Team we would like to thank our Training Director Mr. Andreas Klemmer for his permanent support for new ideas and products. In addition, our permanent communication and coordination has fostered a very productive and positive relationship between the Centre's Management and the Employers' Group.

Finally, we wish to acknowledge and thank Ms. Deborah France-Massin Director ACT/EMP Bureau in ILO HQ. The support of our colleagues in the ACT/EMP Global Team in Geneva and in the field is critical for us in achieving the extensive global outreach we have. 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.

With Kind regards,

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

Turin, October 2022



The training programs I have received were extremely helpful to expand my knowledge, skills and improve the service capacity of the organization.

Participant-Bangladesh DECP



Keep on doing good by enlightening others globally.

Participant-Kenya

# OUR 2021 AT GLANCE





# MAIN ACHIEVEMENTS 2021



## 76 Activities

40 Distance learning act. ↑ 07 Advsiory Services ↑  
2 Field Activities ↑ 15 Training Material Dev. ↑  
12 Indirect Act ↑



## EBOs from 147 countries ↑



## 143 nationalities ↓



## 1367 participants ↓

1063 participants in Distance Learning activities (52% Women)  
66 participants in face to face field activities (12% Women)  
304 participants in Indirect activities (49% women)  
+4000 Online enrollement in eCampus learning platforms



## 4.5 Satisfaction

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



## 4 Audiences

EBOs' staff and Board members, company members and ILO Staff

# 2021 GLOBAL IMPACT



## LATIN AMERICAN & THE CARIBBEAN

490 (36 %) ↓  
 219 participants in Direct Training activities  
 271 participants in Indirect Training activities

## AFRICA

275 (20%) ↑  
 266 participants in Direct Training Activities  
 9 participants in Indirect Training Activities

## ASIA

233 (17%) ↓  
 209 participants in direct training activities  
 24 participants in indirect training activities

## EUROPE

81 (6%) ↓  
 participants in direct training activities

## ARAB STATES

15 (1%) =  
 participants in Direct Training Activities

## INTERREGIONAL

273 participants (20 %)



## LATIN AMERICAN & THE CARIBBEAN

- ▶ Diplomado
- ▶ EOSH
- ▶ Responsible Business Conduct
- ▶ MALKIA
- ▶ ILGO
- ▶ CAMEO



## AFRICA

- ▶ CRM (ENG & FR)
- ▶ Ripaque (FR)
- ▶ Business Agenda (FR)
- ▶ EBMOs & SDGs (FR)
- ▶ EOSH ToT (ENG/FR)
- ▶ EBMO FR



## ASIA

- ▶ Reputation and Crisis Management
- ▶ Membership Strategies
- ▶ CRM
- ▶ Strategic Lobbying and Advocacy
- ▶ Migration
- ▶ Social dialogue
- ▶ Minimum wage
- ▶ EOSH
- ▶ Responsible Business Conduct
- ▶ Productivity



## EUROPE

- ▶ EYPA
- ▶ Unlocking Change towards resilient EBMOs



## INTERREGIONAL

- ▶ EOSH
- ▶ Membership Strategy
- ▶ Digitalization
- ▶ EOSH
- ▶ Responsible Business Conduct
- ▶ MALKIA
- ▶ CRM
- ▶ eDesign



# AMONG OUR 2021 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



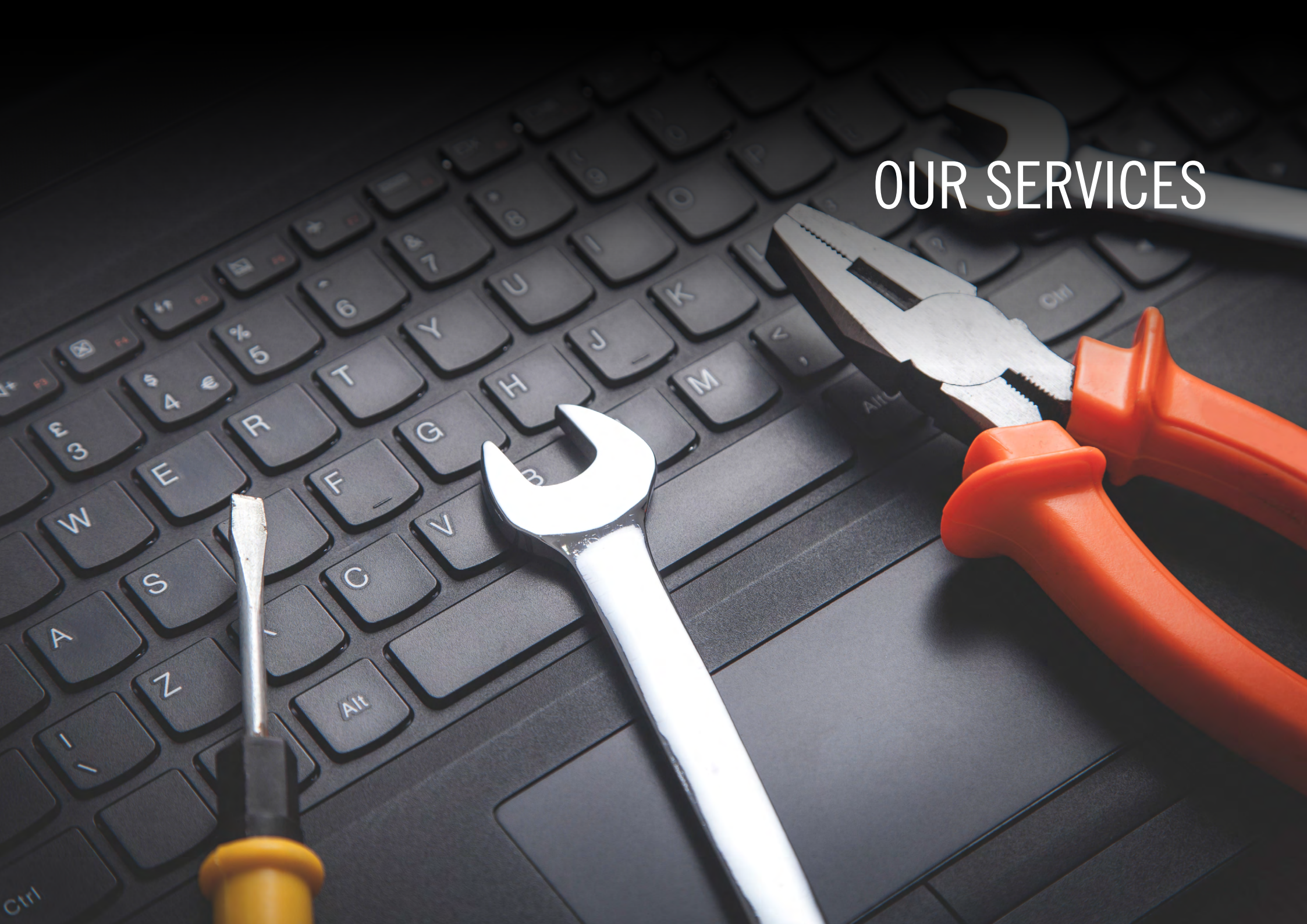
DUTCH EMPLOYERS COOPERATION PROGRAMME



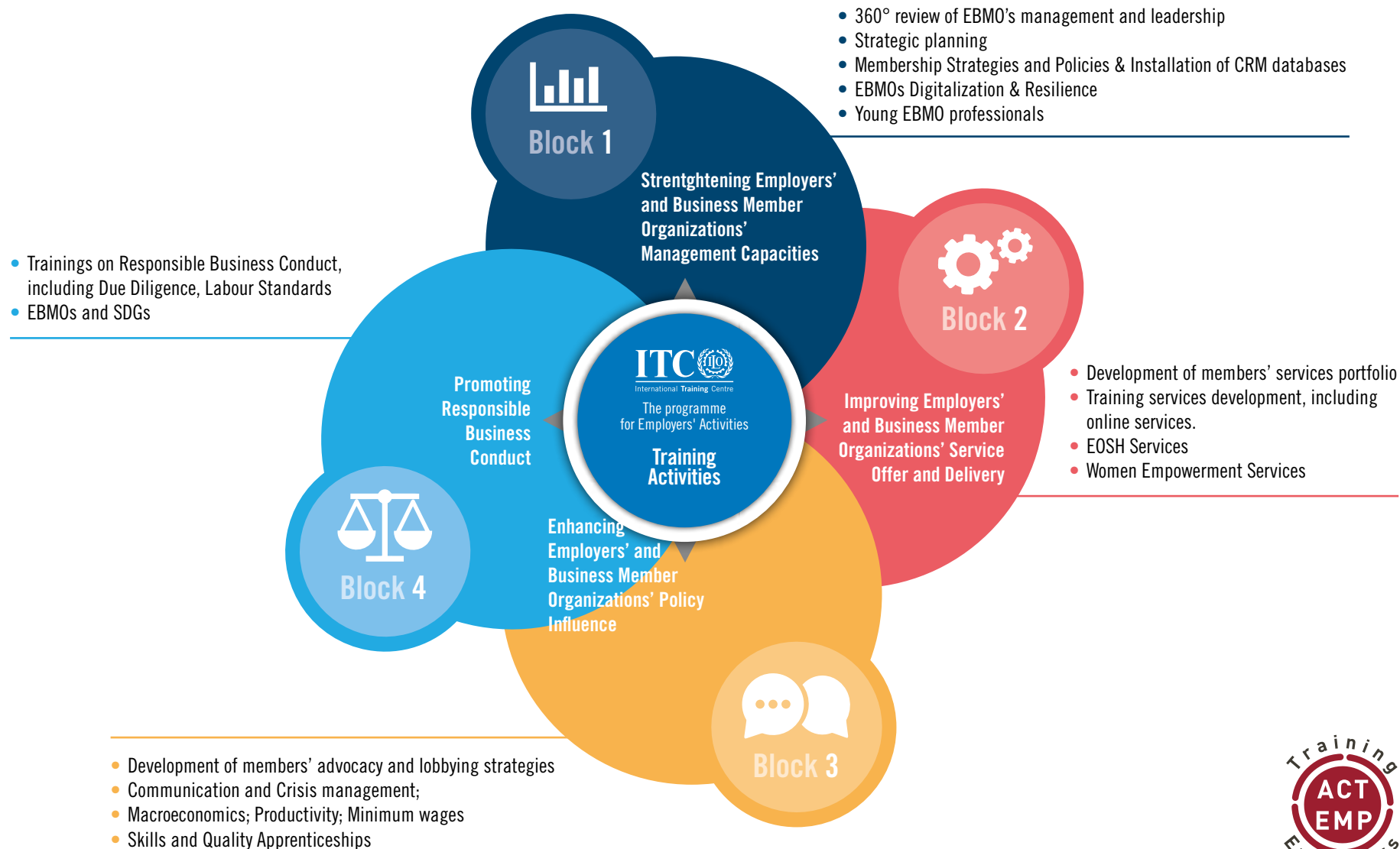
Employers'  
Confederations



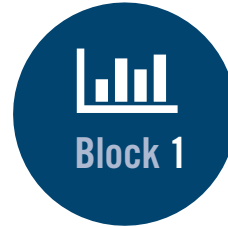
# OUR SERVICES



## 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

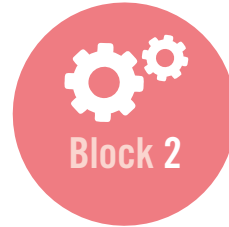
- Audit of EBMO's governance and management; Co-development of remediation strategies
- Audit of EBMO's membership baseline; Co-development of remediation strategies
- Building the capacity of EBMOs to deliver blended + fully digital EOSH and learning services
- Nurturing the «next generation»

#### 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
- Licensing of EOSH platforms to EBMOs
- Online courses on Social Dialogue and Industrial Relations

#### 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 conditions

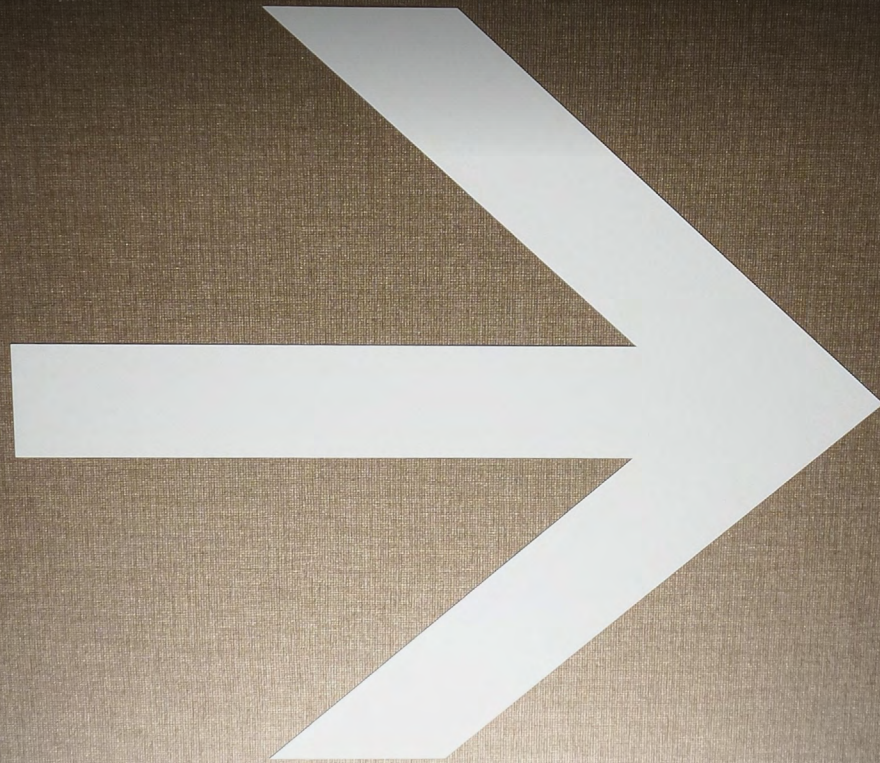
#### Training services

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

#### Advisory services

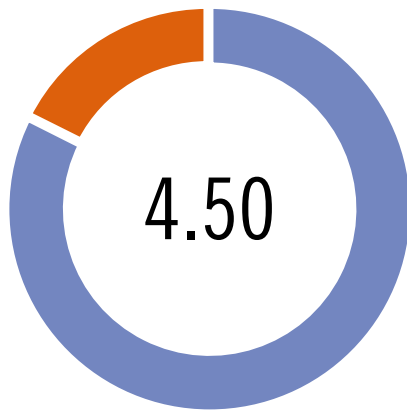
- Coaching EBMOs on online delivery of services

# 2021 DELIVERY RESULTS





# CUSTOMERS SATISFACTION 2021 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.



Full Online delivery of training activities has not affected the quality and impact of our training Programme.



While participants appreciate very much having access to our trainings at no cost, the time they invest in quality, relevant and value added trainings; translate into better results at the personal and organizational level.



Highly praised training methods, staff and trainers.



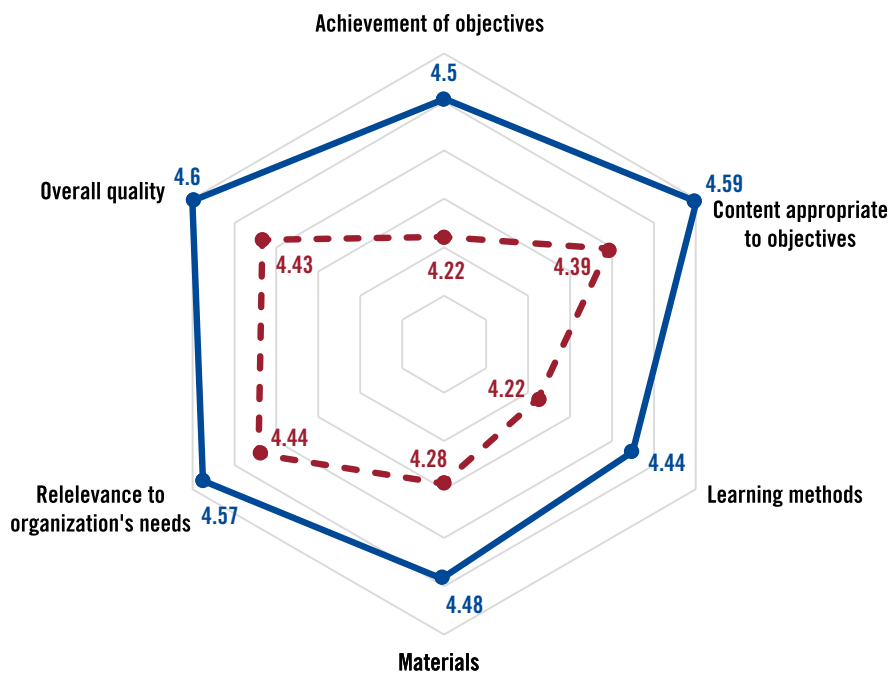
It's not just about scholarships. Participants acknowledge the great value, quality and relevance of our Programme's trainings, because the time they invest with us translates into better results for their EBMOs.

\*ITCILO 2021 customers satisfaction result: 4.5

# GENERAL EVALUATION 2021 RESULTS

## ACT/EMP vs ITCILO 2020

—●— ACTEMP —●— ITCILO

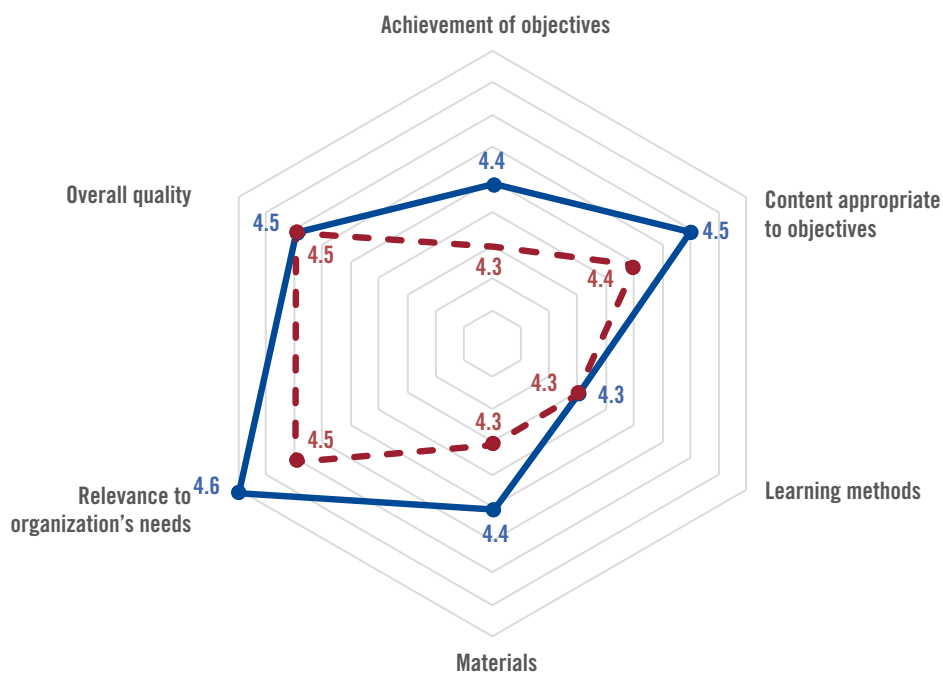


**ACT/EMP 2020**  
4.60

**ITCILO 2020**  
4.43

## ACT/EMP vs ITCILO 2021

—●— ACTEMP —●— ITCILO

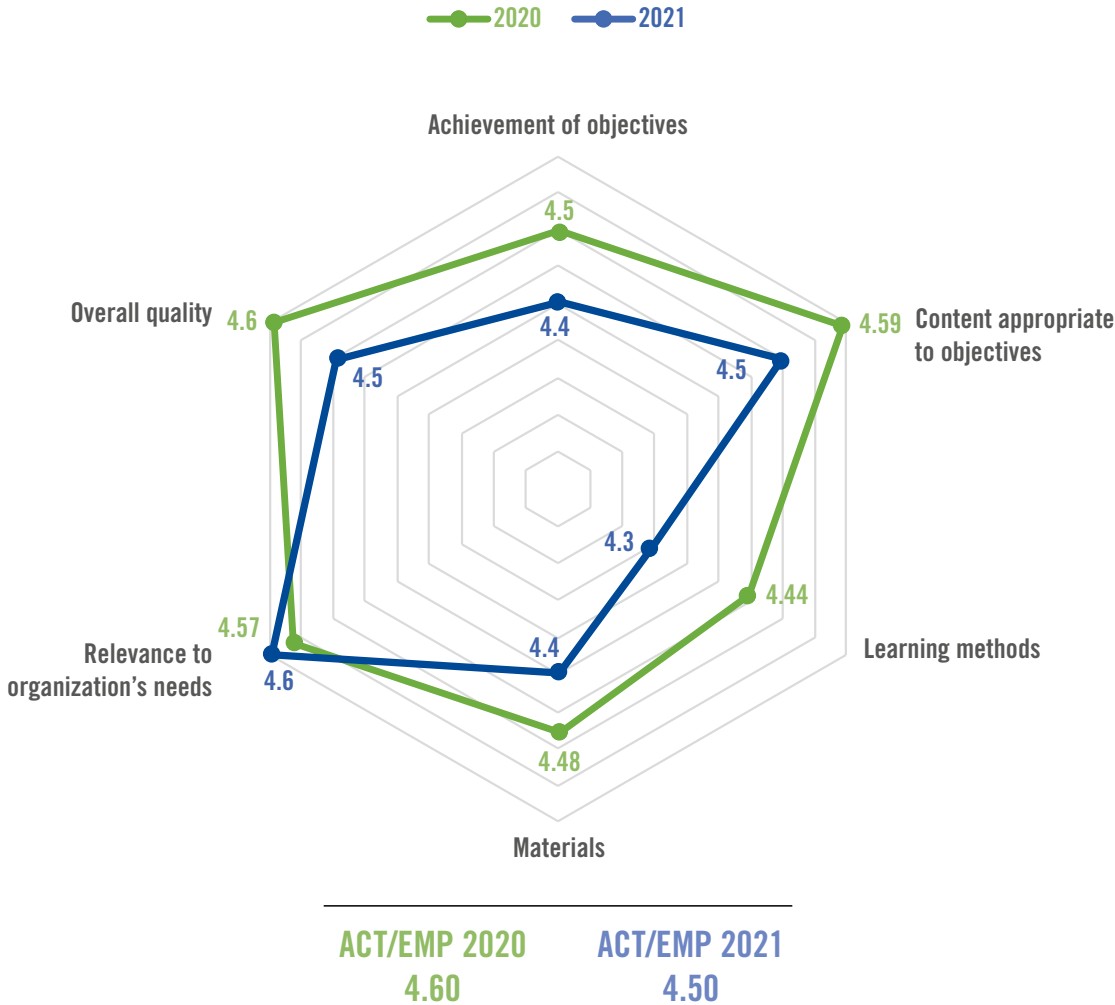


**ACT/EMP 2021**  
4.5

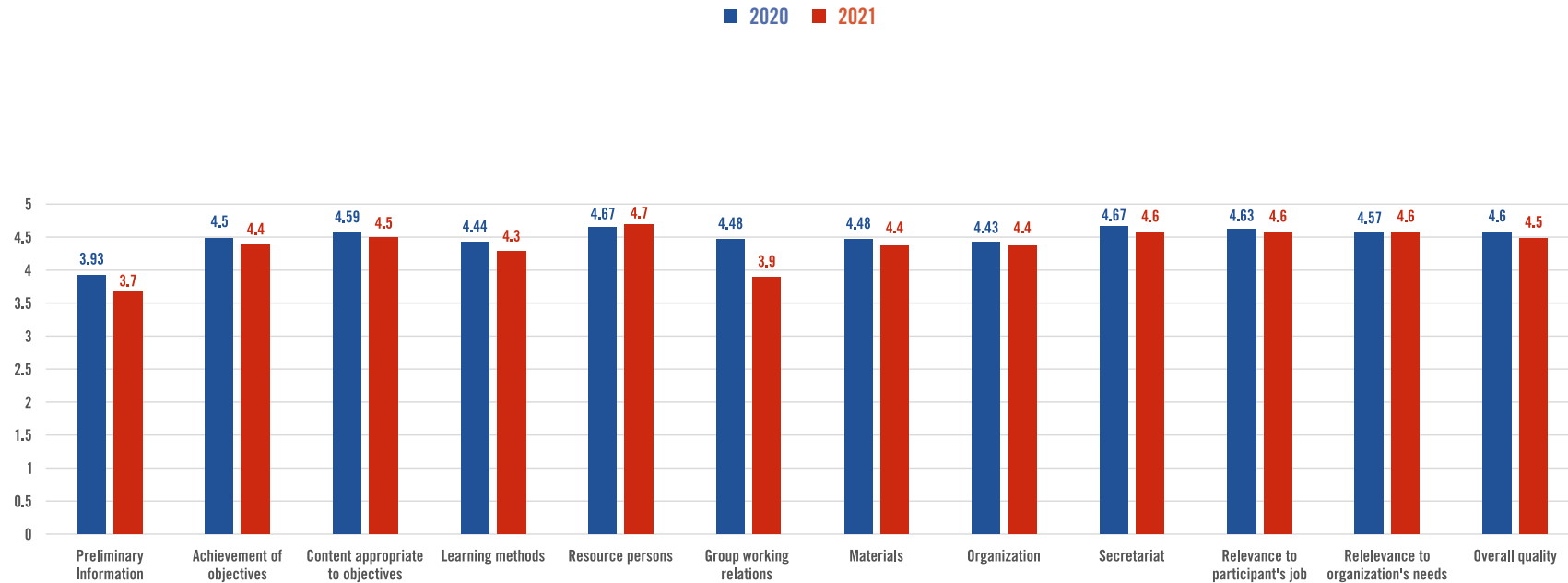
**ITCILO 2021**  
4.5

# GENERAL EVALUATION 2021 RESULTS

## ACT/EMP: 2020 vs 2021



## EVALUATION RESULTS ACT/EMP 2020 vs 2021



Looking in deeply into the quality indicators, we could conclude that participants are showing signs of “digital fatigue”. For example the indicator “participants networking”, decreased from 4.48 in 2020 to 3.9 last year. In our view, this reflects the participants' desire to return to blended training, as shown in the results of the Training Needs Assessment. Nevertheless, other indicators such as quality of resource persons and relevance of our training offer with respect to the needs of the organization, were on the rise. Preliminary statistics for 2022 show we are back above the 4.60 mark.

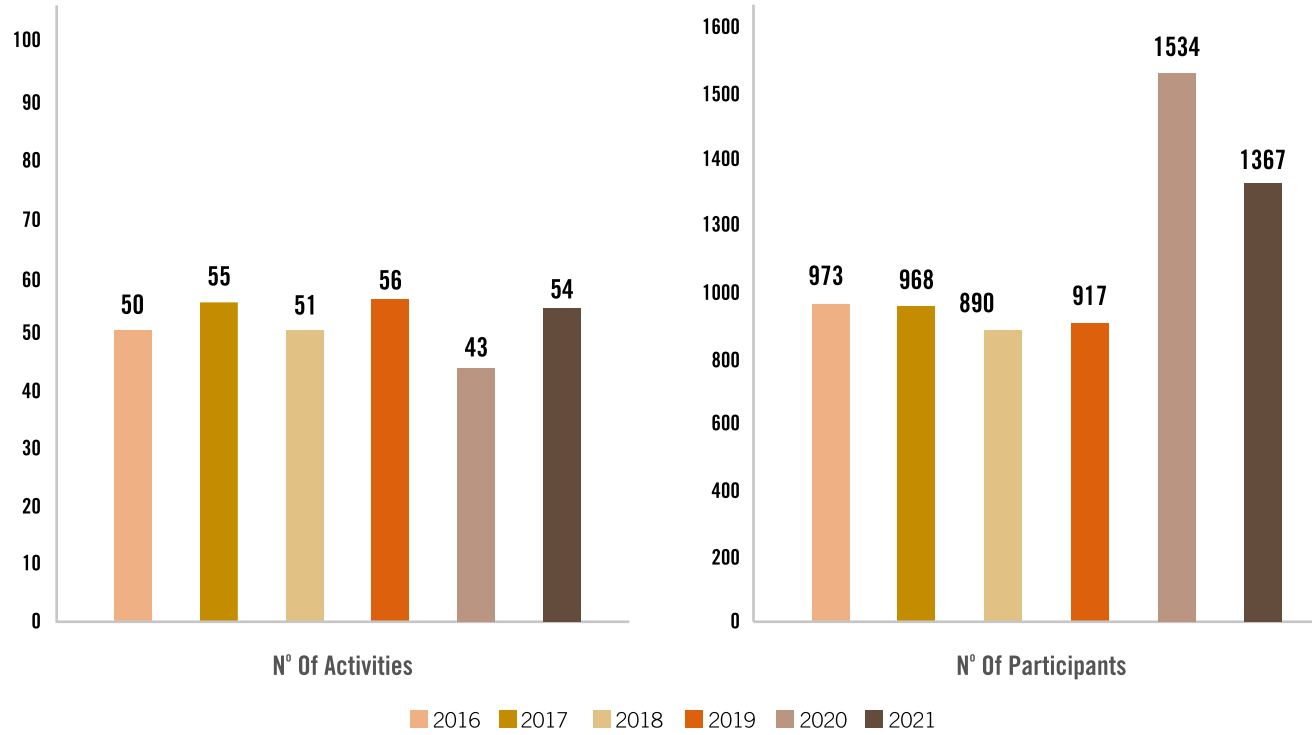


# 2021 FACTS & FIGURES

Map chart



# I. PARTICIPATION ANALYSIS



## II. PARTICIPATION BY GENDER

### Gender Participation

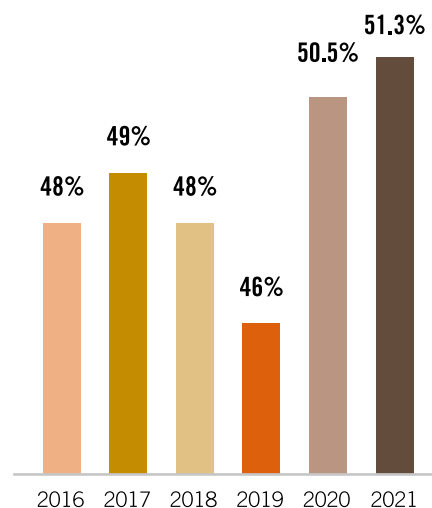


International Training Centre

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



2021 women's participation at ACT/EMP: **51.3%**



In 2021 women participation in our training activities continued to be strong with 51.3% overall, well above the 45% ITCILO target for the biennium. Together, Latin America and Europe led the way and increased female participation to 56%. Asia followed with 46%, while Africa and Arab States reached 34% and 33% respectively, all decreasing from 2020.

### 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 2021, this amounted to 12% of our total income.

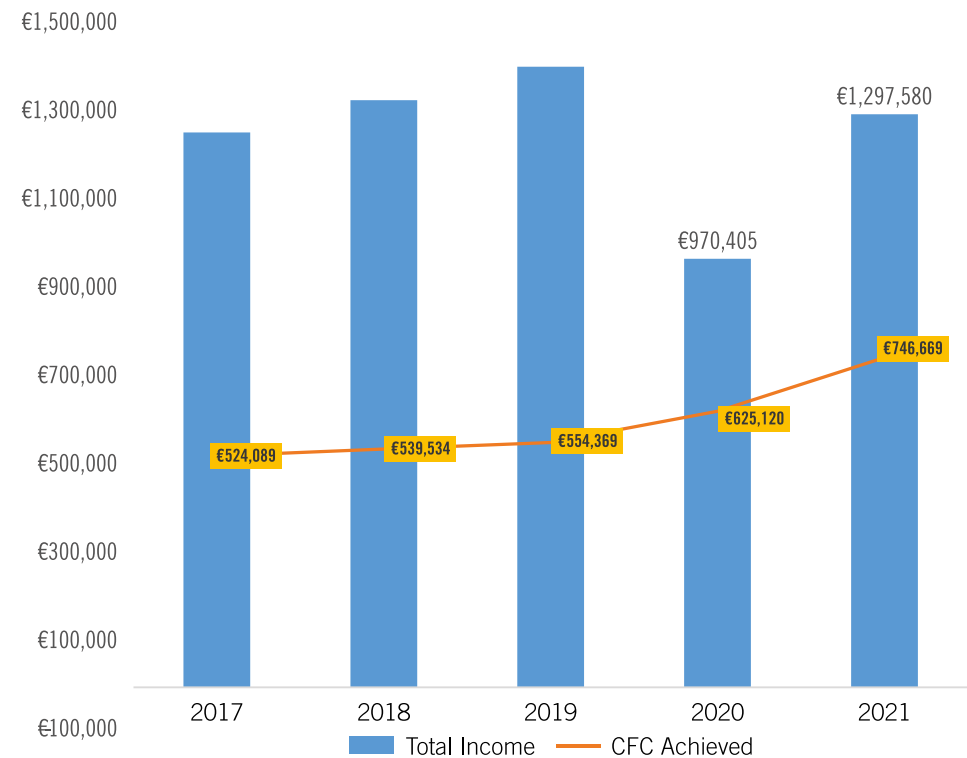
**Non-captive Funds:** this is the yearly variable income resulting from invoicing our training courses to sponsors, providing training services to the ILO via tapping into projects worldwide, Regional RBTC earmarked for ITCILO, ACTEMP ILO RBTC, some EBMOs, private companies and such. For 2021, our main 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). In 2021 we successfully resumed the delivery on line of this course, which was suspended in 2020 due to the pandemic, hence the increase in this income line.

In all, our resource mobilisation efforts amounted to €879,752, 14% more than in 2021 representing 68% of the Programme’s total income.

## Income Vs CFC

ACT/EMP	Total Income	CFC Achieved	Achieved CFC vs. Target	CFC/Income
2017	€1,256,242	€524,089	87%	41.72%
2018	€1,329,505	€539,534	94%	40.58%
2019	€1,405,394	€554,369	92%	39.45%
2020	€970,405	€625,120	104%	64.42%
2021	€1,297,580	€746,669	113%	57.54%
<b>Total</b>	<b>€6,259,126</b>	<b>€2,989,781</b>	<b>98%</b>	<b>47.77%</b>
<b>Last 2 years</b>	<b>€2,267,985</b>	<b>€1,371,789</b>	<b>109%</b>	<b>60.48%</b>



While our average yearly income from 2017 to 2021 remained the same at about €1.25 million, our CFC contribution has increased 42%. This underlines the continued commitment of the Employers' Programme to do its best to support the Centre.



# OUR TEAM





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

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