

**EMPLOYERS'
TRAINING COMMITTEE**

REPORT
on the
EMPLOYERS' ACTIVITIES PROGRAMME
2013

Presented at the ETC meeting, Geneva, 28th March 2014

EXECUTIVE SUMMARY

MAIN ACHIEVEMENTS

A. NUMBERS: SUBSTANTIAL INCREASE

There was a strong increase in 2013 in comparison with 2012 - about 33% - in the number of employers' representatives trained; in all, **902 employers' representatives** from **122 countries** participated in a total of **46 training activities**. This very positive trend is the direct result of increased funding by the ITCILO management during the second year of the biennium. Other ITC-ILO programmes also increased their rate of employers' participation, bringing the number of employers' representatives trained by the Centre to a total of 1,272, which even exceeds the target set for 2013 (1,200).

B. A WIDE RANGE OF HIGHLY RELEVANT THEMES FOR EMPLOYERS' ORGANIZATIONS WERE COVERED BY THE ACTEMP TRAINING OFFER

The Programme now places at the disposal of its clients – the Employers' Organisations (EOs) – a wide array of courses highly relevant to their functions, all targeting a practical approach, putting forward real-world solutions, supported in more and more cases by pre-course e-learning work, all resulting in tangible action plans. Core projects included strengthening of (i) membership, for example via the CRM database and strengthening of women's associations, (ii) services, for example via training and OSH services, and (iii) policy influence, for example on minimum wages; and there was general capacity-building for EOs on all continents.

C. HIGH QUALITY CONFIRMED

The high quality of the training, proved by the Programme's status as a benchmark within the Centre's programme, was further enhanced. The Programme is amongst the highest quality programmes provided by the ITCILO.

D. FURTHER INNOVATIONS IN TRAINING MATERIALS AND TRAINING OFFER

In 2013 the main focus lay in the testing, effective valorisation and extensive rolling-out of important investments in new training materials made during 2012 (CRM member database, OSH training material). In addition new material was developed relating to several areas of critical importance (EOs and informal economy, EOs and productivity/working conditions in SMEs, EOs and more and better jobs with the accent on skills strategies), and green growth.

MAIN OBJECTIVES AND CHALLENGES FOR THE NEXT YEARS

The budgetary context for 2014 looks brighter. The ITCILO Board, on the recommendation of the ITCILO management, engaged additional finance to be placed at the disposal of the Employers' Programme so as to achieve the objectives of the ITCILO's strategic plan (ref. Board 2013, Strategic Plan 2012-2015), which announced a further expansion in the Employers' Programme and in employer participation (an additional 200-300 participants, up to a total of 1,500).

This, topped up with additional resources to be found on the market, should allow continuation of its role in providing a substantial proportion of its constituents with training and ensuring that employers, as an important constituency within the ILO, can continue to benefit from capacity-building support.

Priorities for discussion with the Employers' Training Committee are the following:

- **activities to be developed** (which types, themes, regions, and so on), including linkages established between the programme's activities and the new orientations of the ILO (areas of critical importance) and expected further innovations;
- achievement of better **integration** of ACT/EMP Turin with ACT/EMP ILO Technical Cooperation;
- assessing the usefulness/convenience of developing **more activities for companies in CSR-related issues**;
- Increasing the role of the Employers' Programme in **tripartite training programmes** to ensure the relevance of such training activities to the Employers' Group;
- Measures to maintain or increase the **quality and impact** of training activities for the Employers' constituency.

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Abbreviations and acronyms

ACI	Areas of Critical Importance
ACT/EMP	Bureau for Employers' Activities, ILO Geneva
ACT/EMP Turin	Employers' Activities Programme of the ITCILO, Italy (the Programme)
CEOE	Spanish Confederation of Employers' Organizations
CFC	Contribution to Fixed Costs
CRM	Customer Relationship Management
CSR	Corporate Social Responsibility
DECP	Dutch Employers Cooperation Programme
DELTA	Distance Education and Learning Technology Applications
DWCP	Decent Work Country Programme
EOs	Employers' Organizations
ETC	Employers' Training Committee of the ILO, Turin
EU	European Union
ILO	International Labour Office/Organization
IOE	International Organisation of Employers
ITCILO	International Training Centre of the International Labour Organization
ITCILO units	Technical Programmes of the ITCILO
OSH	Occupational Safety and Health
SMEs	Small and Medium Enterprises

I. THE EMPLOYERS' ACTIVITIES PROGRAMME IN 2013

1. A SHORT PRESENTATION OF ACT/EMP TURIN

A. General objectives and role of the Employers' Activities Programme

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 up the capacity of Employers' Organizations (**EOs**) and their members; ACT/EMP Turin also contributes to meeting the objectives of the ILO's Employers' Activities Bureau; *and*
- bringing participation by employers' representatives into the mainstream of the Centre's training activities.

Its links with the ILO objectives and outcomes

As such, the Programme's objectives fully match the ILO Programme and Budget outcomes, in particular those of the Employers' Activities Programme in Geneva, the key outcome areas of which are defined under outcome 9 as the following:

"employers have strong, independent and representative organizations," with the subsequent "sub-outcomes/indicators":

- EOs adopt strategic plans for increasing the effectiveness of their management structures and practices;
- EOs have created or significantly strengthened services in response to the needs of existing or potential members;
- EOs have enhanced capacity to analyse the business environments and influence policy development at regional, national and international level.

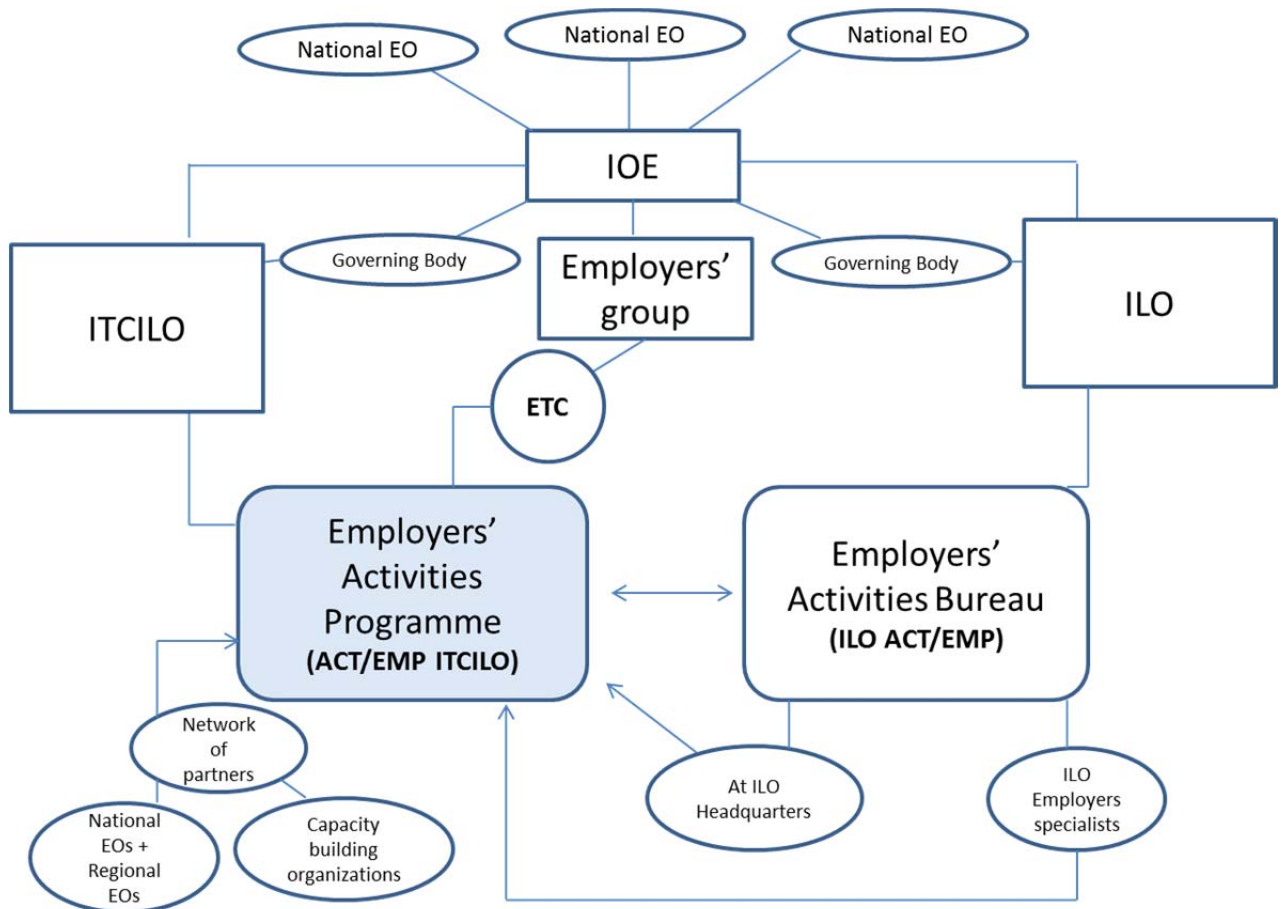
The **Areas of Critical Importance (ACIs)** are also a frame of reference for the programme. The Programme activities are directly linked to all ACIs: it is clear that all ACT/EMP activities

directed at strengthening the capacity of employers' organizations to become more representative, provide better services and become more influential, are generically of the utmost importance for the success of the ACIs, since the active presence of EOs is a key for success in the tripartite setting of the ILO.

In addition the programme will link up for specific ACIs, especially those with new themes, for which the employers need capacity-building (e.g. EOs and informal economy), those for which the target public are EOs' direct constituents (e.g. SMEs), or those for which the employer's constituency will be the key to successful achievements (e.g. unacceptable forms of work, social protection floor, more and better jobs)

B. The Employers' Activities Programme framework in the employers' organization outlook

i) Global overview



ii) The Employers' Group at the ITCILO Governing Body



iii) The Employers' Activities Training Programme team (May 2013)



2. THE PROGRAMME'S OBJECTIVES AND FUNDING FOR 2013

A. Specific objectives for 2013

During the Employers' Training Committee (ETC) meeting of May 2012, the following priorities were defined for 2013:

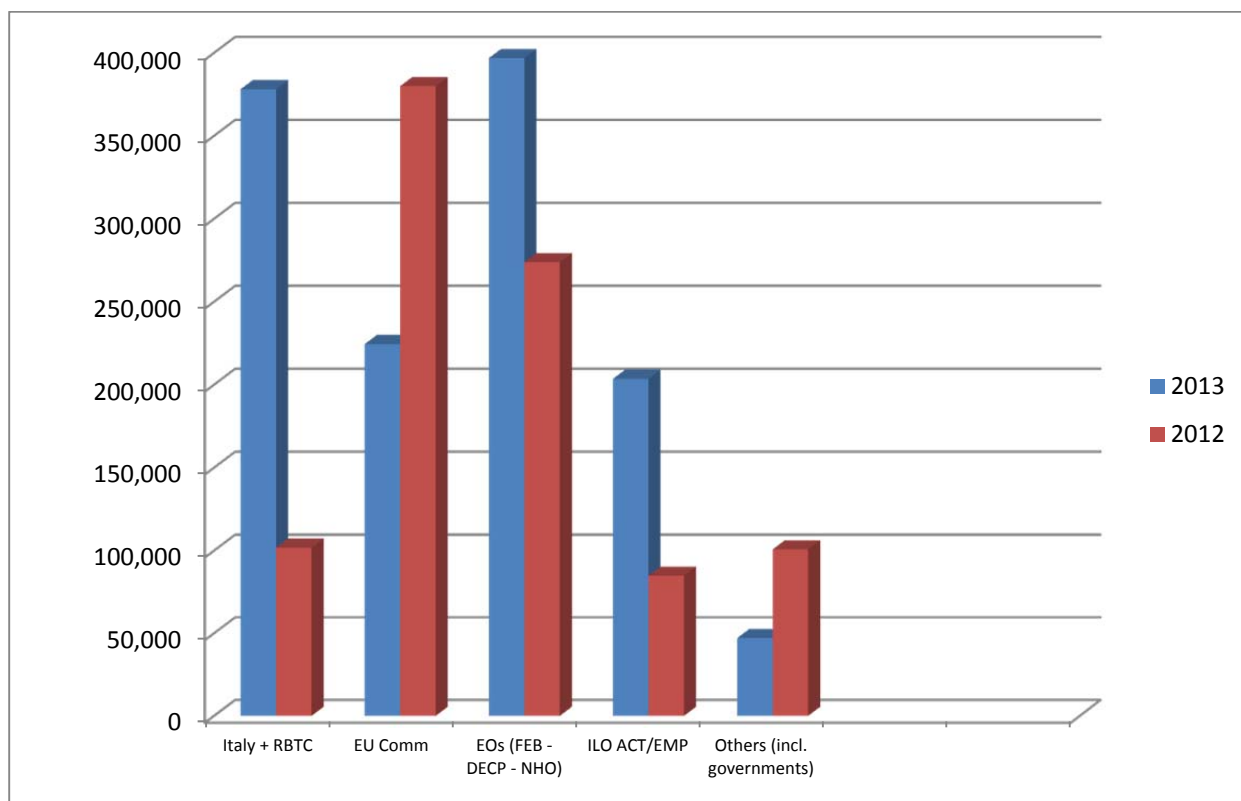
- Obtain maximum outreach to participants, taking into account the budgetary possibilities within the ITCILO context;
- invest further in the quality of training and training materials;
- collaborate with programmes of other ITCILO units to ensure relevant employer input into the content and design of training activities;
- deploy maximum efforts to sustain funding through active resource mobilization and new partnerships within the possibilities of the Programme;
- seek better integration with the activities of ACT/EMP Geneva.

The progress made in achieving these objectives is described and assessed below. All objectives were achieved in 2013.

B. The funding situation in 2013

The level of funding has been restored, thanks mainly to the important ILO slippage at mid-year.

Total income 2013: €1,250,238 **Total income 2012: €941,109**



In terms of funding sources, only 30 per cent of the Employers' Programme now depends on captive funding: 70 per cent of resources are non-captive funds. Since the search for such non-captive resources also depends on the programme's own network, it also implies that the workload for resource mobilisation alone is very heavy, and diverts time from the development of activities.

MAIN ACHIEVEMENTS 2013

A. Numbers

- B. Wide range of themes
- C. High quality confirmed
- D. Further innovations
- E. Highlights

3. MAIN ACHIEVEMENTS IN 2013

A. Numbers of activities and participants: strong increase

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 programmes run by other units of the Centre.

i) The Employers' Activities Programme

Number of training activities

The number of group training activities increased strongly, in contrast with the decrease in 2012 when the Centre faced an income crisis. In all 46 group training activities were held, compared with 30 in 2012.

Total number of participants in ACT/EMP Turin activities

The number of participants in 2013 rose very strongly in consequence, from 593 to 902. This was above expectations and is directly linked to the substantially increased level of funding, and the strong commitment and hard work of the staff.






Number of training (participant) days

The number of training days increased (2,619 participant days in 2013 compared with 1,720 in 2012). The average course duration of courses is two to three days, which our surveys found to be a more acceptable length for employers' representatives, and certainly quite sufficient for high-level employer leaders.

ACT/EMP Turin participation figures, 2008–2013

<i>ACT/EMP Turin</i>	<i>Jan–Dec 2008</i>	<i>Jan–Dec 2009</i>	<i>Jan–Dec 2010</i>	<i>Jan–Dec 2011</i>	<i>Jan–Dec 2012</i>	<i>Jan–Dec 2013</i>
Number of activities	39	44	54	45	30	46
Total number of participants	989	973	1033	915	593	902
Number of employer participants	977	895	1025	914	591	867
Number of participant days	2895	3448	3300	3621	1720	2619

Activities and participants by region in 2013

<i>Region</i>	<i>Number of activities</i>	<i>Number of participants</i>
 Africa	12	195
 Americas	6	127
 Arab States	-	-
 Asia and Pacific	13	234
 Europe	8	196
Interregional	7	150

NB: The distribution of activities and participants is linked to the funding and earmarking of some funds

Women's participation in the Programme's activities, 2008-2013

Year	Total no. of participants	No. of women	% of women
2008	989	288	29
2009	973	352	36
2010	1033	362	35
2011	915	303	33
2012	593	237	40
2013	902	360	40

ii) Employers' participation in other ITCILO Programme courses

Employers' representatives participate not only in the Employers' Programme courses but also in courses run by other programmes.

In 2013 employers' representatives participated in training activities linked to other programmes of the ITCILO such as those on Employment, Gender, International Labour Standards, Enterprise Development, Social Dialogue, Social Protection, and the Social Dimension of Trade and Investment. In 2013 the number of such activities stood at 405. Again this reflects the higher availability of funds within ITCILO, allowing better mobilisation of EO representatives as well as the fact that the associated programmes are increasingly aware of the need to accommodate stronger employers' representation.

iii) Total number of employer participants in ITCILO Programmes

As a consequence of the two above-mentioned trends, the number of employer participants in all Turin courses – whether run by the Employers' Activities Programme or by other ITCILO units – stood at a total of **1,272 employer participants in 2013**, a very significant increase as over the 2012 figure (765).

Compared to the targets put in the strategic plan of the ITCILO, in which the management pushes for stronger tripartite representation, these figures confirm that the relatively ambitious target was indeed exceeded.

MAIN ACHIEVEMENTS 2013

- A. Numbers
- B. Wide range of themes**
- C. High quality confirmed
- D. Further innovations
- E. Highlights

B. A wide range of subjects covered


Building further on the past years' efforts, a global training programme has now been built up which covers most aspects of the functioning of employers' organizations. As such, the programme is becoming a rather unique anchor point for assisting in the development of employers' organizations: the programme at the disposal of employers' organizations is wide-ranging and capable of responding to almost any need with which they may be confronted.

Basically, there are now three main pillars in the field of capacity-building for EOs; the organisation is in the process of elaborating an additional fourth pillar geared to international industrial relations (IR), aimed at transnational companies. These pillars coincide with the outcomes indicated in the strategic framework of the ILO (outcome 9). The approach of the programme also reflects the outcomes of the ACIs. A fourth pillar concerns activities for companies.

The following table gives a detailed overview of the training offer per pillar.


TURIN TRAINING OFFER


BLOCK 1 – STRENGTHENING EMPLOYERS' ORGANIZATIONS' MANAGEMENT CAPACITIES


 Course	Membership Database for Employers' Organizations
Who should attend?	Chief executives, membership managers and IT experts working for Employers' Organizations.
Course overview	The Membership Database for Employers' Organizations is a CRM-based software application designed to facilitate membership data management and meet the specific


	<p>needs of national and sector-related business organizations. With this tool, Employers' Organizations will be able to store data related to company members, manage and track all rendered services, professionalize their marketing and communication strategies, and automate billing procedures and the creation of internal management reports.</p> <p>The Employers' Activities Programme provides a full service to enable Employers' Organizations to install and use the software: master-user training for local focal points, local installation and training for all staff, and a post-installation help-desk.</p>
Duration	Different phases: master-user training (5 days); installation and local training for all staff (2 days).
Language	English, French, Spanish, Arabic, Russian.


 Course	The Effective Employers' Organization
Who should attend?	Board members, chief executives, departmental managers and new recruits working for Employers' Organizations
Course overview	This course provides a systematic overview of the functioning of EOs in 6 modules: governance, membership strategies, advocacy and lobbying, services to members, strategic planning and revenue building.
Duration	3-5 days
Language	English, French, Spanish, Arabic, Russian and Bahasa

 Course	Master training in Effective Business Member Organization
Who should attend?	Board members, chief executives, department managers or professional staff who have taken on new responsibilities in their BMOs
Course overview	The Master Training Course in Effective Business Member Organization (BMO) takes a 360 ° how BMOs function. It deals with day-to-day issues, but is also an eye-opener for strategic reflection. This is a diploma course with an inter-regional audience and international faculty.
Duration	E-learning course (40 hours) Face to face in Turin, Italy (1 week)
Language	English


 Course	Member recruitment and management
Who should attend?	EO board members, chief executives and staff involved in membership management
Course overview	This course provides an overview of management techniques and tools for membership recruitment and retention. It entails a collaborative review of existing practices and the implementation of practical tools for recruiting new members and retaining existing ones. It provides a more strategic approach to membership strategies and involves use of the CRM database.
Duration	3 days
Language	English

 Course	Strategic planning
Who should attend?	EO board members, chief executives and departmental managers
Course overview	This course provides input and guidance to EO managers on how to analyse the external and internal environment of their organization, review their mission, vision and strategic objectives, and develop a strategic plan.
Duration	2-3 days
Language	English


 Course	Resource mobilization and project design
Who should attend?	Chief executives and staff involved in resource mobilization and project management
Course overview	A course to help employers find out more about the funding opportunities open to them and learn resource mobilization strategies: project design, project drafting, project planning and budgeting. The emphasis will be on developing a concrete project proposal for funding.
Duration	4-5 days
Language	English, French, Spanish

 Course	EOs and women entrepreneurs: how to reach out?
Who should attend?	EO staff and board members (national, sector-related, provincial) , especially those with special responsibility for women entrepreneurs
Course overview	This four-day training workshop aims to help EO staff and board members to reflect, exchange and put in place strategies and tools to tap into the potential of women entrepreneurs. More particularly, the course will build the capacity of EOs to organize and represent women entrepreneurs effectively. The training workshop is designed by the Employers' Activities Programme and draws on input and recommendations from business experts and women entrepreneurs' representatives.
Duration	days
Language	English, French


BLOCK 2 – IMPROVING EMPLOYERS’ ORGANIZATIONS’ SERVICE OFFER AND DELIVERY


 Course	Developing and providing effective services to members
Who should attend?	EO board members, chief executives and staff involved in the management of services for company members.
Course overview	This course provides step-by-step guidance on the development of new services by EOs and/or the substantial improvement of existing ones. Emphasis is placed on collaborative review of the services offered by organizations and on the development of business plans

	for post-course implementation.
Duration	4-5 days
Language	English, French, Spanish.

 Course	Training services for member companies
Who should attend?	Training managers and staff involved in the management of training services
Course overview	This course provides specific training for Employers' Organizations on how to set up and manage training services. Successful experiences are reviewed and analysed. There are training modules on market analysis tools, management techniques and skills, and financial and quality management. Practical tools for starting and expanding training services are provided for immediate use by EOs.
Duration	3-4 days
Language	English.


 Course	Setting up new training services on the Essentials of Occupational Safety and Health
Who should attend?	OSH advisers and trainers working in/for Employers' Organizations
Course overview	The Employers' Activities Programme has developed an innovative training package covering the Essentials of Occupational Safety and Health (EOSH). It can easily be used by Employers' Organizations in setting up new training services relating to EOSH for their member companies (supervisors and workers). This is a "train-the-trainers" course: the aim is to present the EOSH package, examine its different channels and tools, and teach the methodology for running training courses using the package.
Duration	3-4 days
Language	English, Spanish, French, Arabic, Russian and Bengali.


 Course	Export promotion services
Who should attend?	EO board members and staff involved in the management of export promotion services
Course overview	The course provides detailed information on current practices adopted by EOs in developing services in the field of export promotion (export audits, buyer/seller meetings, market information, participation in trade fairs etc.). It examines business models that can be applied by EOs interested in developing services in this area.
Duration	4-5 days
Language	English, French, Spanish.


 Course	Industrial relations, labour law and HR services
Who should attend?	EO board members and staff involved in the management of industrial relations and labour law services
Course overview	The course provides detailed information on current practices adopted by EOs in developing services in the areas of industrial relations, labour law and human resources. It also examines business models that can be applied by EOs interested in developing such services or professionalizing their management of existing services.


Duration	3-4 days
Language	English.

BLOCK 3 - BOOSTING THE CAPACITY OF EMPLOYERS' ORGANIZATIONS TO INFLUENCE POLICY


 Course	Lobbying and advocacy practices and tools
Who should attend?	EO board members, chief executives and staff involved in lobbying and advocacy
Course overview	This course provides in-depth training on all important aspects of successful lobbying strategies: selection of lobbying issues, setting priorities for and developing a business agenda, analysis of the political context, conducting research, alliance building, staff competence development, strategic planning. Special tutorial sessions are also offered, in particular on conducting surveys and on communications skills. Importance is given to the sharing of good practice and the delivery of practical tools for immediate use by EOs.
Duration	5 days
Language	English, French, Spanish.


 Course	Employers' perspectives on transition from the informal to the formal economy
Who should attend?	EO staff and board members involved in policy-making
Course overview	An in-depth course offering employers the opportunity to share their experiences and perspectives on the transition from the informal to the formal economy.
Duration	3-4 days
Language	English.


 Course	Communication policies and skills
Who should attend?	EO board members, chief executives and staff involved in communication policy development and delivery
Course overview	This course aims to help Employers' Organizations in understanding how communication contributes to the objectives of their organization, knowing how to interact with and influence the environment (stakeholders) of their organization through effective communication, learning how to use a broad spectrum of communication tools in a professional way, and being able to develop efficient communication strategies with members and the wider public.
Duration	4-5 days
Language	English, French, Spanish.


 Course	Social dialogue and negotiation skills
Who should attend?	EO staff and company representatives involved in collective bargaining and tripartite social dialogue, or sitting on representative bodies

Course overview	The course aims to improve EOs' understanding of the social dialogue processes in their own countries and to develop appropriate negotiation strategies. It will equip participants with negotiation strategies and techniques, enabling them to perform more effectively in negotiation at different levels.
Duration	4 days
Language	English, French.

 Course	Youth employment policies
Who should attend?	EO staff involved in employment policy formulation and/or sitting on employment boards
Course overview	What policy roles can employers effectively develop in the area of employment? This course covers basic concepts for analysing employment situations and preparing and defining employment policy discussions/positions on a bipartite and tripartite basis, with a special focus on youth employment.
Duration	3-4 days
Language	English, Spanish, French.


 Course	Employers' Organizations and (minimum) wage determination
Who should attend?	Chief executive officers; EO staff members involved in wage-related issues.
Course overview	This course provides a comprehensive overview of the issues with which Employers' Organizations are confronted when involved in co-determining wages, including minimum wages, and wage policies at national, sector-related and regional level. It covers economic and social concepts relating to wages, runs simulation exercises and, with the involvement of the participants, produces strategies and solutions which may be useful in devising a comprehensive employers' strategy on wages and related policies, including the minimum wage.
Duration	3-4 days
Language	English.


 Course	Training and skills policies: the role and involvement of the private sector
Who should attend?	EO board and staff members, especially those with policy responsibilities in the field of skills and education
Course overview	An in-depth course on the role of employers in promoting more effective, labour-market-oriented skills and training policies.
Duration	3-4 days
Language	English, Spanish, French.

 Course	EO policy in relation to HIV/AIDS in the workplace
Who should attend?	EO board members and staff responsible for HIV/AIDS issues
Course overview	This course aims to strengthen the capacities of EO specialists in dealing with issues relating to HIV/AIDS. It includes training on the global policy, legal and financial frameworks for combating HIV/AIDS in the workplace and an analysis of the strengths and weaknesses of current EO HIV/AIDS policies and services. It proposes a step-by-step approach to the development of advisory services and the design, development and implementation of effective policies relating to HIV/AIDS in the workplace.


Duration	5 days
Language	English.


 Course	Macroeconomics for social negotiators
Who should attend?	EO staff and company representatives involved in social dialogue and/or sitting on tripartite councils at national or regional level.
Course overview	This training course offers an overview of the most important macroeconomic concepts from a social-dialogue perspective. It is addressed to non-economists working in EOs and aims, in one week, to acquaint them with such basic concepts as national accounts, public finance, competition, productivity, competitiveness and so on. At the end of the workshop, participants will be able to discuss macroeconomic issues and negotiate with governments and workers' representatives more effectively.
Duration	4-5 days
Language	English, French.


 Course	Employers' perspectives on boosting productivity and improving working conditions in SME's
Who should attend?	EO board and staff members, especially those with responsibilities for HR and/or SME policy
Course overview	An in-depth course providing employers with an opportunity to share their experiences and perspectives on boosting productivity and improving working conditions in SMEs.
Duration	3-4 days
Language	English.


 Course	Greening economies, enterprises and jobs: the role of EOs in the promotion of environmentally sustainable enterprises
Who should attend?	EO board and staff members, especially the directors of environment or energy departments and board members with specific experience and interest in the green-growth and sustainable-development debate.
Course overview	The need to move to a greener economy faces enterprises with challenges at both the policy and operational levels. This course will help to equip EOs with new competencies in representing the business perspective in national and international debate on environmentally sustainable development, and in developing the service capacity to support company members in greening their businesses and identifying new green opportunities.
Duration	3-4 days
Language	English, Spanish, French.

BLOCK 4- STRENGTHENING EOS' AND COMPANIES' CAPACITIES WITH REGARD TO THE LABOUR DIMENSION OF CORPORATE SOCIAL RESPONSIBILITY

 Course	Transnational company agreements
Who should attend?	Company HR and legal managers and EO staff and board members advising on or negotiating transnational company agreements (TCAs)
Course overview	TCAs (sometime named International Framework Agreements/ IFAs) are becoming more common, posing new challenges to companies in various fields: what are the pros and cons of engaging in TCAs? How can a company conduct risk assessments? What are the potential legal issues? How do companies manage the implementation of such agreements? The course addresses these issues by disseminating knowledge and encouraging the sharing of experience.
Duration	1-2 days
Language	English

 Course	Global industrial relations
Who should attend?	Junior experts / new recruits working in company departments concerned with CSR (IR, HR, Procurement, Sustainability, Public Affairs, Supply Chain, CSR)
Course overview	CSR policies are voluntary initiatives developed by companies taking into account their policy goals and corporate characteristics. The design and implementation of such policies needs to take into account the changing international environment: the international players involved (international trade unions, NGOs, international organizations) and international guidance for CSR initiatives (ILO International Labour Standards, OECD guidelines, UN guiding principles). The course is designed to inform and train staff members, especially those new to such positions, on recent developments in the external CSR environment, to enable them to help shape company policy in conducting proper risk assessments and performing due diligence. Companies also give an account of the content of their CSR policies and how they were developed.
Duration	3-4 days
Language	English

 Course	CSR and core International Labour Standards
Who should attend?	Company HR and legal managers and EO staff and board members advising on or negotiating international company CSR or compliance policies
Course overview	Many MNCs adhere to International Labour Standards (ILS), whether via TCAs or Codes of Conduct. This course gives an overview of the content and possible interpretation of these ILS, and their relevance and implications for company operations. The course fosters exchanges of experience and the dissemination of knowledge.
Duration	1 day
Language	English

 Course	Employers' Organizations and CSR
Who should attend?	EO board members and staff involved in the development of CSR activities for companies
Course overview	The course focuses on the services EOs can develop and the policy role they can play in assisting companies with their CSR activities. After outlining the global external environment where CSR is concerned, it goes into considerable depth on the services EOs can develop for companies: information, networking, training, CSR awards, policy advice and help for companies wishing to establish CSR policies. An important part of the course is a review of the best practices currently adopted by EOs in this field.
Duration	3-4 days
Language	English.

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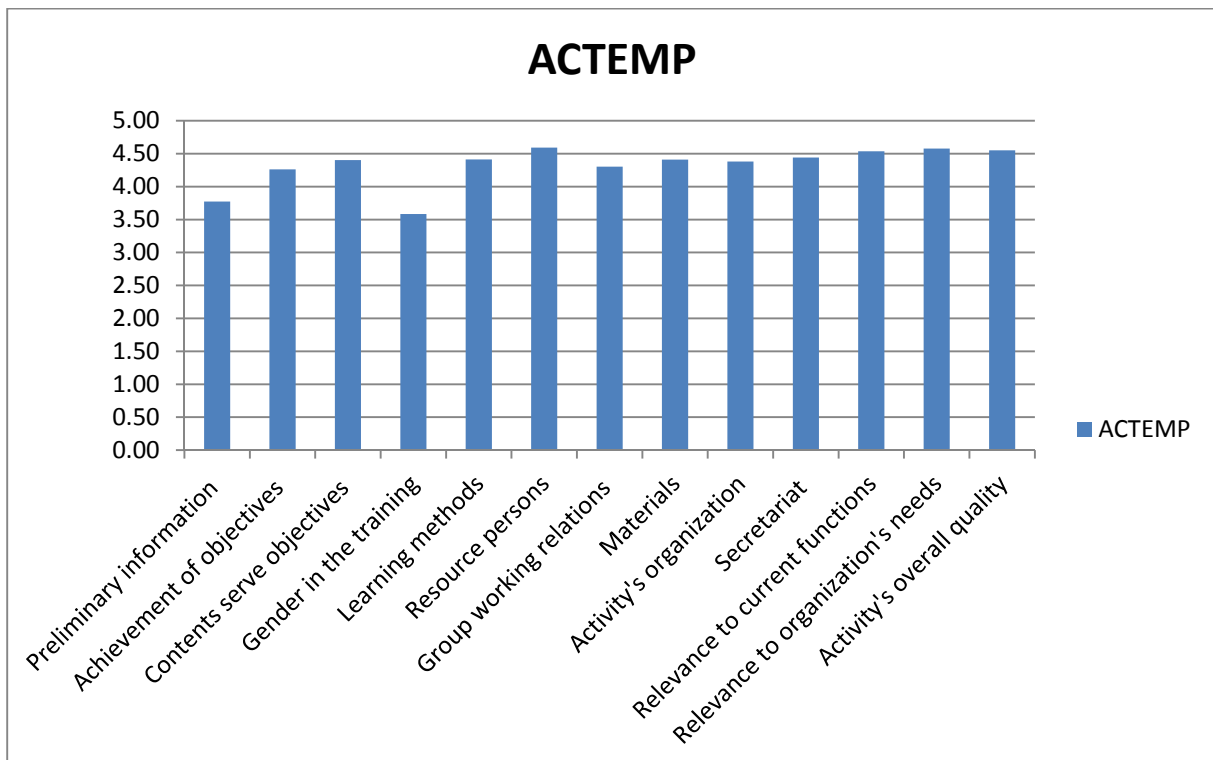
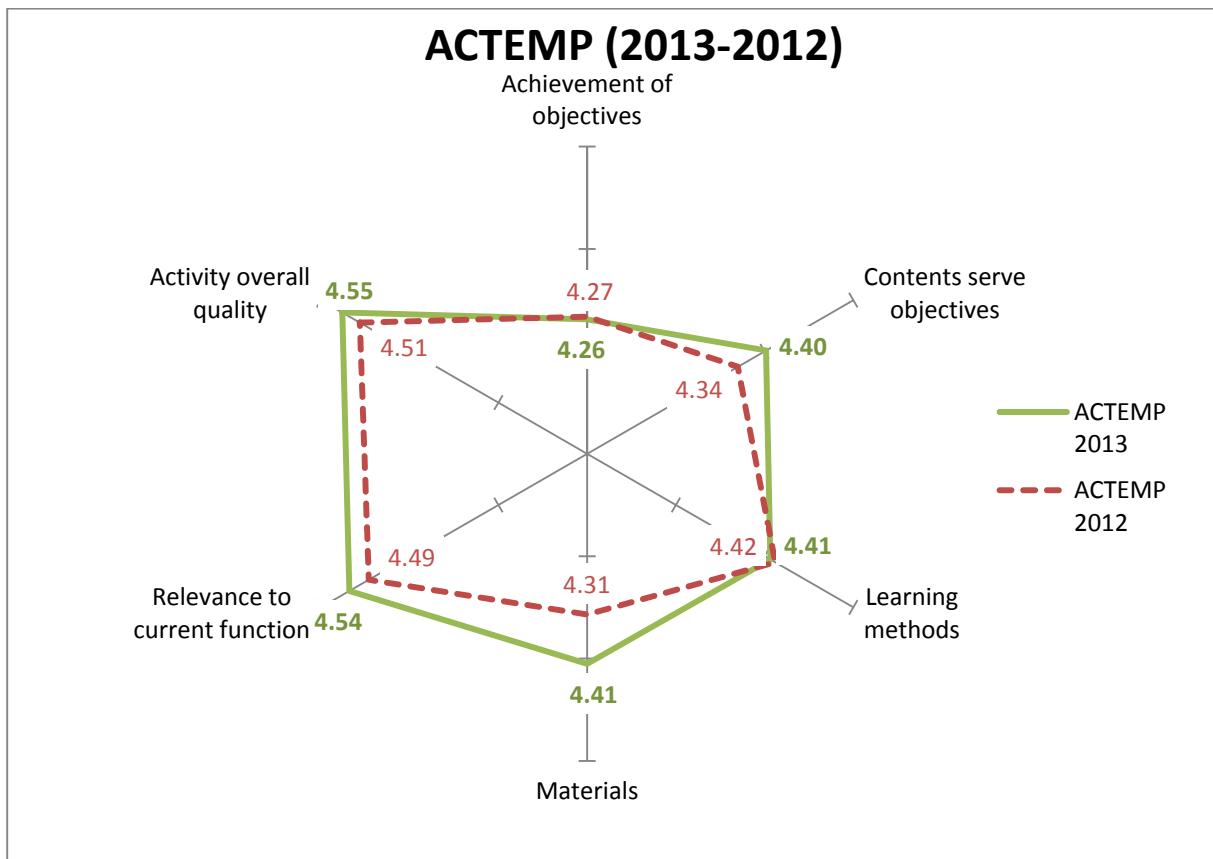
C. High quality confirmed

Maintaining and even increasing the quality of training is of the utmost importance for the Programme.

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 a range of possible 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 the clarity of objectives, quality of training materials and quality of resource persons. They are summarized in six main indicators (see below). The questionnaires may also include open questions. On larger projects independent evaluators carry out additional, more extensive quality control.

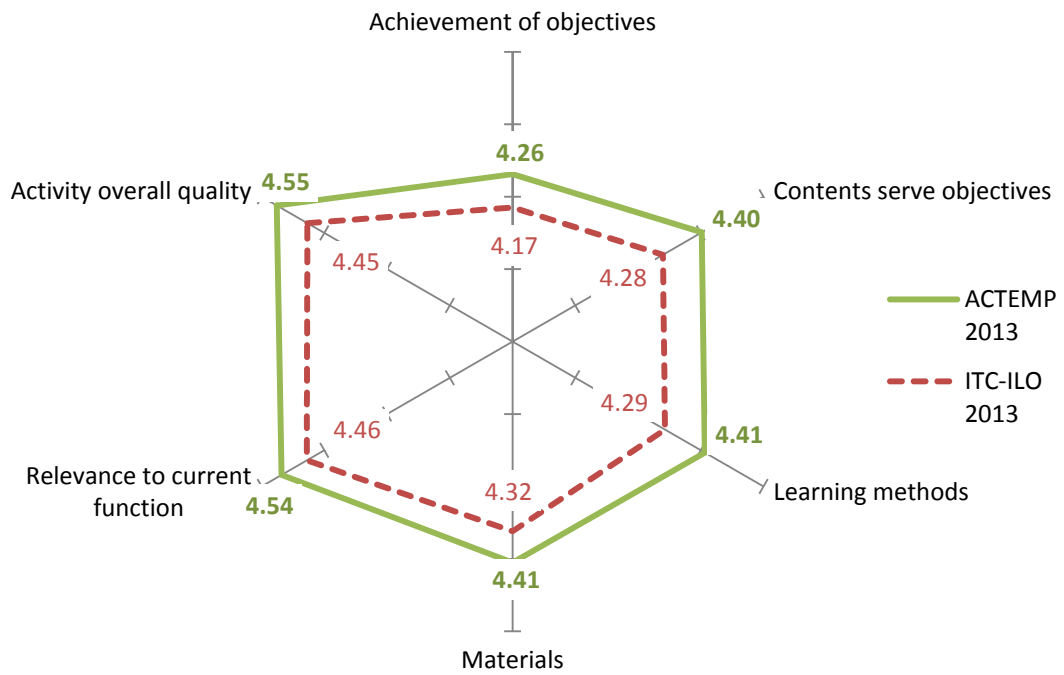
The overall quality indicators for the Employers' Activities Programme in 2013 were among the best for ITCILO.

ACT/EMP Turin evaluation results for 2013, and comparison with other ITCILO programmes



Average of the mandatory questions was 4.33

ACTEMP 2013 and ITC-ILO 2013



MAIN ACHIEVEMENTS 2013

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D. Further innovations in training materials, methods and training offer

In 2013 the Programme invested additional resources in the development of new materials and innovation. This is necessary if the programme is to remain demand-oriented, as well as for maintaining the relevance and drive of the Programme.

The efforts were made possible by the additional funding released as a result of the ILO slippage during the last semester of 2013. Since the funding arrived late in the year, it was impossible to cover the full terms of reference previously prepared. More investments will have to be made in 2014 in developing full curricula for all the themes.

As required, the new training material mainly concentrated on issues relating to the ACIs and has to be considered a longer-term investment preparing the programme to be capable of delivering employers' perspectives on different ACIs. In particular the following new training material was developed:

Employers' organizations and the informal economy (ACI 6 - Formalization of the informal economy)

The objectives for the development of this material are as follows:

- i) To impart awareness and knowledge to employers' organizations' staff and board members on the interrelated issues regarding the causes, drivers and consequences of the informal economy and the transition to formal arrangements, focusing especially on the existence or non-existence of a proper enabling environment for business development.

- ii) To build up capacity to assess and define policy responses and service-oriented initiatives and activities, taking into account employers' perspectives, to achieve the transition.
- iii) To become acquainted with good practices and to learn from unsuccessful experiences, in both the policy and services areas.
- iv) To develop action plans at national level for adequate measures by the EO, at both policy and service levels, adapted to national realities focusing particularly on ways of identifying elements which could be used as ways of promote transition to the formal economy through a proper enabling environment for business development.

The expected outcomes of the use of the study and training material are as follows:

- ✓ EOs are capable of playing a more active role as policy maker and service deliverer in the transition process;
- ✓ EOs are capable of reaching out to the informal economy with potential for increased membership;
- ✓ IOE and its members have important inputs assisting them in international discussions within the ILO and other frameworks, on the issue of informal economy.

Employers' organizations and improvement of productivity and working conditions in SMEs (ACI 4 - Productivity and working conditions in SMEs)

The objective of developing this training material is capacity-strengthening of EOs on:

- i) analysis of technical issues relating to the concept and measurement of productivity (with a primarily focus at firm level);
- ii) analysis of drivers of productivity, with specific focus on drivers relating to working conditions and on those productivity elements which normally feature in wage policies, in both individual and collective agreements, with the aim of improving competitiveness and working conditions simultaneously;
- iii) development of training material for the use of employers' organizations in defining policy proposals relating to improvement of productivity in the field of working conditions;
- iv) development of training material for employers' organizations, to define practical tools for SMEs to help them increase productivity.

The expected outcome is that the training material will enable Employers' Organizations:

- to gain additional capacity to act as policy representatives of SMEs and define concrete proposals at country level to improve productivity and working conditions;
- to develop concrete services and tools for SMEs to improve productivity and working conditions *via* a range of services (training, coaching, mentoring...).

Employers' organizations and skills policies (ACI 1 - Promoting more and better jobs for inclusive growth)

The objectives of the development of training material are to disseminate information and to build up capacity in employers' organizations for:

- i) enhancing their role in organizing and providing good labour market information needed by employers *via* skills surveys, observatories, third parties (government and government authorities concerned with education and training, in particular vocational training) etc.
- ii) providing an overview of their main policy positions on education and skills formation and development.
- iii) providing an overview of practical initiatives they can take to engage in dialogue and with schools and the education sectors to influence change and diminish mismatch.

The expected outcomes are that the employers' organizations

- ✓ will have the needed technical skills to enhance their role in the policy preparation and discussions on education and training.
- ✓ share, and are better capable of developing, good practice and policy positions through having a broad view of peer experience and work in this field.

Employers' organizations and OSH (ACI 8 - Protection of workers from unacceptable forms of work)

The Employers' Activities programme developed in 2011-2012 an original product (called EOSH) for on-line or face-to-face training activities in the basics of OSH for supervisors and workers. The first version was available in the official ILO languages (FR, EN, SP). Since its objective is to reach out to staff who may only know the local language, the new developments envisage making it also available in unofficial ILO languages. In that context work on translation of the product into several other languages has started: translation into Bengali, so that the product can be used on a large scale in the framework of ILO projects relating to OSH problems - fire safety and electrical installation safety; and into Vietnamese, Arabic and Russian. The work is considerable, for the training material is diverse and includes films and animation material.

Translation into more languages will however prove a useful investment, for the product, through its linguistic variation, will uniquely boost safety culture in diverse settings.

New training material on green economies and enterprises

This training material was developed jointly with colleagues from the Green Jobs Cluster in ITCILO and ILO HQ. In essence it is a tool for strengthening EOs' capacity to contribute to national debates on sustainable development and offer support services for member companies addressing environmental challenges, greening their business practices and exploring new opportunities in a low-carbon economy.

Today enterprises are rethinking their business model as prices of energy and commodities continue to rise, the effects of climate change threaten business prosperity, and environmental policies change the business environment. In addition, current patterns of production and consumption are outpacing the renewal capacity of natural resources and causing unmanageable waste and pollution, with negative impact on business and societies.

ILO's constituents increasingly request technical support for addressing challenges and exploring opportunities in the transition to low-carbon and more sustainable economies. In the follow-up to the Rio+20 Conference, national policy dialogue on sustainable development increasingly involves social partners who are encouraged to become active drivers of change.

In this context EOs are called to help their members come to grips with imminent policy and regulatory changes, advocate for their interests and be effective intermediary and lobbying channels. Members also seek advice and guidance on identifying and seizing the new opportunities for improved productivity, cost-savings and emerging green markets. This requires EOs to be equipped with new competences and service capacity relating to policy advocacy for an enabling environment and also to practical approaches to green enterprise development.

This training material aims at increasing EOs' awareness of the global debate on sustainable development, thus enhancing their capacity to contribute to policy-making and service provision to members. It contains four learning modules that can be used in residential and distance-learning interregional, regional and national workshops.

Module 1

Provides an introduction to sustainable development: the global debate, key concepts and business perspectives.

Module 2

Develops understanding of the main environmental challenges and their implications for business and enterprises.

Module 3

Covers the greening of enterprises and workplaces as a driver of sustainable jobs and development.

Module 4

Addresses in more detail the role of Employers' Organisations in greening economies through lobbying, advocacy and service development.

Further enhancement of the CRM member database

“Development of a CRM member database” is related to a fundamental need of employers’ organizations in membership management. Many EOs face a similar problem, namely that of moving towards more professional membership management in order to maintain and increase the representative nature of the EO. The Programme embarked in 2011-2012 on development of a sample database to be put at the disposal of national EOs. The product has already been rolled out in ten countries (see further under highlights). During the roll-out and also within the activities of the helpdesk, some minor deficiencies were discovered. Further development and enhancement of the membership database software was therefore undertaken to improve the product and its client-friendliness.

New training material on membership strategies

Alongside the efforts to develop and deploy the software on the CRM membership database, it was also decided to develop additional training material on “Membership strategies for EOs”. While the database is an extremely useful tool for membership management and business intelligence, the new training material is expected to have a more holistic and strategic approach to membership management and membership strategies for staff retention and recruitment.

Globally, the new training material is intended to develop and use marketing concepts generally used by companies and apply them to the specific context and constraints of EOs.

The new course material covers marketing planning and strategies for EOs, buying behaviour, the marketing mix, and marketing techniques. The outcome is better EO awareness of global marketing for their existing and potential members, resulting in an increase of membership.

MAIN ACHIEVEMENTS 2013

- A. Numbers
- B. Wide range of themes
- C. High quality confirmed
- D. Further innovations
- E. **Highlights**

E. Activities highlights

This section contains an overview of some highlights of the activities (for a full table on all activities see annex 1).

i) BUILDING REPRESENTATIVE, STRONG AND INDEPENDENT EMPLOYERS' ORGANIZATIONS

Tools and capacity-building for professional membership management (CRM database)

This project was one of the flagships of the 2013 programme. Based on development of specific software, the project achieved full and effective installation of the CRM membership database in ten pilot countries in Africa and Asia (Vietnam, Philippines, Cambodia, Nigeria, Ghana, Kenya, Tanzania, Uganda, Botswana and Swaziland). The process followed was extensive and included different phases, which are all needed because of the fundamental changes the project may bring to the EOs in the normal processes of handling membership management:

Step 1. Organization of a validation seminar with CEOs and membership managers of the 10 countries.

In this phase we confronted the software, which was developed with the practical approaches and needs of the CEOs and membership managers in mind, so as to obtain comments and secure validation of the approach. The comments were extremely supportive, both for the general project idea, as for the way it was implemented:

- “CRM for EO is an awesome and innovative tool for boosting the effectiveness of EO”,
Olusegun Oshinowo, Executive Director, Nigeria Employers' Consultative Association

- “The software is fantastic and is revolutionizing our organisation!”, *Rosemary Ssenabulya, Executive Director, Federation of Uganda Employers*
- “This fantastic initiative will be a real game changer for employers’ organizations. I actually look forward to the day we can have all our information in one pot and be able to manipulate it as and how we want to suit our demands”, *Maria Machailo-Ellis, Executive Director, BOCCIM*

Step 2. Organisation of technical master users’ training

This phase aims to build, for each organisation, a team of two master users who will be the focal points for further implementation and local training, and who also master the technical knowledge for small-scale local customisation.

Step 3. Local installation and training for all staff, in each country.

Step 4. Setting-up of a help desk as a contact point for all organizations during the first months of local implementation of the database and promotion of its use. This instrument proved essential for success in the roll-out and was frequently asked to intervene, in most cases on technical issues relating to IT problems and internet connectivity. Drawing on pilot phase learning experience, the software is already being adapted in minor ways to make it more user-friendly in certain respects.

The final result of the project, as seen *via* a small intermediary survey after 2-3 months’ operation in each organization, has proved positive.

Country	Problems	Effective use of modules	Who is using it	Comments
Uganda	/	Yes all 4 modules	50% of staff	All ok Helpdesk useful
Cambodia	Some technical issues with domain hosting	No, only activities and members	50% of staff	Helpdesk useful
Tanzania	Difficulty in encouraging members to use	Activities and membership	50% of staff	More CEO pressure to use the system would be useful
Kenya	/	activities, membership and reporting	Most of colleagues	Help desk important Follow up important Review billing procedure
Vietnam	/	Membership Activities	50% of staff	
Ghana	Issues with hosting provider	Membership	Only master user	Helpdesk essential
Nigeria	/	Membership, activities and communication	50% of the staff	Suggestions for some technical improvements
Philippines	Sending out emails	All	Most colleagues	Helpdesk useful
Botswana	Issue with internet connection	Not yet	Not yet	Installed temporarily in ITCILO server
Swaziland	Issue with hosting provider	No	No	Helpdesk support and local IT support needed for effective functioning

An exhaustive specific report on this activity is also available.

In March 2014 a second project to roll out the database in another eight countries was started. (see page 40).

The Master Training programme is a newly-developed, comprehensive package of practical online and face-to-face learning material, tailored to the needs of business organizations' senior staff and Board members. It provides a unique opportunity for strengthening BMOs by reviewing their organizational strategies in core fields of action. The Master Training programme comprises 40 hours of online training and a five-day residential workshop in Turin. The first course, involving 20 participants, was organized during the period end-2012—early-2013, and the second started in November 2013 with an e learning phase, followed by a face-to-face phase in March 2014 for about 40 participants.

Both courses confirm that it was correct to start this venture of offering an open course for a worldwide public, and proved there is a certain demand (albeit sponsored) among employers' organizations for investment in the training of young graduates.

The course implementation also revealed real interest in worldwide, and not only region-wide, comparison of approaches and issues. During several training sessions real cross-fertilization took place, with exchanges on concrete ideas on how to improve membership, governance, lobbying and advocacy, and service delivery, which were of interest to all participants.

Quotes from the 2013 edition:

- *"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)

The Employers Young Professionals' Academy

In 2012 the ITCILO Programme for Employers' Activities designed a capacity-building project titled the EMPLOYERS YOUNG PROFESSIONALS' ACADEMY, in partnership with BUSINESSEUROPE. The Academy benefits from European Union funding, and is intended as an opportunity for developing the operational skills of high-potential staff members working within BUSINESSEUROPE's member organizations, mainly through short, targeted training programmes. Given the excellent results of the pilot year (2012) it was decided that the Academy would be continued in 2013 and 2014.

The EMPLOYERS YOUNG PROFESSIONALS' ACADEMY had three main objectives:

- ✓ to enhance the skills and knowledge of high-potential professionals, thereby contributing to employers' organizations' organizational development in Europe;
- ✓ to promote an understanding of the European dimension of industrial relations and of the business environment among future employers' organization leaders;
- ✓ to create a network between professionals in European employers' organizations.

The Academy was targeted on young professional staff of employers' organizations, that is those with 3-5 years of experience in their organization. In 2013 30 young professionals were selected to participate in the training, 9 men and 21 women. They represented a wide range of national and sectoral organizations from 23 EU countries.

The EMPLOYERS YOUNG PROFESSIONALS' ACADEMY encompassed different learning activities, including:

- pre-course work (background reading, literature, practical guides, and so on)
- a series of 3 short, tailored training programmes (3x3 full days)

- Networking events (during the training programmes)
- a Director's seminar
- support for knowledge-sharing, learning and networking through a dedicated internet platform

The central capacity-building activities were the following three workshops, all held at the offices of the ITCILO, Turin:

- “Being the voice of business”: 15-17 April 2013
- “Advocating for growth”: 1-3 July 2013
- “Engaging as social partners”: 9-11 September 2013

In addition, a directors' seminar on “Meeting Europe's economic and labour market challenges – Sharing of experience among EOs” took place in Brussels (Belgium) on 23 September 2013.

The training methodology applied in the project placed high emphasis on the outcome-orientation of activities and, therefore, on evaluation and monitoring. An impact evaluation was conducted, and given the excellent results of that evaluation and the high satisfaction of participants it was decided that a second run of the Academy project would take place in 2013, and a third in 2014.

Employers' organizations reaching out to women entrepreneurs

The four-day training programme entitled “Employers' Organizations and Women Entrepreneurs: How to reach out?” intends to offer a worldwide platform for discussion and exchange to Employers' Organizations (EOs) representatives along with representatives of Women Entrepreneurs Associations. It is framed within a longer-term project to enhance the openness of EOs to women entrepreneurs and help them strengthen representativeness by improved engagement of an important segment of entrepreneurship.

The training programme aims at:

- ✓ sharing of facts and figures on the present situation today, focusing on the obstacles faced by women entrepreneurs, and their challenges and potential, in their respective countries/regions;
- ✓ learning about EOs' good practices in reaching out to women entrepreneurs;
- ✓ reviewing one own organizational practice and identifying areas for improvement;
- ✓ obtaining practical tools, tips and methodologies from experts and peers.

The training programme is very practical. Specific good practice examples and participants' experiences are shared to ensure that learning is hands-on and immediately applicable. Activities are normally structured around several events:

- presentation by international experts;
- discussions and group work;
- case studies and experience-sharing.

The training programme is action-oriented. It includes an action planning session resulting in commitments being made by participants to close the mismatch between employers' organizations and women entrepreneurs. The implementation of action plans is followed up.

In 2013 two regional seminars (in West Africa and the Caribbean) brought together some 40 representatives of EOs and women's business associations, to share experiences on the best ways of making employers' organizations more relevant and open to women entrepreneurs' needs, and better advocates for a gender-friendly business environment. The long-term goal is to ensure that EOs succeed in meeting the needs of women business leaders, as part of their representational role.

While in most cases the capacity-building efforts of ACTEMP concern APEX bodies, sometimes sector-level-directed efforts are also undertaken. An EU project on the Commerce sector, based on a bipartite approach, offered the opportunity for work directed to a specific sector.

Over a 14-month period, mainly in 2013, the Employers' and Workers' programmes of the ITCILO worked hand-in-hand with Eurocommerce (the European Commerce employers' federation) and UNI Europa (the European services trade union) to boost sectorial social dialogue in Central and Eastern Europe and in the EU candidate countries.

Building on their expertise in this area of work and in the region, the ITCILO delivered expertise for joint project activities as well as training material. Four regional workshops and a final conference were organized, providing an opportunity for around 130 social partner representatives to become fully informed on sectorial social dialogue, its benefits and challenges, and to jointly discuss ways of improving relationships in their respective countries so as to strengthen the commerce and retail sectors.

This work was conceived as a follow-up to previous capacity-building projects implemented since 2011 by the ITCILO workers and employers programmes for the commerce sector.

A main outcome of the project was the development of the self-guided training module "Introduction to Social Dialogue". The objective of this module is to provide learners with basic understanding of social dialogue in general but also more detailed information on its outcomes in the commerce sector at EU level. Available online in English, it consists of an introduction followed by four thematic clusters (social dialogue – a primer; European social dialogue in action; European SD in commerce; and further reading). It is designed as a user-friendly learning tool including topic starters, recapitulations, multi-layer information boxes, visual aids and videos, and links to further information and interactive elements such as simulations, quizzes, cases and so forth.

ii) BUILDING EMPLOYERS' ORGANIZATIONS WHICH PROVIDE QUALITY SERVICES TO COMPANY MEMBERS

Assisting employers' organizations in developing sustainable, quality services for their members

In most countries employers' organizations are constantly seeking to improve their capacity to deliver more and better services to members. In response to EO requests for additional teaching and practice in this field, several workshops were run (South East Asia, CIS, Mongolia, and Bolivia) to help EOs improve their capacity to deliver services.

The seminars focused on several topics: establishing new services in the field of labour law; industrial relations and human resources management; and improving training services for companies. In each case concrete action plans were drawn up. Implementation will be followed up closely by the employers' specialists and ACTEMP Turin.

New training services in Occupational Health and Safety

Occupational Health and Safety (OHS) is an essential aspect of working conditions. It is important for productivity and is a serious concern for companies, especially in developing countries. Many employers' organizations are therefore keen to help their members cope with this issue.

To support them in this venture ACTEMP ITCILO has developed ready-made, IT-based training materials which EOs can use to set up new training services for their company members (in particular, training for supervisors and workers) and to promote a safety-in-the-workplace culture. The product being developed provides the opportunity for on-line or face-to-face training activities in the basics of OSH for the target group of supervisors, who are key to promoting a safety culture yet are often the missing link in OSH training programmes. The training course is put at the disposal of the national training departments of EOs so that they can promote OSH training activities among their members. Additionally the ITCILO offers the opportunity for participants to certify their knowledge directly *via* an online certification system. In this way the new product – which is modular in its approach – serves several objectives at the same time, *viz.*: i) increasing the level of OSH knowledge and compliance at company level, and ii) enhancing the capacities of EOs' training departments to increase their activities, relevance for companies and income.

These objectives are implemented via several train-the-trainers workshops for African and Asian EOs so as to transfer the training materials and methodology (technical OSH trainings) and enhance the capacity of employers' organizations to develop new training services in this field (development of sustainable services part).

This project will continue in 2014; interest is high, the theme ideal for a focused approach, and the material is considered innovative and easily exploitable.

iii) BUILDING A STRONG BUSINESS VOICE CAPABLE OF INFLUENCING NATIONAL AND REGIONAL SOCIO-ECONOMIC POLICY ON THE BASIS OF SOUND EVIDENCE

Developing a National Business Agenda to create a sustainable business environment for enterprises

Various workshops at sub-regional and national level, two in close cooperation with the Swedish institute for employers in development (NIR), have focused on building the capacities of employers' organizations to develop national business agendas. Documents of this kind use coherent, evidence-based arguments to express – to governments and the public at large – the overall policy of employers' organizations regarding the business environment. They are therefore a basic tool for effective advocacy and lobbying. As a result several employers' organizations have developed or updated their business agendas to increase their visibility and influence policy in their respective countries (Pakistan, Belarus, Palestine, Zimbabwe, East Africa). In Pakistan, for example, the national business agenda developed for the first time by EFP came with perfect timing, just around the time of the Presidential elections. It gave a concise overview of all themes that are important for moving business forward, and was widely published in the media. It will be the platform on which structured contacts between the Pakistani private sector and government authorities will be built and monitored.

Employers' organizations and (minimum) wages

In a number of emerging economies the debate on wages, in particular their level and rate of increase, and the mechanisms adopted for determining a minimum wage, is very topical. Several workshops have been organized at national (Indonesia, Panama, El Salvador) and sub-regional levels (Pacific area) to help employers' organizations define their position in relation to (minimum) wages and train them in making evidence-based interventions, in advocacy, in lobbying governments and in negotiating with trade unions.

Greening economies. The role of EOs in promoting environmentally sustainable economies and enterprises

The need to move to a greener economy confronts enterprises with a number of challenges at both policy and operational levels. EO members are seeking advice and guidance in identifying new green business opportunities that will result in improved productivity, cost savings and penetration of new green markets. This requires EOs to be equipped with new competences to represent the business perspective in national and international debates on environmentally sustainable development and have the capacity to support companies in greening their business. Brand-new training materials on this topic have been developed and were presented in a pilot inter-regional workshop in November 2013. The workshop was very useful in raising awareness and providing a platform for sharing best practice in the work of EOs, both at policy level and in the field of practical service delivery.

4. CONCLUSIONS AND LESSONS LEARNED IN 2013

2013 started under difficult circumstances for the Employers' Activities programme (one P transferred to Lima office during 6 months, limited financial possibilities ensured during the starting months). However, it eventually became a year with plenty of activities, better-than-expected outcomes, and a higher-than-expected level of available funds, the latter due mainly to the efforts of ITCILO management to increase funding for the Employers' programme and cater for its particular needs and the specific difficulties it faces in obtaining "market funding".

Looking at the overall picture for 2013, in the team's opinion the main lessons to be drawn are as follows:

- A. There is a strong and continuing interest in and need for capacity-building of EOs on different continents, at different levels (APEX, sectors, regions), at varying staff levels (young entrants, high level board and staff members), and on a range of themes. From the point of view of participants, two elements are central: demand orientation, and attention to the specific requirements of the employers' approach. Demand orientation implies that training themes are directly linked to topical issues, are not too centrally-driven and result in practical solutions for real perceived issues on the ground. The increasing importance given to ACIs will hopefully remain consistent with these elements.
- B. For the programmes to remain relevant and attractive, sustainability of resources and a certain minimum leverage is needed. While it is obviously impossible to meet all possible needs, a minimum degree of responsiveness is necessary in order to build relations of trust, continuity and partnership with beneficiaries, who must be able to count on a minimum level of services. A beginning-of-year situation characterised by limited or uncertain resources makes a structured programmatic approach to constituent needs very difficult. There is also a need for improved programming of funds in the interests of good planning and more effective dissemination of activities.
- C. Investments in innovation and development of new materials and training approaches, including a trend to more IT-driven training, remain crucial. The best illustrations of this are the success of - and resultant interest during 2013 in - the new training provision in the form of the project CRM database developed in 2012, the new provision of IT-driven OSH

training activities, and the results obtained from the newly-developed training materials on EOs and women's associations, to give just a few examples of recent innovations enthusiastically received by constituents. Nevertheless this need for constant innovation requires adequate resource availability, in this case in terms of time. The launch of new materials requires time for needs analysis, development, and fine-tuning with tailor-made approaches to different situations, even though this may sometimes work against certain pressures for instant delivery or provision of repetitive-scale training activities.

- D. In the implementation of training activities and the more general deployment of ACTEMP Turin's activities, we continue to be able to count on the interest and solidarity of employers' organizations in the IOE network in different areas: sponsoring, tutoring, participation and promotion. These facts highlight the mutual openness of the constituents, the IOE and the Bureau for Employers' Activities – as well as many well-established employers' organizations – and their willingness to cooperate with the Employers' Activities Programme on the fulfilment of its training role in favour of those in need of further strengthening. Again this underlines the relevance of our actions. Nevertheless it is clear that tripartism and the inclusion of the employers' world requires, above and beyond this voluntarism, an institutional response and support for employers' organizations.

It is our sincere hope that these main lessons from 2013 will be taken on board when designing and deciding upon further development of the programme in the years to come.

II. THE EMPLOYERS' ACTIVITIES PROGRAMME FOR 2014 PROSPECTS, CHALLENGES AND ISSUES FOR DISCUSSION

1. YEAR 2014

At the time of writing the work programme for 2014 had to a great extent already been broadly determined. The Employers' Group within the ITCILO - the composition of which is in the main identical to the Employers' Training Committee - provided guidance and inputs during meetings in Turin in preparation for the ITCILO Governing Body meeting in October 2013.

The main features of the activities planned for 2014 are the following:

Type of activity

→ Training activities

- ***Rolling out of important projects***

- i.) effective introduction and implementation of the CRM database in 15-20 additional countries in Africa, Latin America and Asia so as to enhance membership strategies for greater retention and recruitment of members, building on the very positive reactions to the first pilot in 2013;
- ii.) further implementation of the OSH modular training activities for supervisors, again in more countries, to enhance the training offered by national EOs to their members in the field of OSH with ITCILO certification. Several projects may be added to the list if positive responses their roll-out are received, viz. strong involvement of ITCILO ACTEMP in roll-out of ILO projects on OSH via the national and garment sector federations in Bangladesh, and strong involvement of ACTEMP in a IOE-introduced project on "Employers and the Informal Economy".

- *Continuation of high-level training projects:* the third final year of the training for young EO professionals of BUSINESSEUROPE-affiliated EOs (EU-funded); the second year of the open training course on the Effective Business Member Organisation (EBMO- 360°); the closing year for the project on EOs reaching out to women entrepreneurs, with a closing conference planned for end-2014.
- *Tailor-made training provision for multinational company representatives:* ACTEMP, with some national EU federations, will introduce a project proposal for an EU-funded project on issues linked to transnational company agreements and international labour standards, and also for two projects on specific companies' training efforts on a bipartite basis.
- *Stand-alone training in capacity-building* for national EOs or at sub-regional or regional levels (Central Africa, Southern Africa, South Asia, Arab States, etc.) mostly co-funded with the DECP and also in some cases with ACTEMP HQ or within the framework of ongoing ILO projects. The thematic foci of these training activities are being adapted to needs and national circumstances, and cover lobbying and advocacy for a better business environment; employers and minimum wages; development of services; development of social dialogue; and employers' organizations and (youth) employment.

➔ **Development of new training materials**, which further deepens the existing materials related to ACI's, notably in such fields as SMEs and productivity, the informal economy, the rural economy and skills.

Themes

- The themes are linked to the outcomes for employers (outcome 9 – see training offer) and, increasingly, with the ACIs. The focus themes will obviously be linked to the greatest possible extent to the current needs of the EOs in their country or regional settings, so as to increase the representativeness and membership of EOs, increase their policy influence, and improve service provision.

Innovation

- Continued investment in new training packages (see above: development of training materials);
- continued investment in improvement in learning methods;
- upgrading/Improvement of the main functions of the learning employers' platform Lempnet (<http://lempnet.itcilo.org>) and further enhancement of e-learning possibilities .

Number of expected participants

- The total number of participants is expected to remain stable, growing slightly to around 900-1000

Available resources

- The budget for 2014 is about €1-1,3 million, a major part of which has already been earmarked for specific projects, leaving limited room for a flexible response to non-earmarked countries.

2. LONGER TERM ISSUES

Clearly it is as yet too early to define the broad lines and budget resources for 2015. However, the following challenges and issues for discussion are already evident.

A. Focus and activities in training to optimize impact and employers' concerns

In terms of general approach –linked of course with the resources issue (see below) –the challenge will be to achieve more with less: “more” in terms of higher impact, greater relevance to employers, increased opportunities for training and with more participants, and enhanced efficiency and collaboration. In the context of functioning within ITC ILO, an additional factor is a greater contribution to fixed costs (**CFC**). However, choices will have to be made and priorities set: more of everything is impossible, unless resources soar.

This reality requires clear orientation allowing the Employers' Activities Programme to focus and prioritize its activities and resources on those institutions and themes crucial to the development of EOs. The ETC may wish to give guidance on how to best achieve this, and to ensure that the training and capacity building activities, developed by ACTEMP in ITCILO deliver the best possible mix of outcomes.

The following approaches, which can be mutually reinforcing, may be considered:

- determining the *priority criteria and countries* for technical cooperation interventions more clearly as far as possible, and in combination with the project objectives if these fund the activities;
- more specifically, determining how to combine development of on-the-ground priorities for EOs with re-orientation of ILO priorities as defined under the so-called areas of critical importance (ACIs);
- examining how further integration and linkage between ACTEMP activities in the field and the training activities of ACTEMP Turin can be achieved, for instance through joint programming or an integrated approach to the major training role of ACTEMP Turin, with the needs-analysis–consultancy–follow-up function provided by employer specialists;

- examining how the number of ILO projects for employers can be increased, along with the share of employers' capacity-building activities in thematic projects (e.g. youth employment) which at present may not always give sufficient or suitably-adapted attention to the employers' approach;
- examining the role and impact the Employers' programmes in Geneva and Turin should have on the design and content of tripartite training programmes (whether organized at ITCILO level or in the field *via* ILO offices) so as to ensure that the content takes employers' concerns on board.

B. Activities for companies

The Employers' Activities Programme has regularly organized training activities for companies on the labour dimension of corporate social responsibility (CSR). This new orientation seems to be in line with a certain demand.

The ETC may wish to give further guidance on the usefulness and convenience of developing activities for this target group and in this field, and state its position on the following aspects:

- the key question of whether it is the role of the Employers' Activities unit to develop activities for this target group;
- the type of training themes the ETC sees as useful and in demand, based on their national and international experience with companies, and wherever ACTEMP can add value;
- the conditions and requirements for such activities and collaboration schemes both with the CSR unit in Turin and in relation to the actions undertaken by ACTEMP Geneva to become the entry point for companies within the ILO.

C. Resources

It is not possible to discuss contents without mentioning resources, which may continue to pose challenges in the future.

The ETC may therefore wish to discuss how the resources base of the Employers' Activities Programme can be strengthened, bearing in mind that the capacity of the programme to earn income on the market is extremely limited by the very nature and non-profit-making characteristics of its constituents and the Programme's focus on institutional roles and strengthening of EOs.

The specific efforts of the ITC ILO management to increase funding for the programme in 2013 (additional funding *via* surplus funds, measures to alleviate the CFC burden) must be fully recognised. It is to be hoped that these measures will be of a structural nature.

Further improvements may be considered:

- strengthening of the global resource mobilization strategy of ITCILO, with more attention on the Employers Activities and better integration of these efforts with the activities of the resource mobilization departments in Geneva;
- improvements in the specific criteria for allocating funds to the Employers' Activities unit so as to ensure a minimum critical threshold of activities (e.g. determining *via* clear agreements the main strategic linkages between the Employers' Programme and regional offices' priorities, whereby RBTC can be used as a structural tool for supporting optimal ITCILO's social partners into regional priorities);
- strengthening of collaboration with ACTEMP Geneva, and the possibility and convenience of defining a more active role for the ITCILO Employers' Activities unit in the training of constituents in the field.

D. Innovation

The Programme has invested constantly in innovation. Up to now this has proved a useful strategy for responding pro-actively to needs and regularly renovating the training provision.

The ETC is invited to give further ideas and orientations.