



Employers' Training Committee

Employers' Training Committee

25 May 2012
Geneva, Switzerland

EMPLOYERS' TRAINING COMMITTEE

REPORT
on the
EMPLOYERS' ACTIVITIES PROGRAMME
2011

Presented at the ETC meeting, Geneva, 25 May 2012

EXECUTIVE SUMMARY

FIVE MAIN ACHIEVEMENTS IN 2011

A. **SLIGHT DROP IN THE NUMBER OF EMPLOYERS' REPRESENTATIVES but RECORD HIGH NUMBER OF PARTICIPANT DAYS**

The number of participants trained in the Employers' Activities Programme dropped from slightly over 1,000 in 2010 to 915 in 2011. But the number of participant days grew further to a historic high. Since employers are also sponsored to attend courses in other technical programmes, a total of 1,152 employers participated in training activities at the Centre.

B. **HIGH QUALITY CONFIRMED**

The high quality of the training, proven by the benchmark of the Programme within the Centre's programme, was maintained.

C. **FURTHER INNOVATIONS AND IMPROVEMENTS IN TRAINING MATERIALS AND METHODS**

There were seven new publications, with in addition, regular adaptation and partial renewal of existing training material to adapt it to new circumstances or specific needs. The training faculty was enlarged.

D. **IMPORTANT PROJECTS IN AFRICA, LATIN AMERICA AND EUROPEAN UNION SUCCESSFULLY IMPLEMENTED**

The EU-funded Pro€invest project for East African EOs, the EU-funded project for sector EO strengthening, and the Spanish project on OSH were successfully implemented with concrete results and outcomes.

E. **THE TRAININGS YIELDED REAL IMPACT AND RESULTS IN EOs**

The reporting after courses indicates practical improvements and outcomes in the EOs which had participated in the training, particularly in the areas of governance, services, lobbying and members' communication.

MAIN OBJECTIVES AND CHALLENGES FOR 2012–2013

The budgetary context for 2012 and 2013 is particularly worrying and may reduce by half the resources which are made available for the Employers' Programme in the coming years. Whilst the Strategic Plan of ITCILO (Board, November 2011) announced a further expansion of the Employers' Programme and the employers' participation in ITCILO activities (an additional 200–300 participants) , the financial situation of ITCILO at present is such that this ambition may have to be reviewed.

The challenge will be to define what resources the ITCILO management will put at the disposal of the Employers' Programme; and how, within these possibilities, the Programme can redefine its role, continue to serve the constituents and ensure that the employers, as an important constituency within the ILO, can continually benefit from capacity-building support.

The following issues will have to be clarified with the management of the ITCILO.

- Resource mobilization: what are the prospects and the plans put into effect to ensure sufficient funds available for the Employers' Programme.
- The business model and the expected contribution of fixed costs (CFC) by the Employers' Programme.

Clarity on these external conditions is essential to determine the parameters in which the Programme itself can work and within which the ETC will determine the future priorities for development of the Programme:

- Priorities for activities (which types, which themes, which regions...) according to available funding.
- The realization of better integration of ACT/EMP Turin with ACT/EMP ILO Technical Cooperation.
- Utility – expediency of developing paying activities.
- Utility – expediency of developing more activities for companies in CSR-related issues.
- Increasing the role of the Employers' Programme in tripartite training programmes in order to ensure the relevancy of such trainings for the Employers' Group.
- Measures to maintain or increase quality and impact of trainings for the Employers' constituency.

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Abbreviations and acronyms

ACCI	Afghanistan Chamber of Commerce & Industries
ACT/EMP	Bureau for Employers' Activities, ILO Geneva
ACT/EMP Turin	Employers' Activities Programme of the ITCILO, Italy (the Programme)
ACPR	Alliance of the Romanian Employers' Confederations
APINDO	Association of Indonesian Employers
ARAMT	Romanian Staffing Association
ATE	Association of Tanzania Employers
BOCCIM	Botswana Confederation of Commerce, Industry and Manpower
CEOE	Spanish Confederation of Employers' Organizations
CFC	contribution to fixed costs
CIETT	International Confederation of Private Employment Agencies
CNPB	Conseil national du Patronat Burkinabé
CNPT	Conseil National du Patronat du Togo
CSR	Corporate Social Responsibility
DECP	Dutch Employers Cooperation Programme
DELTA	Distance Education and Learning Technology Applications
DWCP	Decent Work Country Programme
ECAM	Employers' Consultative Association of Malawi
ECOP	Employers' Confederation of the Philippines
ECOT	Employers' Confederation of Thailand
EFC	Employers' Federation of Ceylon
EFPP	Employers' Federation of Pakistan
EO	employers' organization
ETC	Employers' Training Committee of the ILO, Turin
EU	European Union
FEB	Fédération des entreprises de Belgique
FKE	Federation of Kenya Employers
FOPAO	Fédération des organisations patronales de l'Afrique de l'ouest
FUE	Federation of Uganda Employers
FWAEA	Federation of West African Employers' Associations
GEA	Ghana Employers Association
GDP	gross domestic product
GJP	Global Jobs Pact

HR	Human resources
HUP	Croatian Employers Association
ILO	International Labour Office/Organization
IOE	International Organisation of Employers
IR	Industrial relations
ISO	International Organization for Standardization
ITCILO	International Training Centre of the International Labour Organization
ITCILO units	Technical Programmes of the ITCILO
LL	Labour law
MEF	Montenegrin Employers Federation
NEF	Namibian Employers Federation
OSH	Occupational safety and health
RBTC	Regular Budget for Technical Cooperation
SEO	Sectoral employers' organization
SMEs	Small and medium enterprises
VCCI	Vietnam Chamber of Commerce and Industry
ZFE	Zambia Federation of Employers

I. THE EMPLOYERS' ACTIVITIES PROGRAMME FOR 2011

1. OBJECTIVES FOR 2011

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 purposes are to contribute, through training, to:

- building 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.

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

“employers have strong, independent and representative organizations,” with as “sub-outcomes/indicators”:

- employers' organizations adopt strategic plans to increase effectiveness of their management structures and practices;
- employers' organizations have created or significantly strengthened services to respond to the needs of existing or potential members;
- employers' organizations have enhanced capacity to analyse the business environments and influence policy development at national, regional and international level.

What do we offer as training? A systematic overview

Turin training offer

Outcome 9.1: Adoption of strategic plan / building capacity to become representative		
Title	Status	Languages
Effective EO	Operational	EN, FR, SP, etc
Membership strategies	Partially operational	EN
Communication for EOs	Operational	EN, FR, SP
Project design	Operational	EN, FR, SP

Outcome 9.2: Better services		
Title	Status	Languages
Training services by EOs	Operational	EN
OSH services/training	Operational	SP, EN
Services in depth	Operational	EN, FR
Trade services / Export promotion	Operational	EN, FR, SP
IR/HR services	Operational	EN

Outcome 9.3: More policy influence		
Title	Status	Languages
Lobbying in depth	Operational	EN, FR
EOs and DWCPs	Operational	EN, FR, SP
EOs and youth employment	Operational	EN, SP, FR
EOs and skills	In development	EN
EOs and wage policies	Operational	EN
EOs and social dialogue: Improving negotiation skills	Operational	EN
Macroeconomic concepts	Operational	EN, FR, SP

B. Specific objectives for 2011

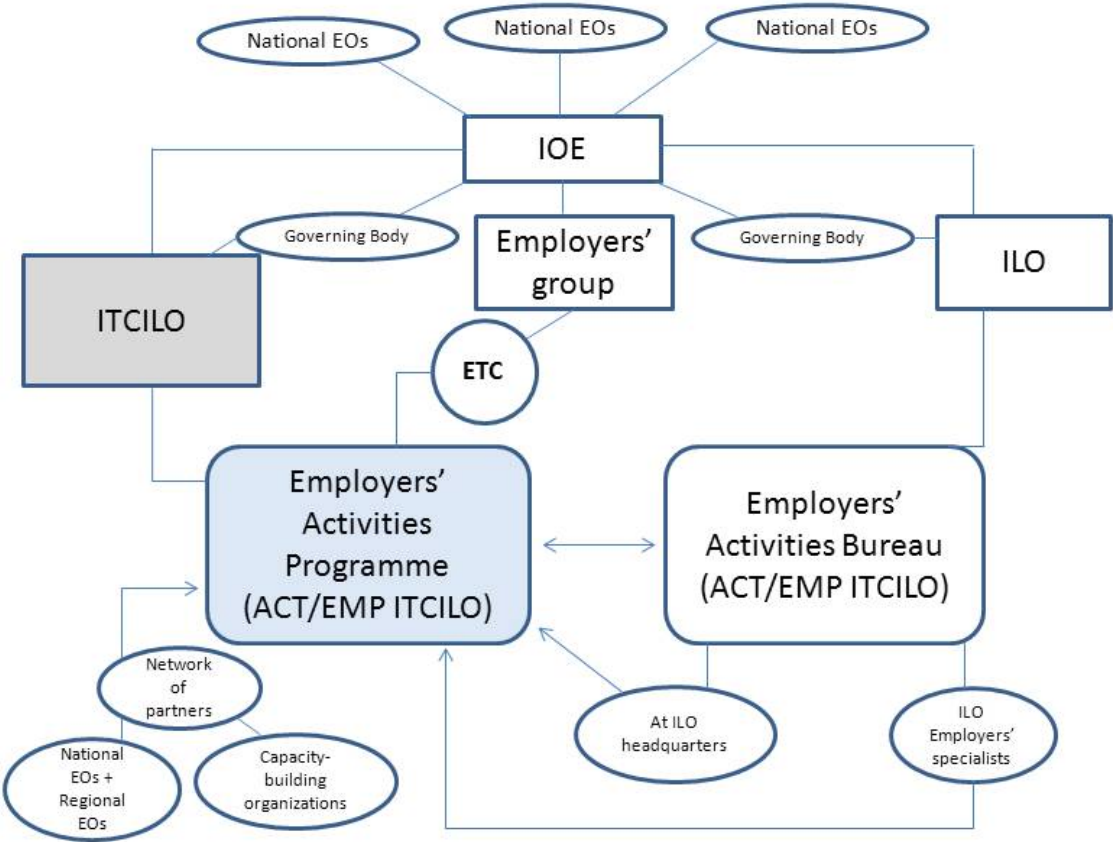
During the ETC meeting of May 2010, the following priorities were defined for 2011:

- minimize the inevitable decline in the number of participants, due to the difficult budgetary context of ITCILO;
- invest further in the quality of training and training material;
- collaborate with other programmes of ITCILO units to ensure relevant employer input into the content of design and training;
- deploy maximum efforts to keep up funding through active resource mobilization and new partnerships, within the possibilities of the Programme;
- seek better integration with activities of ACT/EMP Geneva.

The progress in achieving these objectives is described and assessed below. The objectives were all attained in 2011, some however with more success than others.

C. A short presentation of the Employers' Activities Programme in the employers' organization landscape

i) Global overview



ii) The Employers' Group at ITCILO and the Employers' Training Committee



iii) The Employers' Activities Training Programme team

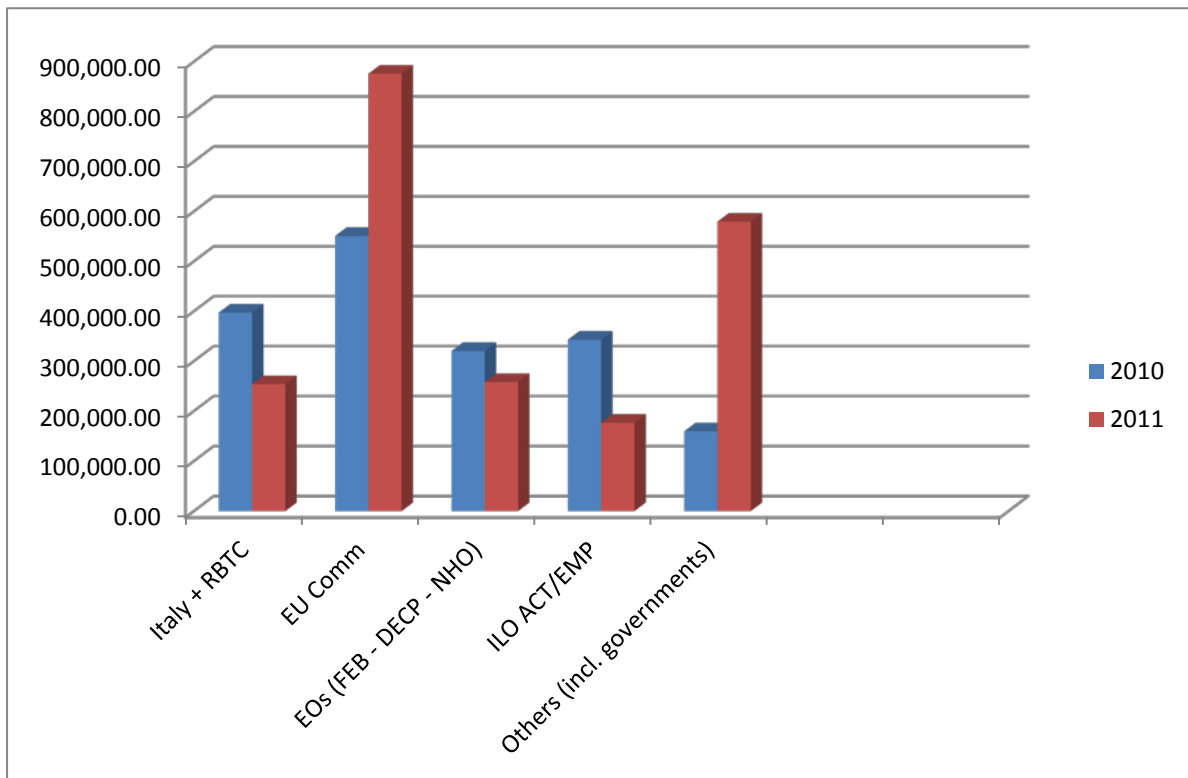


iv) Funding of the Employers' Activities Programme

Despite the decline in the Italian voluntary contribution, the resources collected for the Programme have never been higher, mainly due to the success of its resource mobilization strategy in the European Union.

In consequence, the non-Centre-generated part of income has become a very important share of the Programme's total income. The Centre itself finances directly (via the Italian voluntary contribution and RBTC) about 12 per cent of the total operating budget. The largest share (about 88 per cent) comes from outside sources, as shown in the figure below, and is on an increasing trend.

Total income 2010:	€1,770,091	Total income 2011:	€2,164,305
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MAIN ACHIEVEMENTS 2011

A. Quantitative achievements

- B. High quality maintained
- C. Further innovations and improvements in training materials and methods
- D. Important projects in Africa, Latin America, and the European Union successfully implemented
- E. Real impact and results for EOs

2. MAIN ACHIEVEMENTS IN 2011

A. Quantitative achievements: A slight drop in the number of participants but a further increase in participant days

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

i) The Employers' Activities Programme

Number of training activities

The number of group training activities decreased slightly in 2011. In all, 45 group training activities were held, as against 54 in 2010. This small decrease after four years of growth is partly due to the fact that several national one-day activities in the context of the Pro€Invest project were not counted. Five courses were also implemented in the form of advisory missions.

Total number of participants in ACT/EMP Turin activities

The number of participants in 2011 declined from 1,025 to 915, a 10 per cent decline. This was within expectations (expected lower funding) and also due to the fact that some activities were targeted at a limited number of well-selected participants in order to achieve maximum impact, rather than choosing larger numbers of participants.






Number of training (participant) days

The number of training days increased further by about 10 per cent (3,600 participant days in 2011 vs. 3,300 in 2010); a number of training activities were slightly longer than in 2010. The average duration of a course is about four days, which our surveys found to be an acceptable length for employers' representatives.

ACT/EMP Turin participation figures, 2007–2011

<i>ACT/EMP Turin</i>	<i>Jan–Dec 2007</i>	<i>Jan–Dec 2008</i>	<i>Jan–Dec 2009</i>	<i>Jan–Dec 2010</i>	<i>Jan–Dec 2011</i>
Number of activities	29	39	44	54	45
Total number of participants	738	989	973	1 033	915
Number of employer participants	700	977	895	1 025	914
Number of participant days	2 846	2 895	3 448	3 300	3 621

Activities and participants by region in 2011

<i>Region</i>	<i>Number of activities</i>	<i>Number of participants</i>
 Africa	11	220
 Americas	13	337
 Arab States	1	23
 Asia and Pacific	10	188
 Europe	7	98
Interregional	3	49

Women's participation in the Programme's activities, 2007-2011

Year	Total no. of participants	No. of women	% of women
2007	738	255	30
2008	989	288	29
2009	973	352	36
2010	1 033	362	35
2011	915	303	33

ii) *Employers' participation in other ITCILO Programme courses*

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

In 2011, 238 employers' representatives participated in training activities of other programmes of the ITCILO, such as Employment, Gender, International Labour Standards, Enterprise Development, Social Dialogue, Social Protection, and Social Dimension of Trade and Investment. In 2010, this figure stood at 305.

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 other ITCILO units, stood at 1,152 employer participants in 2011, a decline compared to 1,346 participants in 2010.

Employers still account for almost 10 per cent of the Centre's participants, which is an achievement compared to the recent past, but which at the same time shows signs of decline.

Also, the trend goes against the figure proposed in the Strategic Plan (Board, 2011). If this objective is to be reached, important additional funding will have to be made available.

MAIN ACHIEVEMENTS 2011

- A. Quantitative achievements
- B. High quality maintained**
- C. Further innovations and improvements in training materials and methods
- D. Important projects in Africa, Latin America, and the European Union successfully implemented
- E. Real impact and results for EOs

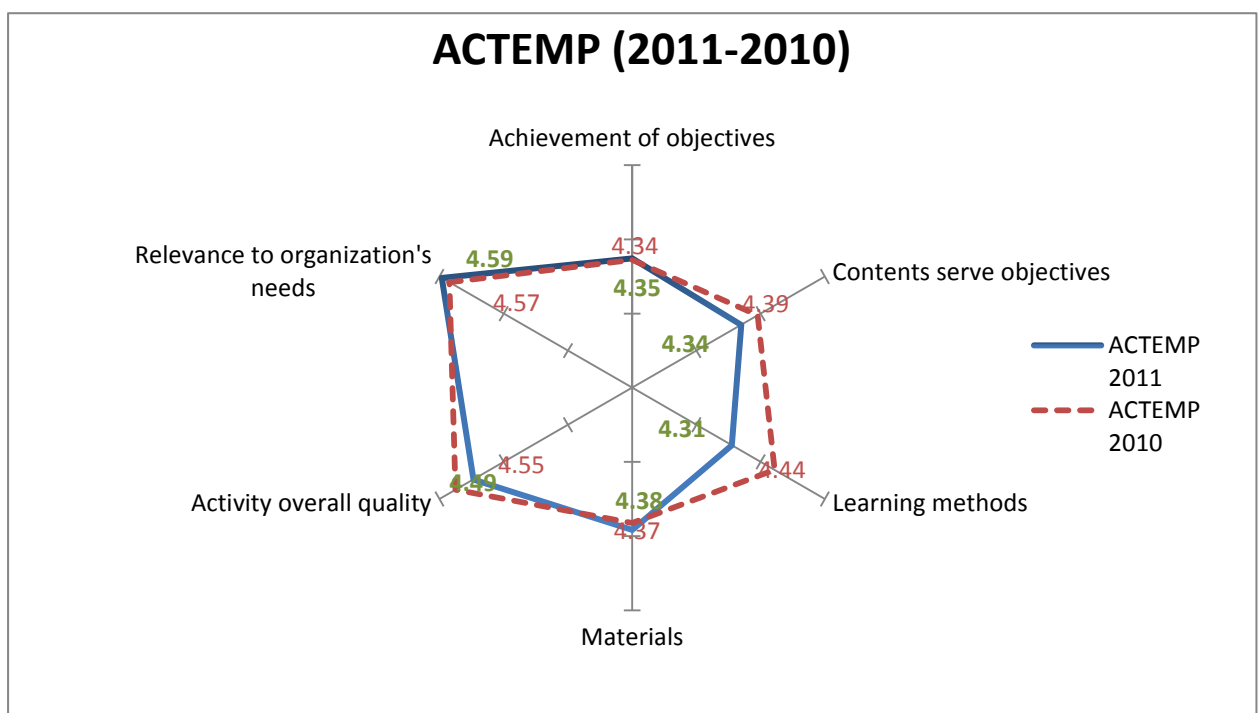
B High quality maintained

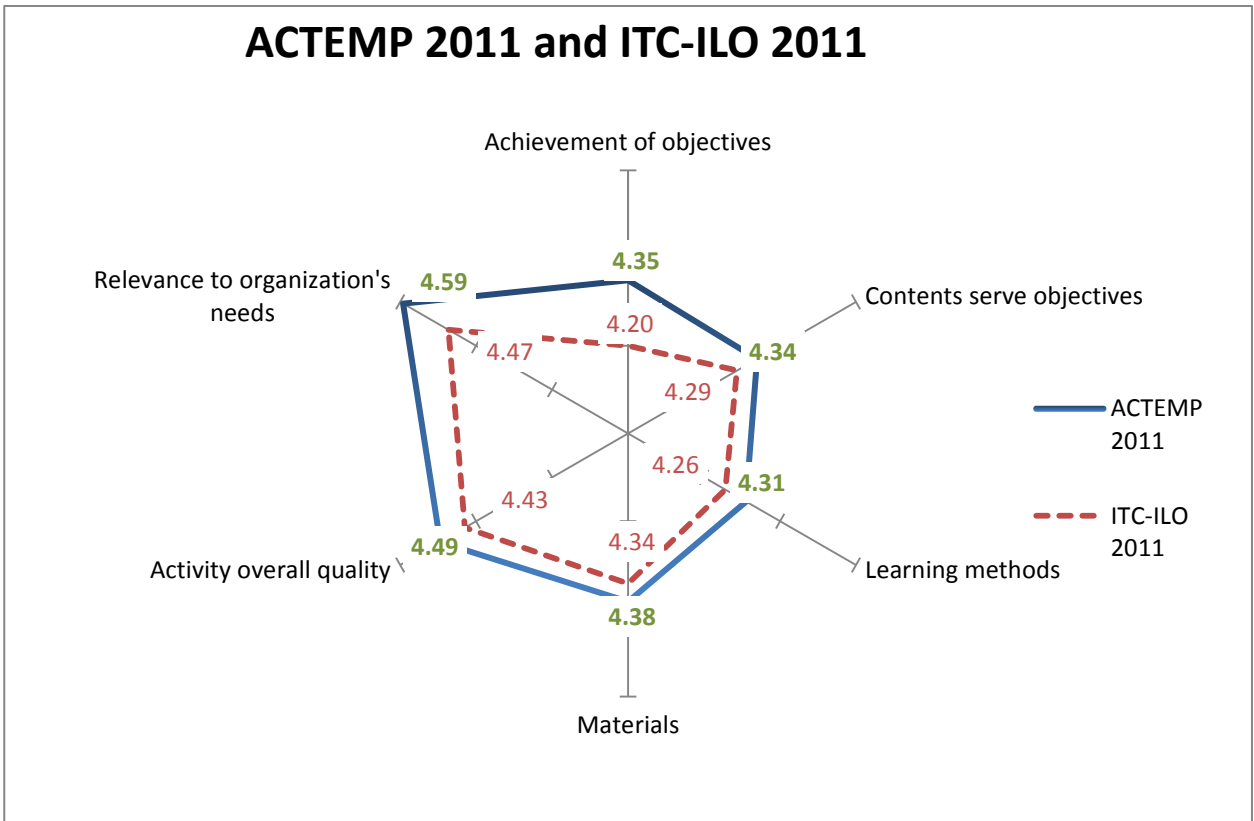
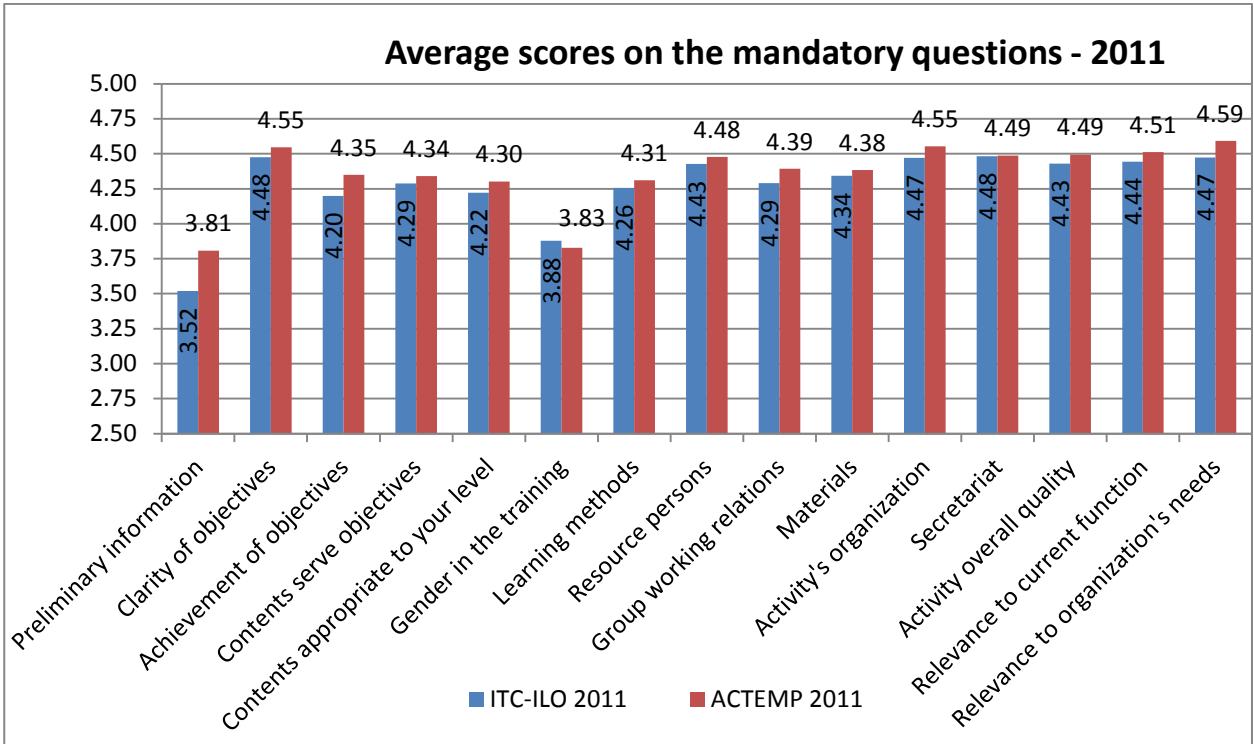
Maintaining and even increasing the quality of training is of utmost importance for the Programme.

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 answers on a 5-point scale from 1 (minimum) to 5 (maximum). In all, 16 aspects of training quality are measured, ranging from the quality of preliminary information to clarity of objectives, quality of training material and quality of resource persons. They are summarized in six main indicators (see below). The questionnaires may include open questions as well. On larger projects, independent evaluators carry out additional, more extensive quality control.

The overall quality indicators for the Employers' Activities Programme in 2011 were the third best for ITCILO.

ACT/EMP Turin evaluation results, 2010 and 2011, and comparison with other ITCILO programmes





Comments by participants are an additional indicator of quality.

Here are some anonymous comments taken from the evaluation forms for various courses.

- “We had a very interactive and participatory programme.”
Lobbying by EOs, an in-depth course (Harbarana, Sri Lanka)

- “We found the workshop outstanding.”
The effective employers’ organization: Capacity building for the Employers’ Federation of Pakistan (Turin, Italy)

- “I think this workshop was useful to better know the contents of the GJP and to get in touch with experiences of other countries that were successful. I much appreciate the work of all the people involved in the development of this activity.”

Interregional workshop on the Global Jobs Pact (Turin, Italy)

- “Just congratulations, and thanks for the opportunity of improving and refining our knowledge on this topic.”
Final workshop, Project on social security and OSH, Latin America (Turin, Madrid)

- “The resource persons were very good on their presentations. I am now more informed and educated on the various issues dealing with it.”

Strengthening the member organizations of FWAEA (Dakar, Senegal)

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C. Further innovations and improvements in training materials and methods

High-quality training requires good training material. Such material reflects the tutors' approach to the subject. Participants want written records, handouts and references to use after the training session. The Programme started to develop in-house training material in a systematic way in 2006. Because the ACT/EMP Turin methodology is process-oriented, the Programme is gradually adopting a modular training approach.

To provide pedagogical development and a modular approach, the Programme also collaborates with the Distance Education and Learning Technology Applications (DELTA) unit of the Centre and benefits from additional training in improving learning methods (the Turin Learning Approach).

Significant efforts have been made to develop additional training material. In most cases, this means creating different types of material:

- tutor manuals and participant handbooks
- formal publications
- adaptations of existing material to the context of the region/ country/target group
- testing material, for a first course, requiring validation and adaptation afterwards before it is used on a large scale
- translations of training material

Developing adequate training material requires time and effort and poses challenges:

to adapt existing training material to the specific needs and nature of employers' organizations, specific countries and the diverse skills levels of the participants;

- to develop practice-oriented material, where outside relevant literature or other material which covers the specific aspects required is often scarce; and
- to find experts who possess the necessary combination of skills, experience and capacity.

In 2011, the output was again considerable.

Finished work

ACT/EMP Turin published seven guides, of which one (the e-learning module on services) was made available on Lempnet.

- *Services by Employers' Organizations: A strategic approach to service development*
- *Services by Employers' Organizations: An overview of services in the field of industrial relations and human resources management*
- *Services by Employers' Organizations: A global overview of services in the field of labour law*
- *e-learning module on services – English (e-learning)*
- *Building a strong and efficient sectoral employers' organization*
- *Employers' organizations and women entrepreneurs: How to reach out?*

The following guides were updated:

- *Tackling youth employment challenges: An overview of possible actions and policy considerations – Spanish and French*

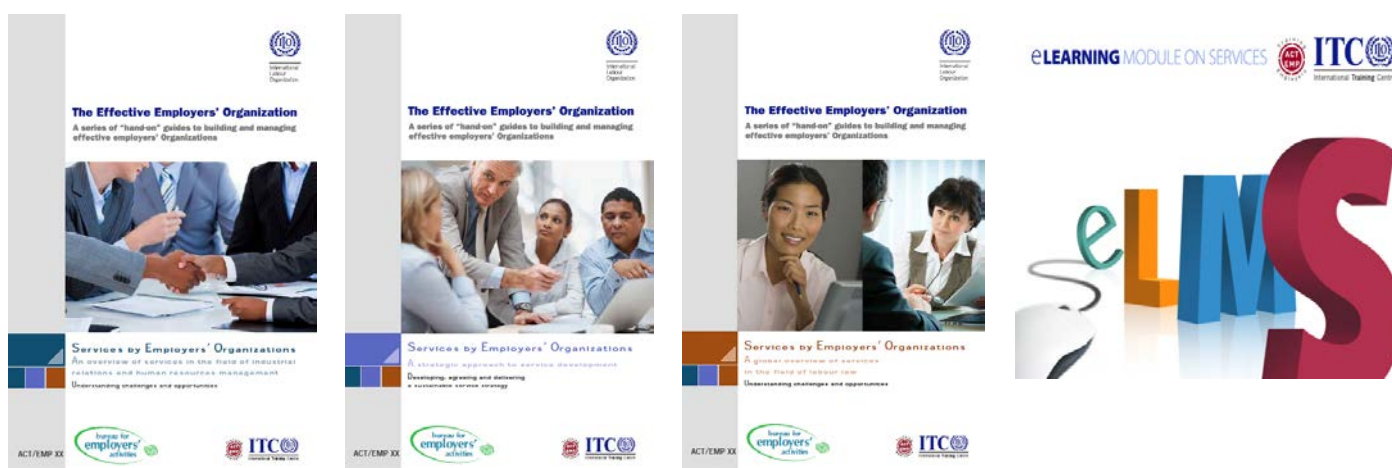
Work started and due for finalization in 2012

- *Minimum wages: An employers' perspective*
- *Membership strategies: How to retain and recruit members?*
- *Macroeconomic policies for employer participants in social dialogue – Spanish version for Latin America*

In addition, considerable investments went into the development of tailor-made material and/or new material to be tested via validation workshops with a view to future publication.

Here are further details on the new publications.

i) Material on services by employers' organizations



It is now generally accepted that the success of an employers' organization lies partly in its capacity to develop and offer quality and sustainable services to its member companies. Helping employers' organizations to develop more and better services is hence also a clear-cut outcome for the Employers' Activities Programme within the global ILO outcomes. The guides in the Services by Employers' Organizations series tackle this role from several angles.

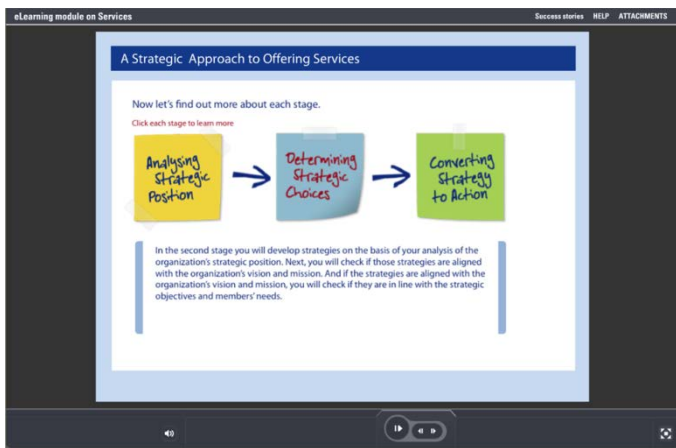
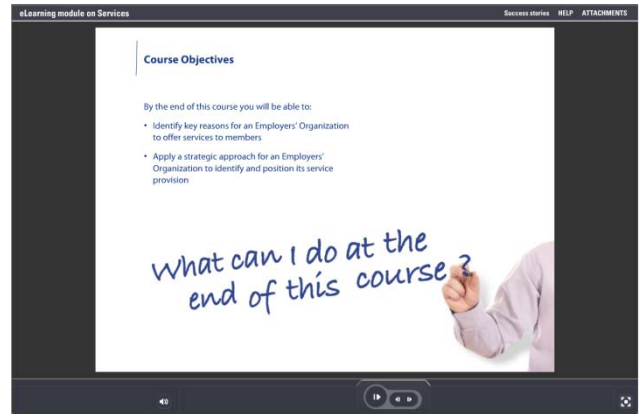
The first, *A strategic approach to service development*, addresses the issue from a strategic point of view, beginning with the advantages and risks linked to expanding the service offer. It then develops a practical roadmap for employers' organizations which wish to develop or expand their offer.

An overview is given of the range of services offered by EOs throughout the world, ranging from information to advice, consultancy, direct accompaniment in diverse fields such as labour law, industrial relations dispute settlement, trade, access to finance and so on. The guide then looks at the different steps to be taken by the EO to put these services practically into place, and uses marketing concepts to clarify the different steps necessary to ensure that the services offered are relevant, quality-oriented and sustainable.

The other two guides, *An overview of services in the field of industrial relations and human resources management*, and *A global overview of services in the field of labour law* e-learning module on services, are far more specific.

Containing many practical tips for employers' organizations, each guide focuses on the details in these two service fields, which are those most often explored by EOs. They discuss the precise types of service offered in each field, and look at the concrete experiences of EOs in terms of both content and market approach to developing and expanding such services.

Finally, the e-learning module presents the material on services in a different way. It serves as an introductory e-learning module, easy to use for newcomers in the organizations. Focusing on the main strategic issues, it provides useful tools to facilitate learning and also a small test to verify the acquisition of learning by the user.



ii) Building a strong and efficient sectoral employers' organization



Building a strong and efficient sectoral employers' organization (SEO) is the sixth guide in the series constituting the Effective Employers' Organization package. Compared with the other guides, this one is designed to help executives, directors and managers in employers' organizations that represent specific sectors of the economy to build and run their organizations more strategically, effectively and efficiently. The guide is written for those setting up, building and managing SEOs, as well as those undertaking or considering a strategic review of the way they currently operate.

The worldwide network of SEOs includes small organizations that represent sectors employing a few thousand, up to very complex SEOs that represent sectors employing millions of workers. In some countries a specific sector may produce only a small percentage of the nation's economic output, while in others it may be a pillar of the national economy and a major contributor to its gross domestic product (GDP). It is thus impossible to propose a one-size-fits-all model for an SEO. Nevertheless, this guide provides practical advice and tools that will help leaders of well-established SEOs to review their approaches to the different aspects of their operations, or to help newer organizations build appropriate structures and processes from the outset. Readers will wish to apply the contents of the guide in a manner appropriate to the size of their SEO and to the regional and cultural environment in which it operates.

The guide is intended as a multi-purpose tool, so that although it is designed as a relatively straightforward and interesting read, working through it from cover to cover is not the only or the best way to maximize its value. As SEOs will start from different positions with respect to their "actual" and "preferred" situation, the various sections of the guide will appeal to differing audiences; and although certain points will doubtless command universal interest, others may appear simplistic to one reader and over-ambitious to another.

The guide covers the whole range of issues with which business leaders or the management of an SEO may be confronted, including strategic planning, governance, membership, revenue building, lobbying and advocacy, social dialogue and services offered by the SEO.

Each section provides a checklist that can be used to facilitate action planning or as a benchmark of where the organization stands on a particular issue.

iii) **Employers' organizations and women entrepreneurs: How to reach out?**



Over the last decades the remarkably swift entry of women into the labour market has led to a substantial increase in the number of female-owned enterprises. Yet the entrepreneurial gap between women and men, even in more advanced economies, is still high.

Research shows that women face greater challenges in developing their enterprises, scaling up and creating jobs for others. These challenges include “hard” obstacles related to the process of enterprise development (such as legal impediments in some countries for women to own property or register an enterprise) and “soft” constraints linked to gender inequalities, societal attitudes and biases in the environment where women entrepreneurs operate.

Employers' organizations, whose mission is to advocate for a better business environment and to provide services to member companies, are well placed to provide solutions to the challenges faced by female business owners and managers. But how are EOs actually organizing and supporting women entrepreneurs? Are they effectively responding to their needs and interests in their respective countries? Are they sufficiently tapping into the potential of today's women entrepreneurs?

This guide offers background material for discussion and exchange on the specific role of EOs in helping and supporting women entrepreneurs, to ensure via lobbying and advocacy that business opportunities are equal and conducive for women's entrepreneurship and that EOs have access to new ideas on ways and means to reach out to this important group of employers worldwide. The material is based on the answers collected in September–October 2011 to an online questionnaire sent by the ITCILO to all members of the International Organisation of Employers (IOE), and also on considerable research.

In addition, the guide presents a series of case studies featuring good practices currently being implemented by a number of EOs, including new initiatives in services, lobbying and advocacy by EOs in Cyprus, Nigeria, Sri Lanka and Uganda as well as other countries.

Finally, the guide provides a list of reading material on women's entrepreneurship and its contribution to economic and social development.

iv) Tackling youth employment challenges: An overview of policy actions and policy considerations (Spanish and French versions)



This guide is part of an ongoing effort by the ILO and specifically by the Bureau for Employers' Activities to strengthen the capacity of employers' organizations to deal with youth employment, especially in developing and transition countries. It is aimed at industry experts worldwide who wish to take action on youth unemployment in their own regions or countries.

It provides specific employers' perspectives on youth employment, which can be brought into the debate on policy and action. Ultimately, good policy is a mixture of approaches, in both the short term and the long term, whereby policy-makers try to strike a balance between economic reality and feasibility, together with social desirability. Social dialogue and tripartism, in which employers should be fully engaged, offer the perfect forum in which to search for such a balanced policy mix.

This guide seeks to meet to a demand by employers' organizations for reference material in an area where they are often called upon to take action, and where they hesitate to do so, for lack of the specific skills needed to analyze the whole issue, or for lack of insight into success stories and good practice in other countries.

The guide should be useful for:

- becoming aware of the dimensions of youth unemployment globally and in specific regions;
- understanding the impact youth unemployment has on business;
- making the business case for boosting youth employment, by using economic analysis and labour market data;
- becoming knowledgeable about good practice and experience in many countries concerning youth employment policy;
- assessing existing policies and formulating new policies to increase youth employment; and
- putting the employers' perspective in policy debate.

MAIN ACHIEVEMENTS 2011

- A. Quantitative achievements
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D. Important projects in Africa, Latin America and the European Union successfully implemented

Several major projects in which ACT/EMP Turin was the implementing actor came to an end in 2011 and were successfully closed .



i) Pro€Invest project for East African and Ghana employers' federations

The funding for this project was obtained under the Pro€Invest scheme (EU – Europeaid) in 2009. Implementation started in 2010 and ended in October 2011. The objective was to strengthen the capacity of five EOs in East Africa (Kenya, Rwanda, Tanzania and Uganda) and Ghana. It was implemented in close collaboration with the Dutch Employers Cooperation Programme (DECP).

The project was a major challenge for the Employers' Activities Programme: it encompassed the setting up of an office in Nairobi to coordinate activities, which went beyond training to involve consultancy and accompaniment, and comprised a full range of technical assistance for capacity building.

Over the life of the project (18 months spread between 2010 and 2011) the following activities were organized:

- eight sub-regional seminars for training and capacity building
- 12 national seminars and members' consultative meetings
- 18 months assistance to and permanent accompaniment of the EOs
- support to increase visibility of EOs through the development of communications strategies and publications

The project resulted in the following outcomes:

- Four national EOs have achieved the production of a member-mandated business agenda with clear, comprehensive, fact-based proposals for reform. These agendas have been approved by the EO Boards and widely disseminated throughout their respective countries.
- EOs have become more pro-active, taking an evidence-based approach to lobbying and advocacy. They have prepared and published position papers on policy issues such as training levies, overcoming the skills gap, labour law reform, minimum wages and social security.
- New or strongly improved and sustainable services for members have been set up in five countries, including new training services in collective bargaining, negotiation skills and leadership. In Kenya, an assessment centre and a salary survey were launched.
- Employers' organizations are now more visible in national policy debates. This is partly thanks to the wide attention given to the business agendas amongst both members and decision-makers, and partly due to a renewal in communication strategies.
- Sub-regional cooperation and awareness amongst EOs have been achieved, especially at East African level, in preparation for the rapidly emerging regional integration. A solid network of EOs has been set up, with links to the new East African Business Association which is active at the sub-regional East African level.

For further follow-up, ACT/EMP Turin has introduced a project with the ILO Regional Office for Africa, through which it hopes to be able to continue to work with EOs in the region.

ii) Project on strengthening employers' organizations in Latin America in the fields of social security and occupational health and safety



This Spanish-funded project, in which ACT/EMP Turin was able to count on close collaboration with the Spanish Confederation of Employers' Organizations (CEOE), began in September 2010 and ended in December 2011. It covered 18 Latin American countries.

The main objectives were:

- to strengthen the capacity of employers' organizations to influence national social security policies;
- to create new EO services in occupational health and safety (OSH); and
- to create a Latin American network of employers' specialists in OSH and social security.

The following activities were implemented with the participation of 54 EO staff and Board members:

- baseline creation and needs analysis of the participating EOs
- five sub-regional training workshops
- one regional workshop, in Turin and Madrid
- one distance-learning training course (30 hours per participant)
- 14 months of permanent consultancy

The results achieved were considerable:

- *Representation of business interests.* All participating countries have created or strengthened teams to be more active in advocacy and lobbying on social security policies and in OSH committees, with the objective of developing project proposals and elaborating policy documents reflecting the views of the private sector on the best strategies for extending social security coverage and improving social security systems. Three EOs (Costa Rica, Dominican Republic and Honduras) have elaborated proposals to reform social security sub-systems. Further results are expected, since several organizations have already prepared draft documents for publication in 2012.
- *Service development.* Fourteen countries have created new OSH training services for their members, using material developed through the project to train member companies and, in particular, company supervisors in OSH systems, rules and better management. These activities have already resulted in a total of 60 planned training activities with about 1,500 participants in the different countries.

- *Service development.* Three EOs (Argentina, Cordoba Province, Bolivia and Ecuador) have gone further, creating a full service for member companies on OSH that combines training services, consultancy at workplace level, advice and intervention capacity to help companies to obtain ISO or other types of OSH certification.

iii) Projects for support and capacity building of SEOs in Eastern and Central Europe in the field of social dialogue: Temporary work agencies and the retail sector



This EU-funded project, designed and implemented in close partnership with EUROCIETT, the European representative organization for the staffing industry, started in 2010 and ended in 2011. The beneficiaries of the project are the employers' organizations of the agency work sector in 13 Eastern and Central European countries.



The general objective of the project was to assist EOs in the temporary agency work sector in developing the strategies, tools and skills needed to strengthen their capacity to effectively engage in policy development and social dialogue, both at national and EU level.

A series of training activities were foreseen over an 18-month period:

- an online training needs evaluation
- a three-day training workshop for all participants (March 2010)
- three three-day sub-regional seminars for smaller groups of participants (from June to September 2010)
- a two-day closing workshop (December 2010)

These activities were attended by a total of 61 participants, of whom seven attended all workshops and ten participated in three events. Fifty-three per cent of the participants were women.

The general objective of the project has been fully achieved: participating EOs have strengthened their capacity to effectively engage in policy development and social dialogue, both at national and EU level. Progress has also been achieved on all the specific objectives, although to different degrees depending on the situation, commitment and specific national contexts of the organizations.

There is evidence to show enhanced capacity development in the four main issues covered by the training activities: internal capacity building and membership development, image and reputation, lobbying and advocacy, and social dialogue. Key results are listed below:

- Capacity-building and membership development
 - Two new EOs have been created (Latvia, Romania).
 - Ethical standards have been adopted in three countries.
 - New company members have been registered (outreach).
 - New services have been proposed to company members in Hungary.
- Image and reputation
 - Public relations tools (logos, websites, etc.) have been enhanced in four countries.
 - Awareness-raising media campaigns (radio, newspapers) have taken place in Czech Republic, Estonia, Latvia, Lithuania and Poland.
 - Awareness-raising meetings have been held with decision-makers in Slovakia.
- *Lobbying and advocacy*
 - There has been an impact on the content of legislation implementing the EU Directive on temporary work agencies and/or on reformed labour codes in Latvia, Slovakia and Slovenia.
 - PPPs have been adopted by the public employment agency in Macedonia.
 - Data collection strategies (sector market share/turnover, opinions of workers and companies, etc.) have been adopted in Poland, Slovakia and Slovenia.
- *Social dialogue*
 - First contacts were made between employers' and workers' organizations in Greece and Turkey
 - A tripartite regional conference was organized by the national and sectoral employers federations on the occasion of the sub-regional seminar in Hungary.
 - Dialogue in Bulgaria has been revitalized through working on issues of consensus in the framework of the implementation of the EU Directive on temporary agency work.

The second EU-funded project for capacity building at sector level in Eastern and Central Europe concerned the **retail sector** and was implemented in close collaboration with Eurocommerce.

It was targeted at 11 sector organizations in new EU member States, also including Turkey.



The general objective of the project was to strengthen the capacity of EOs in the retail (commerce) sector for effective engagement in policy development and social dialogue, both at national and EU level.

More specifically, the project aimed at:

- improving the level and quality of policy dialogue between public and private players on development-related issues in the sector ;
- improving understanding of the benefits and risks of social dialogue for EOs, as well as their negotiating capacity;
- improving the capacity of EOs to provide good quality, additional and/or enhanced services to their members; and
- strengthening networks between national EOs and the EU level, as well as with other important stakeholders.

Most of the activities were implemented in 2011, but final evaluation is still on the agenda in 2012.

Four training activities were organized in 2011. In line with the objectives, they systematically covered the main roles of the EO in each field of activity.

- *Activity 1* focused on strengthening the voice of business.
- *Activity 2* addressed the maximization of the benefits of social dialogue, with particular attention to EU social dialogue at sector level.
- *Activity 3* mainly concerned experience sharing and tutoring on the creation and expansion of sustainable services for member companies.
- *Activity 4* provided the occasion for a general round-up, to translate previous learning and experiences into concrete action plans. In addition, a bi-partite exchange with trade union leaders was organized, in order to identify areas of common concern and means for future improvements.

iv) Project on the Global Jobs Pact



The main objective of the project was to strengthen the capacity of EOs to participate as independent and pro-active participants in social dialogue, and to influence the design and implementation of national socio-economic policies, in line with the GJP approach. It targeted executive directors, deputy executive directors, senior policy advisers and Board members of EOs from the eight countries that required specific ILO support in developing a comprehensive country scan (Argentina, Bulgaria, El Salvador, Indonesia, Jordan, Mongolia, Nigeria and South Africa).

The lines of action, main results and findings of the project are described below.

National reports. Seven national reports were elaborated by independent consultants who interviewed EO executive directors and provided interesting assessments of the role of EOs in the design of the anti-crisis policies and measures. In some countries, where the GJP has had little impact on national discussions on recovery measures, the reports provided a valuable analysis of EO capacity to formulate policy proposals and argue for measures promoting private sector development in times of crisis.

National seminars. Two national seminars were held, in Indonesia and Jordan. Although they were appreciated by local EOs, due to the limited resources available they were able to address only one of the several themes highlighted by Global Jobs Pact.

In the case of Indonesia the workshop was particularly timely, because it took place before the meetings for the finalization of the Indonesia Jobs Pact. This national Jobs Pact was elaborated by the Government and the social partners with the support of the ILO, an interesting social dialogue exercise in itself. The Pact was signed in April 2011 and represents a framework of reference for the development of socio-economic policies from 2011 to 2014. The project contributed to improving the negotiation skills of APINDO staff at national and provincial level, and to reaching an informal agreement with the trade unions on several priority areas and measures to be included in the national Pact, before the discussion with the Government.

In Jordan, the Chamber of Industry had asked for support in improving EO capacity to provide services to affiliated SMEs in order to increase their competitiveness and capacity to retain and create jobs.

Development of tools and training material for employers' organizations. A number of tools, training materials and reference documents were put at the disposal of the EOs participating in the project. EO representatives had access to the Internet platform Lempnet and were thus able to download these materials. They were used to train EO staff and organize national training or information events.

Interregional workshop. The final interregional activity collected lessons learned on the implementation of the Global Jobs Pact and discussed the future of the Pact. The Pact was generally considered by EO representatives to provide an interesting menu of possible policy options, but it was not sufficiently known – and thus used – at national level. In many cases it was considered too general, because no country in the world has the fiscal space to put in place all its recommendations. Quick support in the selection of priorities, or more focus, would have been necessary for the Pact to become an effective tool in helping countries in difficult economic situations to choose the right policy mix to promote growth and employment recovery.

Main factors of success for projects

Although each project has its particularities (partners, region, subject matter), some common factors can be identified as essential conditions for success in their implementation, and most importantly, for the creation of lasting impact.

- *Ownership.* Strong involvement of the beneficiaries is needed, from the conception of the project onwards.
- *Integrated approach.* An approach in which capacity building is conceived as holistic and includes training, consultancy, accompaniment, networking and if possible also twinning, obviously results in far superior outcomes than an approach in which these components are not linked.
- *Close and broad partnerships with like-minded organizations.* Successful projects are characterized by the practice of close partnerships with several actors, working in the same field of support to EOs, and willing to share their resources and knowledge and to coordinate their activities.
- *Tailor-made approach.* Every project obviously works in a different context. Achieving a compromise between a general approach to supporting EOs, focusing on the main roles of influencing government and services, and a local context which may differ strongly, is a key element of success. This also includes the need for the strong involvement of regionally based tutors and specialists, in order to connect with the concrete context and peer group of the beneficiaries
- *Good selection of participants.* Success was clearly greatest where the project achieved the presence of a group of participants selected according to objective and relevant criteria: personal engagement and enthusiasm, comparable levels within the EOs, and empowerment to act in the project's area of focus.
- *Sufficient time.* Good results and impact, especially in capacity building, require time for building confidence, clarity in strategy, and the filtering down of the project activities and outcomes.
- *Focus and consistency in approach.* Projects which have a specific focus and are therefore not conceived with too general an approach, and in which the design is targeted at reaching its objectives in a consistent manner, are obviously more successful than others.

MAIN ACHIEVEMENTS 2011

- A. Quantitative achievements
- B. High quality maintained
- C. Further innovations and improvements in training materials and methods
- D. Important projects in Africa, Latin America, and the European Union successfully implemented
- E. Real impact and results for EOs**

E. Training yields real impact and results for EOs

A key question, of course, is the extent to which the training activities made a real impact and brought about change within the employers' organizations. Did these activities enhance the services of EOs? increase their policy influence? their internal effectiveness and organization? ...

At the end of a training course the Programme always provides for the redaction of an action plan which translates into concrete objectives; something the participants can take home and achieve later on. Whether this action plan will lead to a real outcome is an essential question, which also in the end determines the reply to the question whether a training activity has achieved a real result. While the questions are simple, the replies are not.

It must first be acknowledged that the training of individuals – even when they are motivated and have the right mix of competencies to benefit from the training – is just one contribution towards changing the behaviour of an organization. As is well known, other factors also affect such change:

- the quality of supervising management;
- the organizational culture;
- the global composition of the workforce in the organization; and, obviously,
- the context in which the organization functions.

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

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

With the limited resources available, we measured outcomes by using two methods:

- a short impact assessment (6–9 months after the course), based on interviews with the participants by telephone or e-survey
- an in-depth impact assessment for important projects

The results confirm that training (in many cases accompanied by consultancy and follow-up, whether in the framework of the ITCILO projects or ensured by our employer specialist colleagues in the field) does indeed make a difference and helps organizations to make progress. The following summary tables show some of the main observations.

Outcome	EO / Country
Employers' organizations are more representative	
Strategic plans in preparation or endorsed by the Board	Afghanistan (ACCI); Argentina (Union Cordoba); Uruguay (Camera Autopartes)
Regional networking	East Africa; OSH specialists in Latin America; HIV/AIDS specialists' network in Africa and Asia; members of the FOPAO, West Africa
Membership increased through targeted actions, including member-to-member recruitment, image and branding	Pakistan (EFP)
Membership increased through more unity between organizations	Zambia (ZFE)
New sector organizations established in the temporary work agencies sector	Latvia; Romania (ARAMT)
Project proposal proposed and approved by donors	Indonesia (APINDO, Project ACTIVE)
Significant increase in EO revenues due to improved service offer	Croatia (HUP)

Outcome	EO / Country
Services to members have been strengthened/improved	
Overall improvement of the service offer and delivery	Macedonia; Montenegro (MEF); Zambia (ZFE)
Training services improved or expanded	Ghana (GEA); Philippines (ECOP); Romania (ACPR); Serbia (Serbian Association of Employers); Tanzania (ATE); Thailand (ECOT); Uganda (FUE); Viet Nam (VCCI)
HR - IR - LL services embarked upon or improved	Cambodia (Camfeba); Fiji ; Kenya (FKE); Sri Lanka (EFC); Thailand (ECOT)
OSH services put in place	Latin America
HIV/AIDS services improved or expanded	Sri Lanka (EFC); Swaziland

Outcome	EO / Country
Lobbying strategies and tools have been strengthened/improved	
New business agenda approved by Board	Ghana (GEA); Kenya (FKE); Tanzania (ATE); Uganda (FUE)
New lobbying strategy adopted, including development of research and publication of policy papers on subjects such as skills, wages and minimum wages; employment, better business environment; social security.	Ghana (GEA); Kenya (FKE); Tanzania (ATE); Uganda (FUE)
Lobbying strategies put in place and adoption of enhanced communication strategies and tools, including websites, social media, etc.	European sectoral organizations, temporary agency work and retail sectors; Botswana (BOCCIM); Burkina-Faso (CNPB); Ecuador (Camera Quito); Malawi (ECAM); Namibia (NEF); Peru (Confiep); Togo (CNPT); Venezuela (Fedecamaras)
Major media coverage obtained on a particular issue (national business agenda)	Ghana (GEA); Kenya (FKE); Tanzania (ATE); Togo (CNPT); Uganda (FUE)

3. CONCLUSIONS AND LESSONS LEARNED IN 2011

In 2011, the Employers' Activities Programme made significant progress with its two main strategies: direct training and the development of innovative training material. The main lessons learned and conclusions drawn were the following:

- There is high potential for further development and also high expectations: employers' organizations all over the world, especially in developing countries, still have a strong need for training and capacity building. They expect ACT/EMP Turin to meet those training needs in close collaboration with ACT/EMP Geneva and the IOE. Integrated project formulas, such as the one in East Africa, are the most efficient way to build consistently sustainable capacity.
- The interest in training covers a wide range of topics, from the internal development of employers' organizations to policy areas. Employers' organizations feel weak or, at least, in need of further strengthening through training. They therefore have a very broad agenda of training needs. Training is the most appropriate way to strengthen them, provided it is intelligently combined with technical assistance by all ACT/EMP colleagues.
- Investment in training material is justified and has to continue.
- There is a mutual willingness and openness on the part of the constituents, the IOE and the Bureau for Employers' Activities, and many well-established employers' organizations to help the Employers' Activities Programme fulfil its training role in favour of those in need of further strengthening.
- Given the crucial role of employers' organizations, as the voice of business and provider of services, and the huge capacity gaps still existing, the planned increase in employers' participation as provided for in the Strategic Plan of ITCILO responds to a demand from the field. The question is whether the necessary resources will be made available to make the plan a reality .

II. THE EMPLOYERS' ACTIVITIES PROGRAMME FOR 2012–2013 PROSPECTS, CHALLENGES AND ISSUES FOR DISCUSSION

1. YEAR 2012

The work programme for 2012 has to a great extent been already determined. The Employers' Group within the ITCILO (with a composition largely identical to the EMPLOYERS' Training Committee) gave its guidance and input during meetings in Turin in preparation for the ITCILO Governing Body meeting in November 2011.

The main features of the activities for 2012 are the following:

Type of activity

- *Implementation of three important projects:* training for young EO professionals of BusinessEurope-affiliated EOs (EU-funded); training in social security for Latin American EOs (funded by Spain); and training of company representatives in transnational company agreements and international labour standards (EU-funded). These projects will be implemented, but the budget for the Spanish-funded project has been seriously cut.
- *Stand-alone training in capacity building* for national EOs (Ethiopia, Mongolia, Pakistan, Peru ...) or at sub-regional/regional level (Central Africa, Southern Africa, South Asia, Arab States ...) mostly co-funded with DECP. The thematic accents in these trainings are adapted to needs and national circumstances: lobbying and advocacy for a better business environment; employers and minimum wages; development of services; development of social dialogue; HIV/AIDS; employers' organizations reaching out to women entrepreneurs.
- Development of new training material on minimum wages and on membership strategies. Both issues have been signalled by many EOs as very important and topical in their national context, and will constitute a future portfolio for training delivery which responds to real needs of the constituents.

Themes

- The themes are linked with the outcomes for the employers (outcome 9 – see training offer) and will to a maximum extent be linked with the topical needs of the EOs in their country or regional setting.

Innovation

- Continue investment in new training packages (see above: development of training material).
- Continue investment in improvement of learning methods.
- Participation in innovation fund internal ITCILO grant competition to obtain additional funding for new training material

Number of expected participants:

- The total number of participants is expected to drop to about 600–700. This reflects the substantial decline in available funding.

Available resources and targeted contribution to fixed costs (CFC):

- The budget for 2012 is about €1.4 million, of which about €250,000 is not allocated to projects.
- Human resources: the Programme has been allocated a 3rd Regular Budget post at P level. The recruitment process is in full implementation.
- The level of targeted CFC (i.e. contribution of the Programme to fixed costs of ITCILO) has been increased from €535,000 in 2011 to €600,000 in 2012.

2. YEAR 2013

It is obviously too early to determine the major lines and budget resources for 2013. However, the following challenges and issues for discussion are already clear.

A. Resources

It is very probable that the resources situation will pose additional challenges, for different reasons:

- **Further decline in total contributions**

A further decline is predictable, due to the ending of the Italian contribution for training (for 2012 some carry-over funds from past years are still available) and the slow entrance of other funds due to the austerity policies of many donors, and low income from new alternative resource mobilization efforts at ITCILO.

- **Specific elements: Most funds are now project-allocated**

The end of the Italian contribution for training also implies that most funding is now project-allocated, which severely limits the capacity of the Programme to freely allocate funds to specific activities which are highly ranked on the needs barometer amongst constituents (e.g. strategies to increase membership), and for which no project funds may be available.

The ETC may therefore wish to discuss how the resources base of the Employers' Activities Programme can be strengthened. Different approaches, which can be mutually reinforcing, may be considered:

- a strengthening of the global resource mobilization strategy of ITCILO, and an improvement in the specific criteria for allocation of funds to the Employers' Activities unit;
- a strengthening of collaboration with ACT/EMP Geneva, and the possibility and expediency of defining a more active role of the ITCILO Employers' Activities unit in the training of constituents in the field;
- a lowering of the non-operational expenditure of ACT/EMP Turin via its contribution to fixed costs in ITCILO.
- a more active role for ACT/EMP, both in GVA and Turin, in resource mobilization for employers' projects, and better integration of these efforts with the functioning of the resource mobilization departments in Turin and Geneva;
- examination of the usefulness, feasibility and expediency of instituting a system of paying courses for some segments of the constituents;

- suggesting to the constituents in donor countries that they open avenues for additional resource mobilization in favour of projects targeted to employers' organizations, and emphasizing their essential role in private sector development.

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

Whatever the solutions found to restore the resources base, the challenge will also be to achieve more with less – “more” meaning higher impact, more relevance to employers, and more efficiency and collaboration. This requires a clearer orientation, to allow the Employers' Activities Programme to focus and prioritize its activities on those institutions and themes which are crucial for the development of EOs.

The ETC may wish to give guidance on how to best achieve this, and to ensure that training activities yield more impact. 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 combinable with the project objectives if these fund the activities);
- examining how further integration and linkage between ACT/EMP activities in the field and the training activities of ACT/EMP Turin can be achieved, for instance through joint programming, or an integrated approach with the major role in training for ACT/EMP Turin, with the consultancy–follow-up function ensured by the employer specialists;
- examining how the number of ILO projects for employers can be increased, as well as the share of employers' capacity-building activities in thematic projects (e.g. youth employment), which at present may not always provide for sufficient or adapted attention to the employers' approach;
- examining the role and impact that the Employers' programmes in Geneva and Turin should have on the design and contents of tripartite training programmes, whether organized at ITCILO level or in the field via the ILO offices, in order to ensure that the contents take employers' concerns on board;
- suggesting to the constituents the advisability of a better selection of participants and greater follow-up to training actions.

C. Activities for companies

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

The ETC may wish to give further guidance in the usefulness and expediency of developing activities for this target group and in this field, and express itself on:

- the principal question: 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, in view of their national and international experience with companies;
- the conditions and requirements for such activities, and the collaboration schemes, both with the CSR unit in Turin and with the actions undertaken by ACT/EMP Geneva to become the entry point for companies within the ILO.

ANNEX

Annex 1

FULL LIST OF ACTIVITIES HELD IN 2011

TRAINING ACTIVITIES IN 2011

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

	Activity Code	Title	Venue	Dates	No. Part.	Lang
AFRICA	A154370	ProInvest Project progress review meeting - linked to Project E102882 - linked to P152824 (Nairobi, Kenya)	F	14/02/2011 15/02/2011	10	EN
	A154356	Developing and providing effective services for members (Huambo, Angola)	F	09/03/2011 10/03/2011	35	PT
	A154411	Workshop on project design - How to write a successful project proposal and principles of project cycle management - in preparation of call EuropeAid CRIS 131-072/L/ACT/MG (Antananarivo, Madagascar)	F	21/03/2011 25/03/2011	14	FR
	A154180	Short-term lobbying and advocacy for EOs - linked to E102882 - linked to P152824 (Kigali, Rwanda)	F	28/03/2011 31/03/2011	20	EN
	A152608	The effective employers' organizations in Mozambique (Maputo, Mozambique)	F	05/04/2011 06/04/2011	26	PT
	A154184	Increase your policy influence through an effective business agenda and better communication (Windhoek, Namibia)	F	18/04/2011 21/04/2011	15	EN
	A154530	Training of trainers to enhance EOs service development - East Africa and Ghana - linked to E102882 - linked to P152824 (Dar es Salaam, Tanzania)	F	30/05/2011 01/06/2011	19	EN
	A154188	Développer l'offre de services - une formation pour les membres de la Fédération des Organisations Patronales de l'Afrique de l'Ouest (Dakar, Senegal)	F	04/07/2011 08/07/2011	18	ENFR
	A154189	Persuasive communication for employers' organisations - East Africa and Ghana plus closing event - linked to E102882 - linked to P152824 (Tanzania)	F	12/09/2011 16/09/2011	33	EN
	A154602	Angola's provincial chambers organization and functioning - the link with lobbying and advocacy (Machale, Angola)	F	20/09/2011 22/09/2011	22	PT
A154187	The effective employers' organizations in Zambia (Lusaka)	F	09/11/2011 11/11/2011	8	EN	

	Activity Code	Title	Venue	Dates	No. Part.	Lang
AMERICAS	A254337	Fortalecer las organizaciones de empleadores en materia de seguridad y salud en el trabajo (América central) - Proyecto SST España - linked to P253086 (Ciudad de Panamá, Panamá)	F	09/03/2011 11/03/2011	23	ES
	A254255	Fortalecer las organizaciones de empleadores en materia de seguridad y salud en el trabajo (Cono Sur) - Proyecto SST España - linked to P253086 (Santiago, Chile)	F	16/03/2011 18/03/2011	15	ES
	A274193	Formación en materia de seguridad social para las organizaciones de empleadores en América Latina - Proyecto SST España - linked to P253086	D	28/03/2011 30/06/2011	54	ES
	A254194	Comunicación para organizaciones empresariales: estrategias y gestión de medios (Lima, Peru)	F	26/04/2011 29/04/2011	18	ES
	A254525	Mobilización de recursos y diseño de proyectos (La Paz, Bolivia)	F	03/05/2011 06/05/2011	22	ES
	A252635	Programa de desarrollo de capacidades y competencias para ejecutivos y dirigentes de organizaciones empresariales (Mini ILGO Ecuador) (Ecuador)	F	21/06/2011 24/06/2011	25	ES
	A254191	Fortalecimiento de los grupos especializados en la atención de los temas socio laborales: elaboración de propuestas de mejora, movilización de recursos y diseño de proyectos (San José, Costa Rica)	F	28/06/2011 01/07/2011	20	ES
	A254198	Fortalecer las organizaciones de empleadores en materia de SG y SST (Cono Sur y Países Andinos) - linked to P253086 (Montevideo, Uruguay)	F	11/07/2011 15/07/2011	28	ES
	A254192	Fortalecer las organizaciones de empleadores en materia de SG y SST (América central) - linked to P253086 (Mexico)	F	18/07/2011 22/07/2011	23	ES
	A254366	Programa de desarrollo de capacidades y competencias para ejecutivos y dirigentes de organizaciones empresariales (Mini ILGO Peru) (Arequipa, Peru)	F	24/08/2011 26/08/2011	22	ES
	A254196	Una organización de empleadores eficaz - taller regional para representantes de organizaciones latinoamericanas de empresas de trabajo temporario y actividades afines (Buenos Aires, Argentina)	F	14/09/2011 16/09/2011	22	ES
	A204202	Fortalecer las organizaciones de empleadores en materia de seguridad social - Taller final Proyecto SS y SST America Latina - linked to P253086	C	16/11/2011 22/11/2011	48	ES
	A254364	Servicios para los miembros (Tegucigalpa, Honduras)	F	09/12/2011 10/12/2011	17	ES

	Activity Code	Title	Venue	Dates	No. Part.	Lang
ASIA AND PACIFIC	A304176	Capacity-building workshop for the Afghanistan Chamber of Commerce and industries	C	25/01/2011 27/01/2011	11	EN
	A354206	Social dialogue and negotiation skills - GJP project - linked to P903107 (Bandung, Indonesia)	F	16/02/2011 18/02/2011	21	EN
	A354204	Lobbying and advocacy by EOs (Habarana, Sri Lanka)	F	25/02/2011 26/02/2011	23	EN
	A304357	The effective employers' organizations - capacity building for the EFP (Pakistan)	C	16/05/2011 20/05/2011	13	EN
	A354402	Industrial relations, HR and labour law services (Bangkok, Thailand)	F	05/07/2011 07/07/2011	11	EN
	A352819	The effective employers' organizations for Board and secretariat - Part II (Indonesia)	F	12/07/2011 14/07/2011	23	EN
	A354403	Enhancing employers' organizations policy influence - persuasive communication and membership management (Bangkok, Thailand)	F	19/09/2011 21/09/2011	14	EN
	A354404	The effective employers' organizations in East Timor (Dili, East Timor)	F	28/09/2011 29/09/2011	35	EN
	A354407	Employers' organizations boosting national competitiveness (Colombo, Sri Lanka)	F	04/10/2011 05/10/2011	14	EN
	A354207	The effective employers' organizations for Indonesian provinces (Jakarta, Indonesia)	F	22/11/2011 23/11/2011	23	EN

EUROPE	A404359	Enhancing employers' organizations policy influence - lobbying and advocacy: practices and tools - CABEO: retail and commerce sector project - linked to P403119	C	14/03/2011 17/03/2011	13	EN
	A454528	Impact evaluation meeting - Strengthening the capacity of employer organizations of the agency work industry for participation in sectoral policy development and social dialogue - linked to P402592 (Brussels, Belgium)	F	08/06/2011 08/06/2011	19	EN
	A454361	Maximizing the benefits of social dialogue - CABEO: retail and commerce sector project - linked to P403119 (Prague, Czech Republic)	F	27/06/2011 30/06/2011	17	EN
	A404363	Managing sustainable services for members - CABEO: retail and commerce sector project - linked to P403119	C	10/10/2011 12/10/2011	12	EN
	A454617	Building the capacity of actors represented at company level to engage in and implement transnational company agreements (TCAs) - linked to P404614 (London, UK)	F	17/10/2011 17/10/2011	10	EN
	A454365	Closing bipartite workshop: Exchanging knowledge, sharing experience, putting ideas into actions - CABEO: retail and commerce sector project - linked to P403119 (Brussels, Belgium)	F	05/12/2011 07/12/2011	17	EN
	A404660	Enhancing the communication expertise of employers' organizations	C	15/12/2011 16/12/2011	10	EN

	Activity Code	Title	Venue	Dates	No. Part.	Lang
ARAB STATES	A554210	Development of SME activities within the EO - GJP Project - linked to P903107 (Amman, Jordan)	F	10/05/2011 11/05/2011	23	EN AR
INTER-REGIONAL	A902639	Employers' organizations and effective HIV/AIDS workplace management - building a worldwide network of EO specialists	C	28/03/2011 01/04/2011	17	EN
	A904211	Interregional seminar on GJP - linked to P903107	C	28/09/2011 30/09/2011	12	EN
	A904367	Employers' organizations reaching out to women entrepreneurs	C	23/11/2011 25/11/2011	20	EN
ADVISORY SERVICES	E154182	Lobbying and advocacy by EOs (Harare, Zimbabwe)	F	16/03/2011 17/03/2011		EN
	E154183	Communication for lobbying - linked to E102882 - linked to P152824 (Nairobi, Kenya)	F	09/05/2011 13/05/2011		EN
	E154601	Communication for lobbying - linked to E102882 - linked to P152824 (Accra, Ghana)	F	07/07/2011 08/07/2011		EN
	E354401	Consultancy mission for the delivery of a project proposal related to the ACTIVE programme EU (EuropeAid/130989/L/ACT/ID) in favour of APINDO (Jakarta, Indonesia)	F	08/03/2011 10/03/2011		EN
	E904723	Assessing the needs and technical complexity for delivery of the ACTEMP's Global Product on Information and Communications Technology (ICT) tools for enhanced representativeness through EO membership expansion and retention	C	01/11/2011 22/12/2011		EN
TRAINING MATERIAL DEVELOPMENT	C904406	Employers' organizations and wages determination	C	15/08/2011 30/12/2011		EN
	C904516	Employers' organizations reaching out to women entrepreneurs (development of training material)	C	03/10/2011 30/11/2011		EN
	C904666	Tackling youth employment challenges	C	24/10/2011 31/12/2011		ENF RES
	C904714	ACTEMP - Benefits of social dialogue	C	29/11/2011 06/12/2011		EN