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# Impact evaluation of ACTEMP's training activities 2023 - 2025 Report

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**IMPACT  
SUMMARY**

A concise yet detailed report  
covering training activities &  
advisory services impact.

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International Training Center of the International Labour  
Organization (ITCILO)

**Employers' Activities Programme (ACTEMP)**

# **Impact evaluation of ACTEMP's training activities 2023 – 2025**

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Employer's Activities Programme (ACTEMP)**

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## ► Executive summary

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The Employers' Activities Programme (ACTEMP) of the International Training Centre of the International Labour Organization (ITCILO) provides training and advisory services to strengthen Employers' and Business Membership Organisations (EBMOs) worldwide. As part of its commitment to quality and accountability, ACTEMP Turin conducts a biennial independent Impact Evaluation to assess the relevance, effectiveness, and organisational impact of its interventions. The 2023–2025 Impact Evaluation covers a purposive sample of 21 training and advisory activities delivered between 2023 and mid-2025, representing 12% of all ACTEMP Turin activities during the period and involving 21.5% of all participants reached. This evaluation cycle is the first to include a dedicated module on advisory services, reflecting their growing role within ACTEMP's capacity-building offer.

The methodology combined an online survey with 25 questions and a series of 23 semi-structured interviews with participants, conducted between July and September 2025 in English, Spanish, and French. Out of approximately 1,000 invitations, 217 valid responses were received, corresponding to a net response rate of 21.7%. The evaluation followed the Kirkpatrick Model of Evaluation, which assesses outcomes at four levels: reaction, learning, behavioural change, and organisational results. This design ensures comparability with previous cycles and allows both longitudinal and thematic analysis of progress over time.

Respondents represent ACTEMP's global constituency and provide a balanced picture across regions and genders. Latin America and the Caribbean accounted for 34% of responses, followed by Africa and Asia and the Pacific (24% each), Europe and Central Asia (9%), and the Arab States (8%). Women represented exactly half of the respondents, confirming the Programme's continued success in achieving gender parity. The vast majority of respondents (81%) work in EBMOs, primarily at the national level, with a growing share from sectoral and subnational bodies, signalling wider outreach to diverse institutional actors.

At the participant level, results confirm consistently high satisfaction and perceived value. Sixty-five per cent of participants reported being very satisfied and 22% somewhat satisfied with the quality and delivery of the training, yielding an average satisfaction score of 4.30 on a five-point scale, slightly higher than in the previous cycle. Similarly, nine out of ten respondents considered their participation a good investment of time, while 81% found the training highly relevant to their professional roles, an improvement of six percentage points compared with the 2022 evaluation. Participants emphasised the practicality of ACTEMP courses, their participatory learning methods, and the quality of facilitation. Trainers were repeatedly praised for linking global frameworks to local EBMO realities and for creating an interactive learning environment that bridges theory and practice.

The evaluation confirms that learning is not only retained but also applied in the workplace. Nearly three-quarters of respondents reported changing how they work or introducing new practices because of the training. Improvements were most visible in advocacy, communication with members, and strategic planning, with participants citing more structured, evidence-based and data-driven approaches to their work. The continued use of learning materials and networks further demonstrates the durability of ACTEMP's impact: 93% of respondents continue to use training materials, and 76% maintain contact with trainers and peers to exchange resources and troubleshoot challenges. Participants described this ongoing

interaction as one of the most valuable outcomes of ACTEMP training, creating lasting professional communities that sustain learning beyond the classroom.

At the organisational level, the evaluation finds that ACTEMP's training activities continue to translate into tangible institutional change. Eighty-five per cent of participants shared knowledge, tools, or materials with others in their organisations, most often with colleagues, member companies, or supervisors. Forty-nine per cent reported that their organisation launched new initiatives, services, or operational reforms directly linked to the training, with a high perceived likelihood of continuation or expansion, rated 4.54 on a five-point scale. The initiatives described range from governance and financial reforms to the introduction of ESG, sustainability, and digitalisation programmes. The survey and interviews reveal that EBMOs are increasingly embedding training concepts into their management systems rather than creating stand-alone projects, signalling deeper institutionalisation of learning.

Barriers to implementation remain primarily structural. Limited financial resources, staff capacity, and competing priorities continue to slow the translation of knowledge into action, while a minority cited contextual instability or leadership changes as additional constraints. Nonetheless, one in five organisations reported no barriers at all, indicating that, when internal readiness and leadership alignment are present, ACTEMP learning produces swift and measurable results.

For the first time, the evaluation also analysed the effects of ACTEMP's advisory services, which provide tailored institutional support to EBMOs on governance, membership development, strategic planning, and digital delivery. Thirty-nine per cent of surveyed organisations reported having received advisory support during the reference period. The results show high levels of satisfaction, with an average score of 4.33 out of five, and strong alignment with organisational needs, rated 3.97. The areas of greatest impact include membership development, internal processes, service delivery, and advocacy, where improvements can be implemented directly within existing organisational structures. Lower yet still positive ratings in digital training and governance reflect the longer timeframes and higher technical demands these areas require.

However, the findings also show that many advisory engagements were still underway at the time of the survey, with 62% of respondents indicating it was too early to observe full results. To capture advisory outcomes more accurately, it is recommended that ACTEMP introduce a brief post-delivery assessment immediately after each advisory mission, followed by a short follow-up survey six to twelve months later. This would allow for more precise measurement of satisfaction, early results, and implementation progress.

Operational insights from the current eCampus server transfer exercise further highlight the need to assess institutional readiness for digital transformation. Of 33 active eCampus instances, only 12 organisations confirmed continued use, while the remainder did not respond or requested discontinuation. This suggests that, although digital training is the most requested advisory service, the corresponding internal investment is not always in place. Future advisory support should therefore include readiness checks of staff skills, instructional capacity, and financial sustainability before launching or renewing eCampus platforms.

Complementing the survey and advisory findings, field specialists interviewed for the accompanying Training Needs Assessment confirmed that the most impactful ACTEMP activities continue to be those that strengthen the institutional foundations of EBMOs, particularly the Master Training in Management of EBMOs, financial sustainability, and membership development courses. Specialists also emphasised the growing relevance of digitalisation, ESG, and governance-related support, which have enabled EBMOs to modernise their operations and enhance their credibility in policy dialogue.

Overall, the 2023–2025 Impact Evaluation confirms that ACTEMP Turin's training and advisory services remain highly effective, relevant, and valued by their target audience. The Programme continues to deliver high satisfaction and tangible learning results that translate into organisational improvements across regions. Persistent constraints are primarily external or structural, rather than content-related, indicating that ACTEMP's core offer remains robust and well aligned with EBMOs' evolving needs. The findings highlight the importance of sustained follow-up, blended learning approaches, and continued investment in digital readiness to consolidate progress and deepen impact in future cycles.

# ► Introduction and context

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## Introduction

The Employers' Activities Programme of the International Training Centre of the International Labour Organisation (ITCILO) is a dedicated unit that provides training and capacity building activities to Employers' and Business Membership Organisations (EBMOs). To ensure quality, accountability and continued relevance, ACTEMP undertakes an independent impact evaluation every two years.

This evaluation covers a purposive selection of 21 activities, including training and advisory services, delivered from 2023 through the first half of 2025.

The objectives are to:

1. Assess, with evidence, the relevance, validity of design, effectiveness and efficiency of ACTEMP training at both participant and organisational levels.
2. Determine the time required and the process followed by participants to apply the knowledge acquired and to generate results within their organisations.
3. Evaluate the relevance and effectiveness of advisory services at the organisational level.
4. Draw lessons from participant feedback and identify recommendations to improve the quality of training activities.
5. Define follow-up actions that support the application of learning in organisations and enhance the overall impact of ACTEMP Turin's work.

# Methodology

## Data sources

For this report, information was gathered using two methods. The first was a survey with 25 multiple-choice and open-ended questions, targeting former participants of courses delivered during the 2023–2025 cycle (Annex 1). The second consisted of semi-structured interviews (a full list of guiding questions is provided in Annex 2) with 23 participants who had also completed the survey (Annex 3). To ensure broad accessibility, both the survey and interviews were conducted in English, Spanish and French. The methodology remains consistent with previous ACTEMP impact evaluations, allowing for meaningful historical comparisons.

For the survey, 21 activities were selected across four areas of ACTEMP's work: (1) Internal management of EBMOs, (2) Digitalisation, (3) Policy influence, advocacy and social dialogue, and (4) Responsible Business Conduct, sustainability and gender equality (see Table 1). The selection was carried out jointly by the external evaluator and ACTEMP Turin staff to ensure that the activities reviewed were representative of the Centre's mandate to strengthen and develop EBMOs.

► **Table 1. Training activities selected for evaluation**

AREAS OF WORK	TRAINING ACTIVITIES	LANGUAGE / MODALITY	DATE
<b>Internal management of EBMOs (governance, membership, services, financial sustainability)</b>	Agregando valor con Estrategias de Membresía Efectivas y Servicios Relevantes	Spanish / Online	07/08/23 – 15/09/23
	Master Training en gestion des organisations d'employeurs	French / Blended (online and face-to-face in Turin)	18/09/23 – 16/11/23
	Global Young Professionals' Academy	English / Face to face (Istanbul)	02/10/23 – 20/10/23
	Good Governance in Employers and Business Membership Organisations	English / Online	15/04/24 – 05/05/24
	Strategic Approach to Service Development for Ukraine	English / Blended (online and face-to-face in Turin)	10/06/24 – 27/06/24
	Membership Development Strategies	English / Online	15/07/24 – 26/09/24
	Master Training in Management of Employers' & Business Member Organisations (EBMOs)	English / Online	12/08/24 – 31/10/24
	Estrategias innovadoras para el desarrollo de membresías	Spanish / Online	11/11/24 – 13/12/24
	Innovative Strategies for Membership Development	English / Online	17/02/25 – 21/03/25
	Fortaleciendo la sostenibilidad financiera de las organizaciones empresariales	Spanish / Online	24/02/25 – 04/04/25
<b>Digitalization</b>	Fostering Resilience and Embracing Digitalization – II Edition	English / Online	27/05/24 – 21/06/24

	EDesign Training of Trainers for Asian EBMOs	English / Online	24/02/25 – 11/04/25
	Foro Regional en Inteligencia Artificial	Spanish / Face to face (Buenos Aires)	09/04/25 – 11/04/25
<b>Policy influence, advocacy and social dialogue</b>	Política Salarial en América Latina	Spanish / Online	24/04/23 – 12/05/23
	Strategic Lobbying & Communication for Advocacy, including Social Media	English / Face to face (Bangkok)	04/09/23 – 06/10/23
	Training to Support FUE in National Minimum Wage Negotiations	English / Online	02/09/24 – 04/09/24
<b>Responsible Business Conduct, sustainability, and gender equality</b>	Malkia – Empowering Arab Women Managers for Long-Term Impact	English and Arabic / Online	20/05/24 – 21/06/24
	Training of Trainers on Responsible Business Conduct and Occupational Safety and Health	English / Face to face (Nairobi)	16/09/24 – 22/11/24
	ESG Leadership Essentials: Empowering EBMOs	English / Online	04/11/24 – 22/11/24
	ECOP 2024 ESG Learning Series	English / Face to face (Manila)	19/11/24 – 22/11/24
	Malkia – Women Managers Rise Up: Skilling for Success	English / Online	04/11/24 – 06/12/24

The 21 activities selected for this evaluation represent 12% of the 174 trainings delivered by ACTEMP in 2023–mid-2025, and 21.5% of all participants in that period (622 of 2,890). Within the sample, 361 (58%) were targeted through region-specific courses and 261 (42%) through interregional courses with multi-regional participation. Combining region-specific targeting with interregional participation yields an estimated regional distribution of targeted participants of ~33% LAC, ~31% Asia & the Pacific, ~27% Africa, ~8% Europe & Central Asia, and ~2% Arab States (approximate shares). The selected activities, therefore, reflect ACTEMP Turin's geographic and demographic reach (see Section Findings: Survey demographics).

To build the contact list, we reached an estimated 1,000 former participants across the 21 activities and the broader ACTEMP portfolio (2023–mid-2025). To contextualise the sampling frame, respondents also indicated additional ACTEMP Turin trainings they had attended (see list below):

- *Malkia – Empoderando a las mujeres directivas, revolucionando las organizaciones y las empresas en América Latina*
- *Malkia – Catalysing globally-minded African Women Managers for Long-Term Impact*
- *Cabildeo Estratégico y Comunicación Efectiva* (Lima)
- *Strengthening Financial Sustainability of Business Organisations*
- *Instituto Latinoamericano para la Gerencia de Organizaciones Empresariales (ILGO)* – 2024 edition
- *EBMOs Financial Sustainability Global Training*
- *Buena Gobernanza en Organizaciones Empresariales*
- *Promoción del diálogo social en América Latina y el Caribe: aprendizaje entre pares para una transición justa*
- *Training of Trainers in Essentials of Occupational Safety and Health* (Kazakhstan, Almaty)
- *Criterios ESG: Estrategias para Empresas Sostenibles en Honduras*
- *ESG Leadership in Nigeria* (Lagos)

- *EBMOs Financial Sustainability Global Training*
- *Training of Trainers in Essentials of Occupational Safety and Health* (Uzbekistan, Tashkent)

In total, 300 responses were received, of which 217 met the ≥60% completion threshold and were treated as valid completes. This yields a net response rate of 21.7%, the gross response rate (all responses) was 30%. The survey was administered through Qualtrics in English, Spanish and French between 14 July and 5 September 2025.

## Evaluation model and survey design

The impact evaluation design and analysis followed the Kirkpatrick Model of Evaluation, which assesses results at four levels: participant reaction, learning, behaviour (transfer), and organisational results (see Table 2). (Kirkpatrick Partners, 2025)

► **Table 2. Kirkpatrick model matched to survey elements**

Kirkpatrick level	Description	Elements in the survey
<b>Level 1: Reaction</b>	The degree to which participants found the training relevant and of good quality.	Q13 (overall satisfaction), Q14 (training as a good investment of time and effort), Q11 (relevance to role), Q8 (reasons for participation).
<b>Level 2: Learning</b>	The degree to which participants acquired intended knowledge and skills.	Q9 (improvement in technical skills, partnerships/networking, use of digital tools, contribution to internal change).
<b>Level 3: Behaviour / Transfer</b>	The degree to which participants applied what they learned.	Q10 (use of materials and contacts), Q12 (changes implemented at work/organisation), Q15 (knowledge sharing with supervisors, colleagues, members).
<b>Level 4: Results / Organisational impact</b>	The extent to which organisational outcomes occurred.	Q16 (new initiatives/services), Q17 (continuation or expansion), Q24 (impact areas: governance, membership, internal processes, service delivery, policy engagement, digital training).

The survey comprised 25 questions and was organised into four parts:

1. respondents' and organisational profile (e.g. role, organisation type, region);
2. individual-level results of training;
3. organisational-level results; and
4. advisory services received and their effects.

To complement the survey, 23 semi-structured interviews were conducted with respondents who had completed the questionnaire. Interviewees were identified from those reporting application of learning or organisational initiatives (Q12, Q16) and, where applicable, implementation of advisory recommendations

(Q23). Interviews lasted 20–45 minutes, were held online in English, Spanish and French, and took place 3–12 September 2025. They represent 10% of valid survey respondents and aimed for diversity by gender and region.

# ► Findings

The survey and interview findings are organised into four sections. First, an overview of the survey demographics, namely the characteristics of respondents. Second, an evaluation of the impact the training had on the individual level, including evidence of reaction, learning, and behavioural/job-performance change attributable to training. Third, the organisational impact, so the effects on the respondent's organisation in terms of new initiatives introduced after the training. Fourth, a section on the impact advisory services have had on the respondents' organisations, including how these services complemented training and contributed to outcomes.

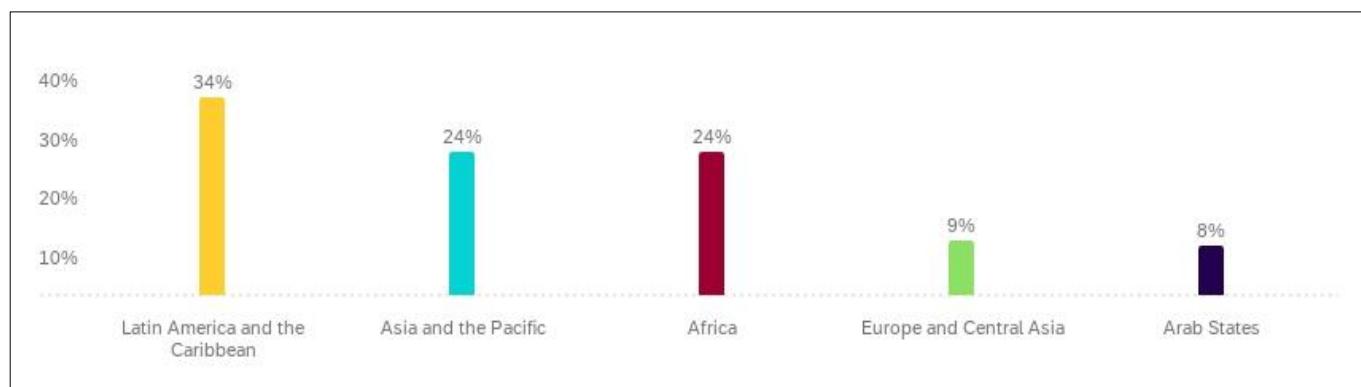
Each section draws primarily on the survey, complemented by interview evidence and, where relevant, previous impact evaluations.

## Survey demographics

### Respondents' geographic area

The survey recorded 217 valid responses: 73 from Latin America and the Caribbean (34%), 53 from Asia and the Pacific (24%), 53 from Africa (24%), 20 from Europe and Central Asia (9%), and 18 from the Arab States (8%) (see Figure 1).

► **Figure 1. Respondents by region**

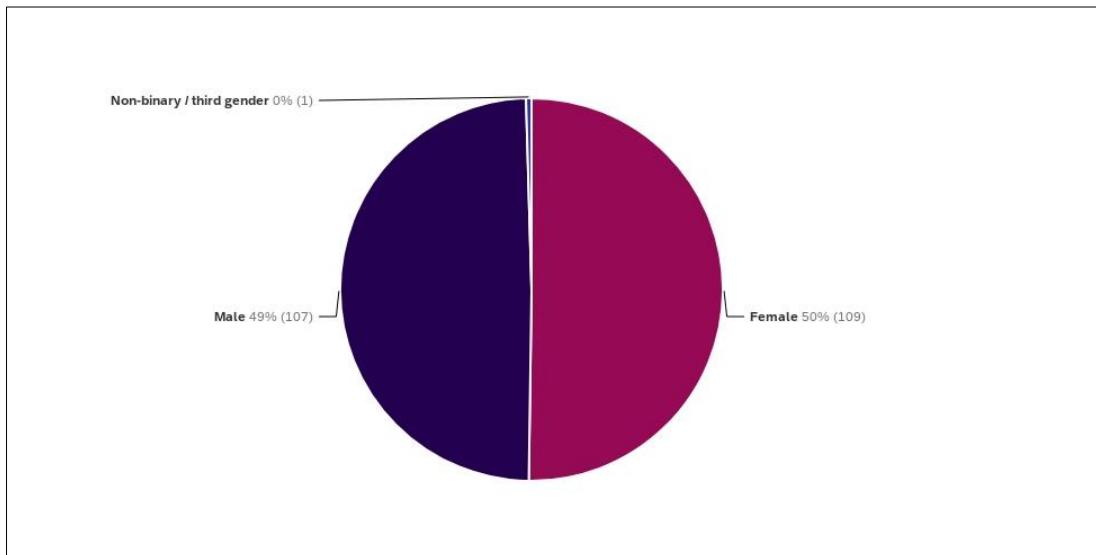


This pattern largely reflects how the 21 selected activities were delivered. The leading share from Latin America and the Caribbean follows from five region-specific, Spanish-language courses in the sample and additional participation by Caribbean EBMOs in interregional offers. Asia and the Pacific and Africa also feature strongly because nearly half of the selected activities are interregional, which typically attract sizeable cohorts from English-speaking constituencies in both regions. By contrast, Europe and Central Asia and the Arab States had fewer region-specific courses (two and one, respectively); their slightly higher survey shares relative to targeting are a common result of multi-country interregional cohorts. Overall, the respondent distribution aligns well with the targeted participant mix, echoing the 2022 Impact Evaluation: Latin America and the Caribbean remain a central focus, while interregional courses continue to draw substantial participation from Africa and Asia, reinforcing the validity of the sample as a credible cross-section of ACTEMP Turin's audience.

## Gender of respondents

A total of 217 individuals completed the survey. By gender, the responses are almost evenly split: 109 women (50.2%), 107 men (49.3%), and 1 non-binary respondent (0.5%) (see Figure 2).

► **Figure 2. Gender of respondents**

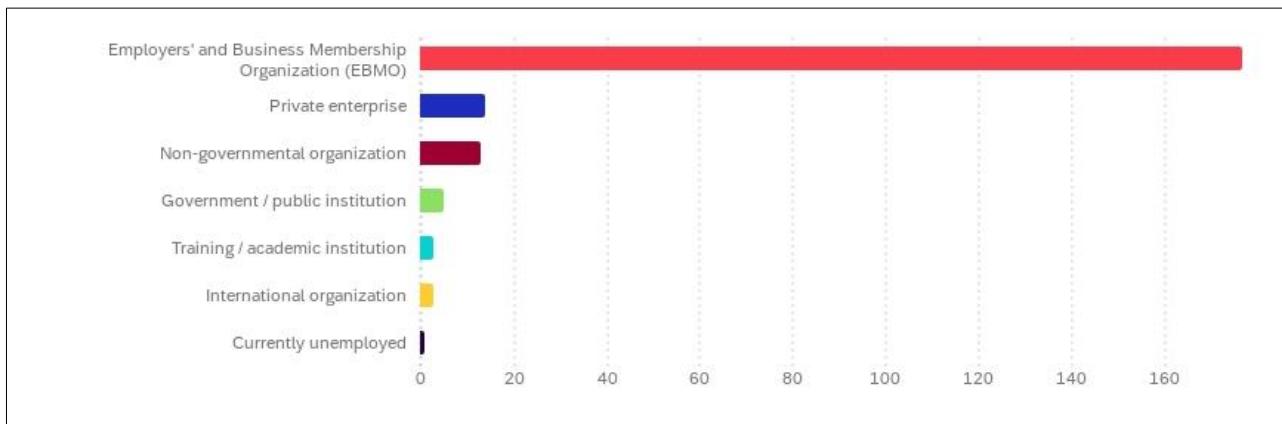


Compared with the previous impact evaluation cycle, where women accounted for 53% of responses, this distribution confirms ACTEMP's continued ability to reach female professionals while also achieving near gender parity. The strong engagement of women respondents is consistent with ACTEMP's emphasis on inclusion and programmes such as *Malkia*, which explicitly target women managers.

## Respondents' place of work

As expected for ACTEMP, the respondent base is dominated by EBMOs. Following a consistency check and the reclassification of frequent mislabelling (e.g., EBMO staff selecting "private enterprise," "NGO," or "public institution"), EBMOs account for 177 of 217 responses, 81% of total respondents (see Figure 3), the same level reported in the 2022 Impact Evaluation. Without this correction, the EBMO share would have been 164 of 217 (75%).

► **Figure 3. Respondents' place of work**



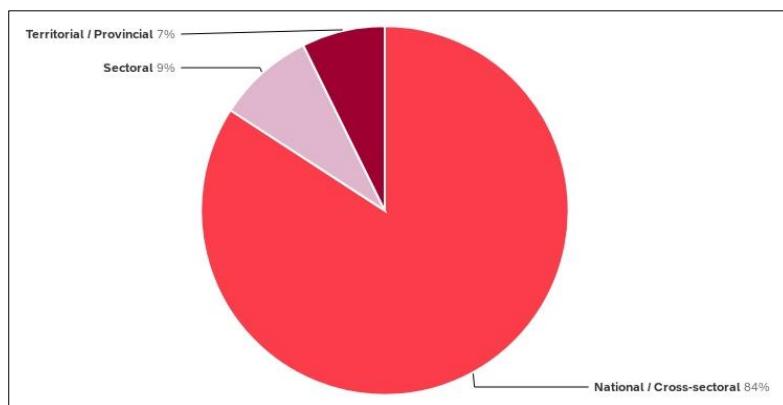
The remaining affiliations are private enterprises (6.5%), NGOs (6.0%), public institutions (2.3%), training institutions (1.4%), international organisations (1.4%), and unemployed (0.5%). This cleaned profile

confirms that the survey sample is predominantly EBMO-based while still capturing engagement from other actors that work with or alongside EBMOs.

## EBMO levels of operation

Among the 177 EBMO respondents, most (138; 84%) identify as national cross-sectoral (apex/umbrella) organisations, followed by 14 sectoral organisations (9%) and 12 territorial/provincial organisations (7%) (see Figure 4).

► **Figure 4. EBMOs' level of operations**



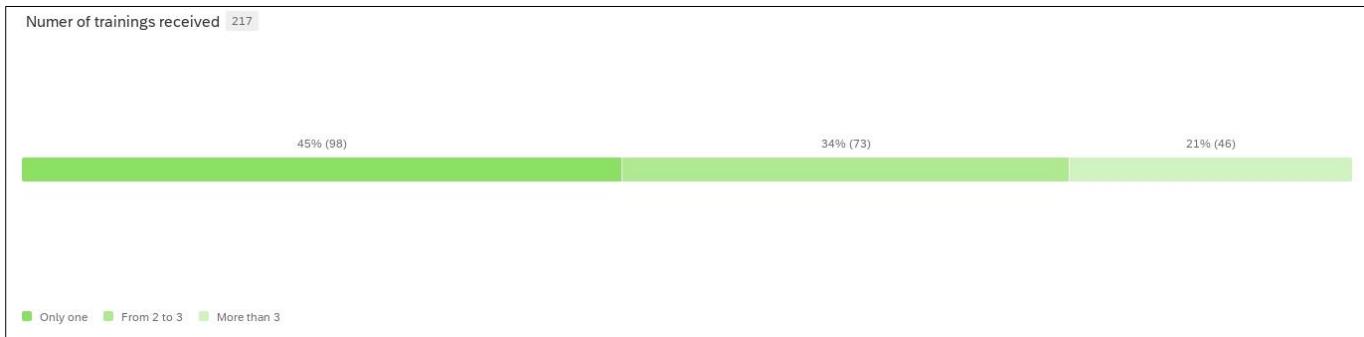
This distribution is consistent with ACTEMP's mandate and established practice of prioritising national-level ILO constituents for training offers, while also indicating a steady presence of sectoral and sub-national EBMOs. In that sense, the profile both reflects the core constituency and signals progress on earlier evaluation recommendations to broaden access beyond apex bodies.

Interpretation of these figures requires two clarifications. First, "national" is self-reported: it can include national trade/industry associations that are not the formal ILO employer constituent in their country. Second, some territorial/provincial respondents are local branches of national EBMOs; depending on internal governance, they may have distinct training needs and autonomy. As a result, the shares below reflect perceived scope of operation rather than formal constituent status, and they likely contain a mix of ILO constituents and non-constituent EBMO actors.

Overall, the survey's demographic profile demonstrates that the evaluation sample is well aligned with ACTEMP's training constituency: balanced in terms of gender, globally representative, and dominated by EBMOs at national level, yet inclusive of other relevant actors in the broader ecosystem.

## Respondent's participation by training activity

► **Figure 5. Number of trainings received**



As mentioned, 21 are the training activities included in this evaluation, with a total of 217 respondents. Of these, 45% reported having attended only one ACTEMP training, 34% indicated participation in two to three, and 21% reported more than three trainings (Figure 5). However, interpretation of these figures should be nuanced. Indeed, during the interview process, many respondents mentioned additional ACTEMP Turin trainings they had attended outside the 2023–mid-2025 reference period. Selecting the correct activity being evaluated and one from a previous cycle was also common. Thus, we can deduce that respondents often refer to their cumulative learning experience with ACTEMP Turin rather than only to courses included in the evaluation sample. Therefore, the strong representation of repeat learners suggests a trusted and value-adding learning offer that encourages progression and retention across the training cycle. Still, this pattern can also limit outreach to new beneficiaries, which should be pursued.

# Training impact on individual participants

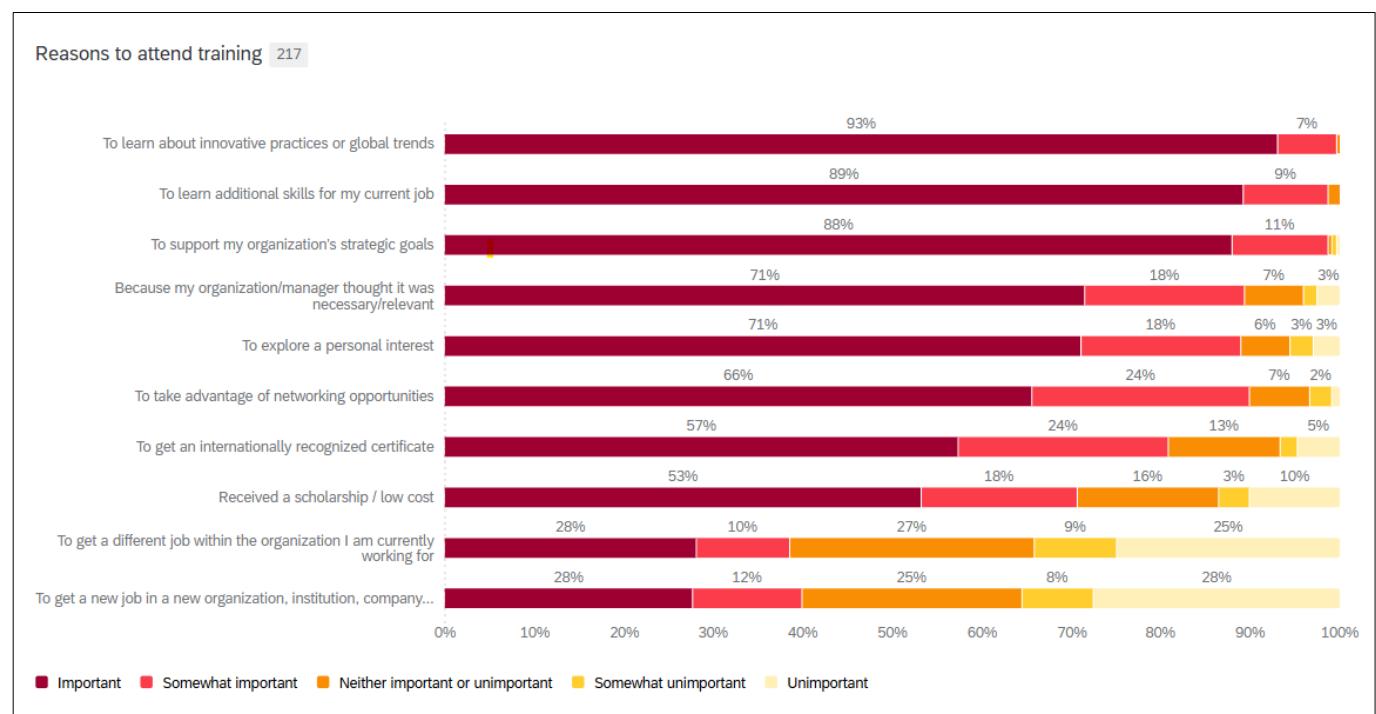
## Reaction

In line with the Kirkpatrick Model, the first level of evaluation examines participants' reaction to the training, namely, the degree to which they found it engaging, relevant, and worthwhile. For ACTEMP Turin, this dimension provides early insight into how effectively its training portfolio resonates with the professional realities and expectations of EBMOs.

## Reasons for participating in training

The 2025 participant survey reveals a clear evolution in motivations compared to previous evaluation cycles. Learning remains the primary driver, but the focus has shifted from acquiring specific job-related skills to gaining exposure to innovation, global good practices, and strategic insights.

► **Figure 6. Reasons to attend the training**



The most frequently cited reason for joining ACTEMP training was "to learn about innovative practices or global trends" (93%), followed by "to learn additional skills for my current job" (89%) and "to support my organisation's strategic goals" (88%) (see Figure 6). Compared with the 2022 Impact Evaluation (IE), where the top reason was "to learn additional skills for my current job," this hierarchy suggests a gradual reorientation of learning demand: participants increasingly look to ACTEMP Turin not only for skill-building but also as a gateway to innovation and international benchmarking that can inform organisational transformation agendas.

A second tier of motivations highlights the dual personal–organisational appeal of ACTEMP training. Seventy-one percent of respondents joined because their organisation or manager considered the course relevant, and an equal 71% cited personal interest. This balance between institutional endorsement and individual initiative indicates that participation is both supported by employers and self-driven.

Networking opportunities continue to play a meaningful role. In line with the 2022 IE—where 58% rated networking as important—66% identified it as an important motivation in 2025. The persistence of this factor across evaluation cycles underscores the community value of ACTEMP’s training model: participants view the learning space as a venue to connect with peers, exchange experiences, and identify collaborative solutions across regions. Financial accessibility remains relevant but secondary. Just over half of respondents (53%) noted that a scholarship or low-cost access influenced their participation, underscoring the importance of affordability—particularly for smaller or sub-national organisations.

By contrast, motivations linked to career mobility remain marginal. Only 28% rated “to get a new job” or “to get a different job within my current organisation” as important in 2025. This mirrors the 2022 Impact Evaluation, where career-related reasons also ranked lowest (17% and 15%, respectively). The consistency

### **Other reasons to participate**

The survey also gives the choice to write additional reasons. The 49 open comments provided under “Other reasons to participate” add valuable nuance to the quantitative findings. Participants’ own words reveal a diverse range of motivations, yet a common thread of practical application, institutional strengthening, and professional growth. In short, participants stressed five complementary areas:

- **Organisational improvement.** Many framed participation as a way to strengthen their institution’s performance—to *properly manage finances and generate more revenues for sustainability*, or to *learn more about financial sustainability strategies*. These remarks underscore the link between individual learning and institutional results.
- **Global good practices.** Several respondents joined *to benefit from global experiences and work mechanisms in similar institutions* or simply *to learn about best practices*. This confirms a strong demand for benchmarking and the translation of international lessons into local EBMO contexts.
- **Peer exchange.** Participants frequently highlighted the value of community—to *grow my network and interact with other participants* and *to share my organisation’s experiences*. The training space is perceived as a forum for mutual support and cross-country learning.
- **Personal development.** A smaller cluster pointed to *career growth* and *to do my job better*. These comments signal that, alongside institutional aims, learners also seek reflection, confidence-building, and renewed motivation.
- **Policy application.** A few noted direct use in reform processes—e.g., *to apply it in labour law reform activities*. This suggests participants view the training as a resource for engagement in policy dialogue, not only internal management.

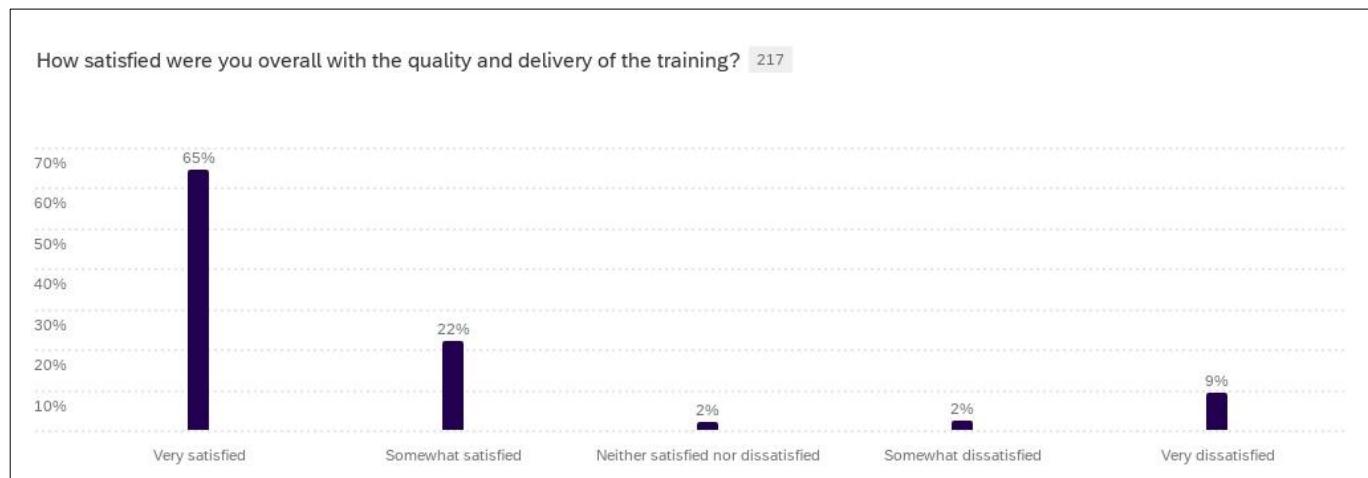
Together, these qualitative insights portray ACTEMP training as a practical, institution-focused investment that also enables peer learning, personal growth, and policy-relevant application—complementing the primary reasons reported in the survey.

across cycles suggests that ACTEMP Turin’s participant base is primarily mission-oriented rather than career-driven.

## Training satisfaction

Overall, respondents continued to express a very high level of satisfaction with ACTEMP training activities, confirming the programme's sustained positive performance.

► **Figure 7. Participants' satisfaction**

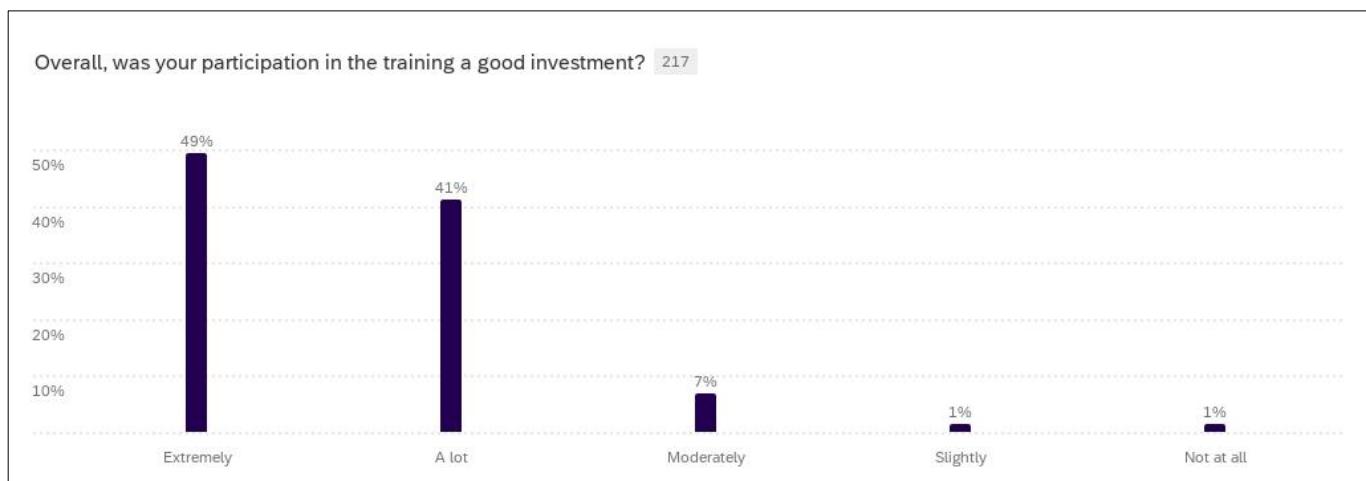


The survey shows that 65% of participants were "very satisfied" and 22% "somewhat satisfied" with the quality and delivery of the training, resulting in an average satisfaction score of 4.30 on a 5-point scale<sup>1</sup> (see Figure 7). This represents a stable and slightly improved outcome compared to the previous evaluation, where the weighted average stood at 4.17.

Interview evidence reinforces this strong result. Across regions, participants described ACTEMP's courses as highly practical, engaging, and professionally transformative. What they valued most was the immediacy of application, the sense that concepts, templates, and tools could be used right away in their organisations. Many highlighted that training activities bridged the gap between theory and action, enabling them to *"translate learning into practice the next week."* Another recurring driver of satisfaction was the interactive and participatory learning approach. Participants appreciated that courses blended expert input with case discussions and peer exchange, creating what several called *"a real learning community."* A participant from Chad explained that the discussions *"brought out different realities of employer organisations, so everyone could learn from each other,"* while others praised role plays, simulations, and group assignments that fostered teamwork and practical problem-solving. Trainer quality and facilitation style were also widely commended. Participants consistently described facilitators as *"approachable,"* *"dynamic,"* and *"well-prepared,"* able to connect global concepts to local EBMO realities. For instance, a Tanzanian participant explained that the training helped them see HR not just as administration but as a strategic service to members. Similarly, participants in *ESG Leadership Essentials* and *Just Transition* courses underlined that trainers made complex frameworks tangible through concrete examples and guided exercises. Together, these reflections show that ACTEMP's learning design—combining practice, interaction, and high-quality facilitation—continues to generate very high levels of satisfaction.

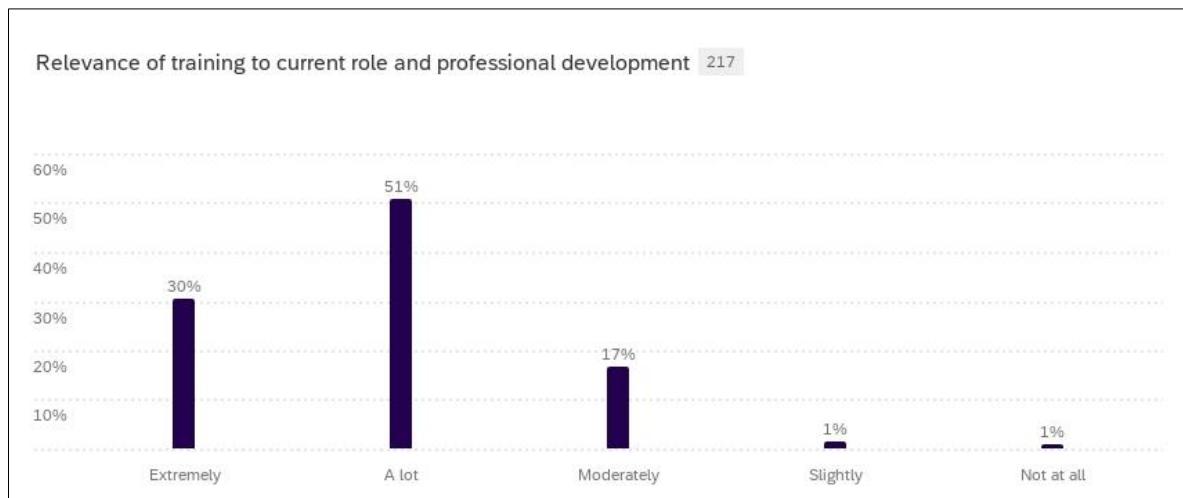
<sup>1</sup> A weighted average is a calculation that takes into account the varying importance or weights of different values when determining the overall average. As the question uses a 5-point Likert scale, the categories are valued as "Not at all = 1," "Slightly = 2," "Moderately = 3," "A lot = 4," and "Extremely = 5." A weighted average of 3.5 will mean the sentiment is between "moderately to a lot."

► **Figure 8. The extent to which the training was a good investment**



Similarly, 90% of respondents considered their participation in the training to be a good investment of their time, with 49% rating it "extremely" and 41% "a lot" (see Figure 8). Interviews indicate that this perception of value stems largely from the practical utility of the courses and the efficiency of delivery formats. Many participants underlined that ACTEMP's training provides "*tools, not just knowledge.*" The immediate transferability of learning, such as new financial strategies, member-engagement frameworks, or policy templates, made the experience worthwhile. A participant from Uganda explained that "*I could apply what I learned the very next week during our financial review.*" Accessibility and flexibility were also central to perceived value. Several participants praised the online and blended modes for allowing them to combine training with demanding professional and family schedules. For example, a Director General noted that "*the online format was crucial to balance professional and family duties without losing the sense of peer exchange.*" For many, the sense of investment extended beyond knowledge acquisition to networking and exposure. Meeting peers from other countries was described as enriching and motivating: "*Listening to others' experiences helped us realize we face the same challenges and can learn from each other,*" said a participant from Montenegro. These professional connections often continued after the course, sustaining learning beyond the classroom.

► **Figure 9. Extent to which training met professional needs**



Another strong result concerns relevance to participants' roles. 81% reported the training content was relevant "a lot" or "extremely" (30% extremely; 51% a lot) to their current role and professional development, while 17% found it "moderately" relevant and only 2% rated it "slightly" or "not at all". In other words, 98% perceived at least some relevance to their professional needs. Compared to the 2022 benchmark (75% "a lot/extremely"), this marks a notable uptick, reinforcing that ACTEMP trainings remain highly aligned with participants' jobs and day-to-day responsibilities.

Interview data confirm this perception. Participants repeatedly emphasized that the courses addressed their real operational and strategic challenges: improving governance, strengthening financial sustainability, engaging members, promoting gender equality, and integrating sustainability or digital tools. A participant from Ghana reflected that "*the Master's Training in Management of EBMOs changed how we design member services and plan strategy,*" while an Ethiopian executive said that "*the financial resilience module became the backbone of our new strategic plan.*" Others highlighted that the training broadened their perspective and introduced forward-looking themes, such as digitalization, ESG, and AI, that are reshaping employers' organisations. This ensured that the learning felt both relevant to present duties and aligned with emerging priorities.

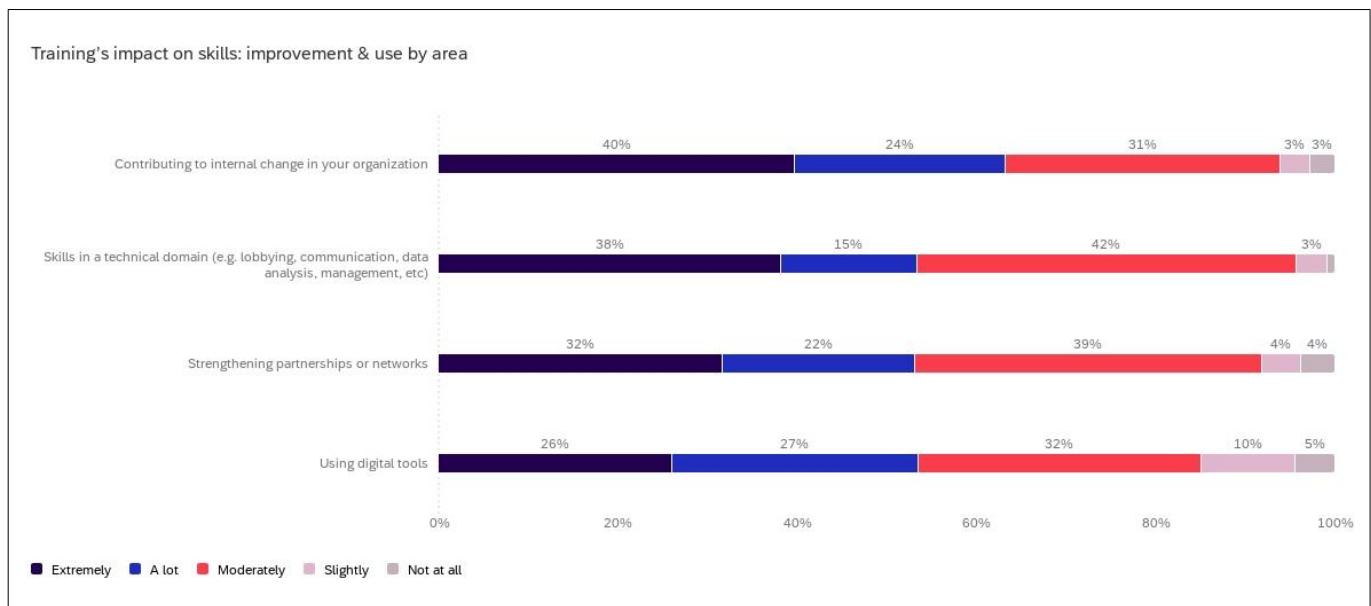
Taken together, the survey and interviews confirm that ACTEMP's training offer continues to meet professional needs by combining immediate applicability with strategic foresight. Participants regard the courses not only as useful for their current roles but also as investments in their long-term professional development.

### **Learning, behavioural changes and job performance**

Levels 2 and 3 of the Kirkpatrick Evaluation Model assess the extent to which participants acquired new knowledge, skills and attitudes from ACTEMP's training activities, and how they subsequently applied these learnings in their professional contexts. This section explores those two levels and examines the training's influence on individual performance, the application of newly acquired skills, and concrete behavioural or organisational changes.

The 2025 survey results confirm that ACTEMP Turin's training continues to generate strong and tangible outcomes in terms of learning and job performance. Although the questionnaire was streamlined compared to the 2022 evaluation, thus preventing direct comparison for every indicator, the findings point to consistently high levels of skill improvement and application across several core areas.

► **Figure 10. Extent to which the training helped respondents improve and apply their skills**

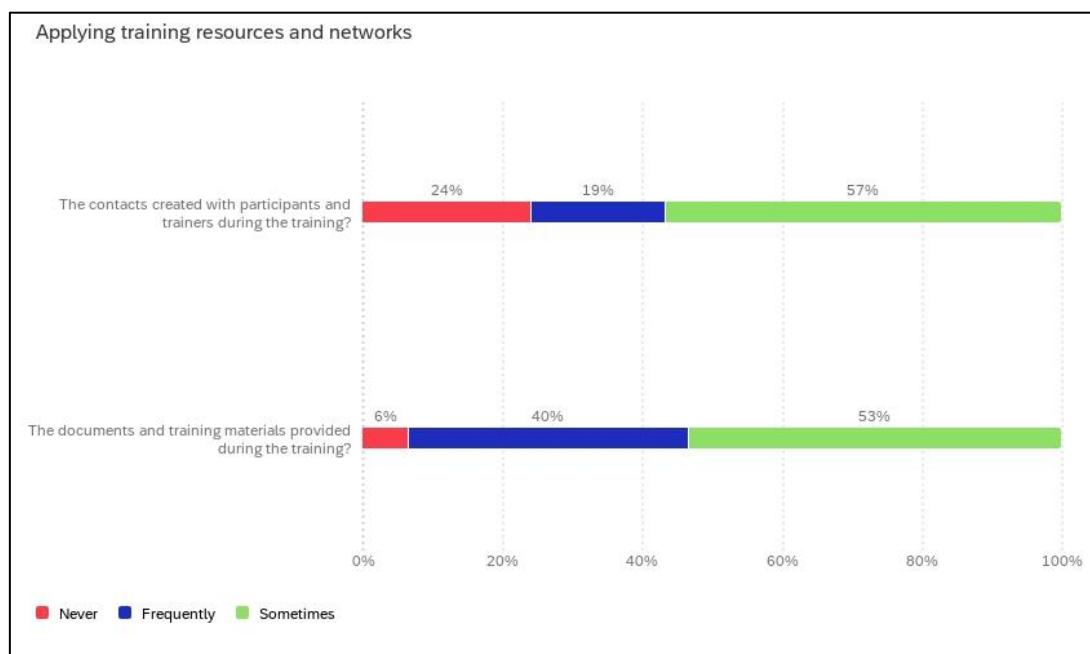


Going deeper into where participants felt they improved and applied skills, contributing to internal change stands out: 64% indicated that the training had helped them "extremely" or "a lot", and 31% "moderately", while only 6% reported "slightly" or "not at all". This pattern suggests that the training is not only building capability but also translating into tangible shifts in how EBMOs plan, organise and monitor their work. Technical and managerial skills, such as lobbying, communication, data analysis and management, show similarly positive results: 53% rated the improvement as "extremely" or "a lot", with a further 42% describing it as "moderate", indicating movement beyond awareness to structured practice. Partnerships and networks display a comparable distribution (54% "a lot/extremely"; 39% "moderately"). Finally, while comparatively lower, the use of digital tools still shows encouraging progress: 26% "extremely", 27% "a lot" and 32% "moderately", suggesting that ACTEMP's continued efforts to foster digital competencies are gradually translating into practice (see Figure 10).

Interviews clearly support these results, showing that learning translates into practical competence and visible professional growth. Participants most often cited strategic thinking, leadership, communication, and analytical capacity among the main areas of improvement. Many described gaining a more structured approach to work: planning initiatives with measurable objectives, conducting evidence-based analysis, and linking daily actions to long-term strategy. For instance, a participant from the Ethiopian Chamber of Commerce reported that risk management and foresight modules *"changed how we plan and monitor our operations, keeping sustainability at the centre."* Similarly, a policy lead from Botswana explained that the Master Training in Management of EBMOs and the ESG Leadership Essentials trainings taught them *"to move from raising issues to proposing evidence-based solutions."* Several participants emphasised that these improvements directly affected their professional confidence and credibility. As one Tanzanian participant put it, *"I now design HR strategies aligned with the organisation's goals, not just administrative routines."* Leadership and self-management skills also stood out. A participant from Eswatini noted that she learned to *"move from reactive advocacy to proactive and inclusive engagement,"* while an officer from Chad said that he now *"communicates better with members and structures weekly updates."* These reflections confirm that ACTEMP's methodology fosters not only technical competence but also behavioural change and professional empowerment.

Thus, it can be said that ACTEMP Turin's training activities are consistently improving participants' skills and their on-the-job application. This aligns closely with participants' motivations for enrolling, namely "to learn additional skills for my current job" (89%) and "to support my organisation's strategic goals" (88%), suggesting a strong fit between the offer and demand. Residual gaps are limited: only 6% reported little or no improvement on internal change, while digital tools show a somewhat larger tail (15% slightly/not at all), indicating a priority area for continued support. Overall, the evidence points to robust transfer to workplace practice and organisational outcomes, with digitalisation the main frontier for deepening impact.

► **Figure 11. Extent to which respondents use contacts and resources after training**



The picture is reinforced by continued use of materials and relationships beyond the classroom: 76% report using contacts made with trainers and peers at least sometimes (57% "sometimes"; 19% "frequently"), and 93% draw on course documents and materials (53% "sometimes"; 40% "frequently") (see Figure 11). Participants also valued ongoing e-Campus access, which let them revisit content as implementation advanced. The most-reused tools were: stakeholder/power maps and advocacy templates (issue/position papers, factsheets); the 12-step communication guide; risk matrices and light Monitoring & Evaluation checklists; financial sustainability worksheets (ratios and revenue-diversification planners); membership segmentation models and CRM trackers; ESG instruments (notably the ESG Value Scan, materiality and stakeholder-mapping tools); and ready-to-use slide decks, policy templates, and briefing formats downloaded from the e-Campus. In interviews, participants described staying in touch with peers and trainers via online groups and alumni exchanges to swap templates, data tools, and advocacy materials, an ongoing interaction that "*keeps the momentum alive*" and helps troubleshoot implementation challenges.

► **Figure 12. Changes in daily work practice and organisation**



Sustained use of course resources and relationships is consistent with the finding that 73% of respondents report having changed how they work or implemented something new in their organisations following the training. Beyond the closed items, the survey's open-ended prompt captured what changed, and these qualitative notes, corroborated by interview insights, show a consistent pattern of more professionalised, data-driven routines across ACTEMP's core themes. Advocacy emerged as a primary focus of change: stakeholder/power maps are prepared before engagements; briefs are tighter and evidence-based; and policy follow-up is tracked more systematically. Interviews illustrate this shift vividly: the Gaza Chamber of Commerce reorganised its advocacy workflow and now issues regular, evidence-based updates to international partners; and in Uganda, finance officers applied financial-sustainability tools to improve budget transparency and team accountability.

Communication and membership practice also matured. Respondents report clearer, more regular updates to affiliates, greater ease with media interactions, and more convincing one-to-one value propositions, *"approaching companies with a clearer sense of the value the association gives,"* paired with more diligent follow-up. On digitalisation, everyday workflows increasingly incorporate the LMS for internal sessions, simple collaborative dashboards, and first steps with AI (responsible-use discussions and light drafting/checking to speed routine tasks). Interviews echo this gradual transformation—from a federation adopting a CRM after the Master's course to another developing an intranet with AI-assisted features following the AI Forum—signalling steady progress even where digital tools remain a learning frontier.

These behavioural upgrades extend to meetings, negotiations, and management routines: clearer messages, more structured preparation, and higher confidence in delivery; short-interval performance checks; better coordination of remote staff; and planning with SMART objectives becoming part of the weekly rhythm. Crucially, participants describe peer diffusion and internal capacity-building: many offered

in-house sessions to transfer what they learned—"I'm now training my team on the same advocacy tools we used in Turin."

### **Career and role progression**

Beyond changes in day-to-day practice, several participants reported that the training also translated into broader professional responsibilities and, in some cases, formal career advancement. Interview evidence shows that ACTEMP learning often enhances professional credibility and visibility within organisations, leading to promotions or the creation of new roles. In the Philippines, for example, one participant was promoted from Advocacy Specialist to Head of Sustainability and Innovation, where she now leads a newly established unit on ESG and digital transformation. Another, from a manufacturing company, advanced from Learning and Development officer to L&D Sustainability Lead, heading the firm's internal ESG transition. Similar upward movements were reported in Africa: a participant from the Ghana Employers' Association rose from Research Officer to Senior Research Officer, while in Botswana, a graduate of the Master's Programme was elected Chair of the Junior Executive Committee, reflecting increased trust in her leadership.

Even when titles did not change, participants described expanded mandates, becoming focal points for ESG, Just Transition, or being asked to mentor colleagues and lead new projects. These cases indicate that ACTEMP training not only strengthens technical and managerial skills but can also act as a career catalyst, positioning participants to take on more strategic roles and drive organisational innovation.

Taken together, both the survey and interview findings indicate that ACTEMP's training achieves a high level of knowledge transfer and behavioural application. Participants move from awareness to structured, data-driven practice, often initiating internal reforms or mentoring peers. The most consistent patterns of change concern stronger strategic planning, improved communication, better member engagement, and gradual adoption of digital tools, confirming that ACTEMP's capacity-building model is driving meaningful professional and organisational transformation.

# Training impact at the organisational level

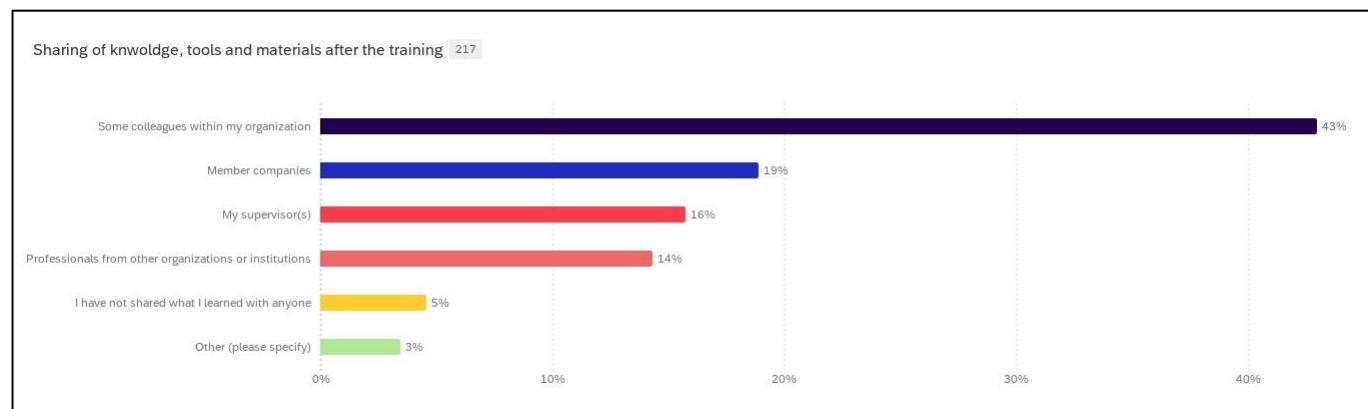
This chapter assesses organisational-level results of ACTEMP's training (Kirkpatrick Level 4). It explores how learning has been shared within and beyond participants' organisations, the initiatives generated as a result, their likelihood of continuation, and the barriers that limited the use of acquired skills and tools.

Compared to 2022, the 2025 survey adopts a more targeted approach, focusing on four key dimensions: knowledge diffusion, new initiatives, timeframe and process of change, and barriers. These indicators provide a sharper view of how ACTEMP's training translates into EBMOs' institutional change.

## Knowledge diffusion inside & beyond organisations

Most participants (85%) reported sharing the knowledge, tools, or materials acquired through ACTEMP training with others in their professional environment. This continues to be one of the strongest dimensions of organisational impact. Knowledge diffusion occurred most frequently with colleagues within their own organisation (43%), followed by member companies (19%), supervisors (16%), and professionals from other organisations or institutions (14%). Only 5% indicated that they had not shared what they learned, suggesting that training participation triggers a strong peer-learning dynamic both within and outside the participant's institution. A small but notable group (3%) extended knowledge sharing to external collaborators and boards where they hold positions, showing that ACTEMP learning also contributes to professional spillovers beyond the immediate EBMO environment (see Figure 13).

► **Figure 13. Knowledge sharing within and beyond the organisation**



Compared with 2022, the 2025 results indicate a broader and more outward-oriented pattern of diffusion. Whereas in 2022 sharing was mainly internal (colleagues and supervisors), current evidence shows stronger outreach to members, partners, and external networks. This evolution reflects the increasingly strategic role that trained staff and executives play in driving institutional learning and outreach.

Interview narratives illustrate how diffusion often takes two complementary forms:

- Internal institutionalisation: integration of tools and templates into daily operations, handbooks, or internal processes; and
- External multiplication: transfer of knowledge to member companies, affiliates, or sectoral partners.

For instance, the Association of Tanzanian Employers (ATE) used the HR management training as a basis for internal seminars for other departments. The Ethiopian Chamber of Commerce used risk analysis and financial management tools introduced during the digitalisation and resilience course to design new internal planning procedures, later shared with regional chambers through workshops. In Honduras, the

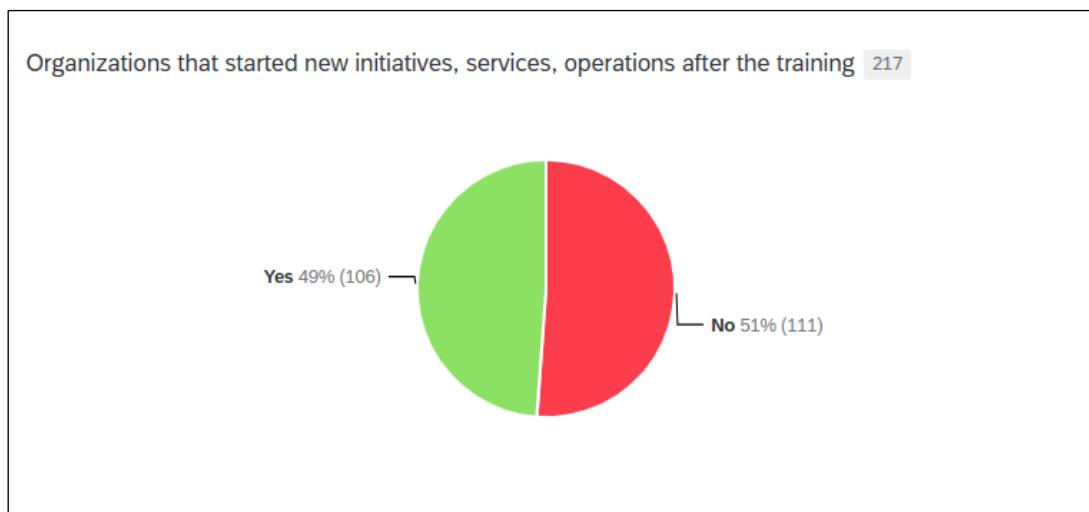
Cámara Hondureña de Aseguradores (Chamber of Insurers) used the ESG and Financial Sustainability courses to train its own staff and member companies on integrating sustainability principles into operations.

Collectively, these examples confirm that ACTEMP training generates sustained knowledge ecosystems, where course materials, templates, and methods are repurposed and institutionalised rather than remaining individual assets.

### Translating learning into action: initiatives and service innovations

The 2025 survey found that 106 respondents (49%) reported launching new initiatives, services, or operational reforms as a result of ACTEMP training, a slightly lower proportion than the 132 "yes" in 2022 (56%) but still a clear indication of institutional innovation (see Figure 14).

► **Figure 14. The percentage of organisations starting a new initiative after the training**



Open-ended responses and interviews reveal a progressive shift in focus: while 2022 participants often cited advocacy, communication, and digitalisation projects as stand-alone initiatives, the 2025 cohort shows a move toward integrated service delivery, governance reform, financial sustainability and ESG. In other words, many EBMOs are now embedding training-derived concepts into their core management systems rather than launching isolated projects. The box below provides a general inventory of initiative examples from the survey's open-ended responses.

## New initiatives launched

### Service provision & delivery

- Digital tools/AI-based services: CRM, Digital Self-Assessment Checklist on Labour Standards, ECOP "Navigate"
- Courses & advisory: new e-Campus platforms; tailored member trainings; workshops & networking.
- Sector/targeted services: Dairy Observatory; service on eliminating violence & harassment; service for inclusion of workers with disabilities, FUE "Youth Fund"
- Campaigns/initiatives: peer advisory, business support.
- Women's leadership: Leadership & empowerment training for women.

### EBMO management capacity

- Finance & controls: streamlined internal controls; revised manuals; gradual financial restructuring, diversification of income streams.
- Membership systems: membership strategy/drive/plans; revenue-oriented Membership Programme; clearer member profiling.
- Governance: updated board charter & policies; new board under revised statute; national-level governance & membership drive; working groups; research team.
- Gender & inclusion: CIG Women's Inclusion Committee in Industry; anti-harassment manual; gender initiatives; gender balance & youth in boards; member mediation initiative.
- Comms & data: social media presence; standardized email procedure; improved internal/external communications; digital tools for data management.
- Network strengthening: support to smaller EBMOs; CIG "Investment for the Reactivation of Ecuador".

### Policy influence & advocacy

- Frameworks & tools: strategy aligned to SDGs; "LegisData 2.0".
- Policy products & fora: policy paper on preventing violence/harassment; advocacy papers; policy roundtables; statistical bulletin.
- Operational advocacy: structured advocacy mechanism for Gaza private sector; refined lobbying/communication strategies; enhanced proposal design & data reporting; revised advocacy approach with digital capacity-building pilot.

### Responsible Business Conduct / Sustainability (RBC/ESG)

- ESG practices: "Elevate Sustain Grow"; "ESG Leadership Essentials" training offers.
- Environment & climate: Green business initiatives; tourism sector anti-plastic awareness.

## New initiatives and organisational changes: evidence from interviews

Following the general list, these interview-based examples provide a closer look at a few impactful organisational changes.

### **• Institutional and governance reforms**

**Business Eswatini** (BE) used the Master's Training in Management of EBMOs to upgrade its governance, advocacy, and member-engagement systems. It developed a Membership Manual to induct staff on member recruitment and onboarding, and revamped its retention strategy in response to a new federation in the country, contributing to a tripling of member engagement. BE also introduced gender and youth balance in leadership, seizing a vacancy to appoint a woman to a senior board role. On the representation front, it drafted *Rules of Engagement for Tripartite Boards*, clarifying qualification, selection, and accountability for employer nominees to statutory committees. Complementing these reforms, BE adopted a proactive communication and brand-management strategy to manage reputation and support evidence-based advocacy. Together, these measures are improving transparency, inclusiveness, and credibility, and are being embedded in BE's operating practices.

The **Association of Tanzanian Employers** (ATE) used the Strategic HRM for EBMOs course to revise and update its HR Policy and Diversity & Inclusion Policy using ITCILO templates and EBMO benchmarks, aligning both to the five-year strategic plan. The team introduced flexible/remote work arrangements with clear WFH guidelines and data protection rules, began realigning roles and resources, and moved toward a flatter organisational structure. In parallel, insights from the Good Governance course led ATE board members to draft and adopt a *Board Code of Conduct*, integrated into the Board Charter during the 2025 constitution review. The Code clarifies fiduciary duties, conflict-of-interest safeguards, and the boundary between board oversight and management, and it anchors performance monitoring of the association (e.g., attendance quotas and tracking against targets).

**FEDECÁMARAS** (Venezuela) modernised its financial governance after the Financial Sustainability training, tightening routine review of balances and strengthening its ability to interpret financial statements and track resources more carefully. To diversify revenues beyond voluntary dues, it is expanding paid services (events, use of facilities, and tiered advisory offers) while maintaining a core set of benefits in a freemium model (base services included with monthly dues, with optional annual subscriptions for premium, tailored support). A new digital intranet under rollout keeps constant contact with affiliates and includes an administrative module where members can view account status, manage subscriptions, and process payments; the back end also improves data quality and consistency by unifying criteria for member records. Despite a challenging context and the voluntary nature of affiliation in Venezuela, these steps are improving coordination, transparency, and member confidence, with changes implemented gradually as processes and resources allow.

The **Union Patronale et Interprofessionnelle du Congo** (UNICONGO), after the Master's in Management of EBMOs, strengthened its member relations through a new Customer Relationship Management (CRM) system and member satisfaction surveys designed using tools from the Master's in Management of EBMOs programme. These digital systems improved communication and monitoring of membership data, resulting in a 20% increase in members within a year and more efficient collection of dues. The federation now conducts regular follow-up with prospects and has enhanced its reputation for professionalism and responsiveness.

- **New or upgraded services for members**

The **Montenegrin Employers Federation** (MEF) launched "Business Up", a flagship, fee-based training and advisory programme built after the Master's in Management of EBMOs training. Designed as a modular offer that MEF can tailor to members' demands (e.g., marketing/sales, policy essentials), its first wave focuses on AI integration, sustainability, and business innovation. Delivery is in partnership with local

experts, such as the Montenegro Association for Artificial Intelligence; MEF's lead trainer on AI also serves on the national AI strategy 2026–2030 working group, anchoring the content in national priorities. Internally, MEF is pairing the programme with two institutional upgrades inspired by the Master's: adoption of a CRM-based client pipeline (to track prospects, delivery, and follow-up) and a tiered membership model (Basic/Standard/Premium) with differentiated benefits (e.g., access to MEF facilities), replacing a flat, underpriced fee structure. Despite a small nine-person staff and heavy project load, "Business Up" marks MEF's first structured commercial service and a decisive shift toward self-financing through value-added services, while improving coordination between business development, projects, and policy units.

The **Honduran Chamber of Insurers** applied lessons from Financial Sustainability to develop two new fee-based services in early 2025: (1) an onboarding and induction programme for new hires in member companies new to the sector, reducing supervision time and improving staff integration, and (2) a registration assistance service for foreign reinsurers entering the Honduran market. Both initiatives were launched within two months of the participant's return and are now generating regular income, marking a shift toward proactive, service-oriented sustainability.

The **Ghana Employers' Association** (GEA) translated insights from the Violence and Harassment at Work course into a new consultancy and awareness service for enterprises. The service helps companies and enterprises diagnose risks and build compliant systems: policy audits and drafting aligned to national law and ILO standards; confidential reporting and case-handling procedures that address unconscious bias, retaliation risks, and fear of job loss; tailored training for managers and staff; and advisory on integrating V&H prevention within broader OSH and governance practices. develop workplace policies and prevention mechanisms, offering tailored training and advisory sessions. This initiative broadened the association's service portfolio and positioned it as a key national actor on occupational well-being and gender equality.

- **Digital and sustainability innovations**

**Employers Confederation of the Philippines** (ECOP) Employers Confederation of the Philippines (ECOP) consolidated its transformation agenda by institutionalising a Sustainability and Innovation Unit, a permanent structure dedicated to ESG integration, digitalisation, and emerging business trends. Supported by ITCILO trainings, particularly the ESG Leadership Essentials, AI Forum, e-Design course, and Financial Sustainability modules, the unit has become the main driver of ECOP's modernization strategy. It spearheaded the development of a self-paced carbon accounting course for enterprises, inspired by ECOP's participation in the ESG Training. On the digital front, the unit launched an AI-powered chatbot "Navigate" offering member companies streamlined access to guidance and resources on key areas such as occupational safety and health, labour standards, industrial relations, and beyond. These innovations form part of ECOP's broader effort to operationalise sustainability and have positioned the Confederation as a national reference point for ESG leadership, green transition, and digital innovation among EBMOs in Asia.

The **Unión Industrial Paraguaya** (UIP), after its participation in the AI Forum, expanded its ongoing Legisdata project by integrating AI-based analytical tools to monitor and categorise new legislation affecting industry. The automation of information collection and analysis has significantly increased the efficiency of policy tracking, enabling the organisation to provide members with timely updates on regulatory changes.

- **Communication and advocacy upgrades**

The **Gaza Chamber of Commerce** adopted ACTEMP's advocacy templates, communication guides, and data-driven reporting tools from the Strategic Advocacy and Communication training. These were used to standardise how the Chamber collects and shares information on market disruptions and humanitarian issues. The Chamber now issues weekly and monthly reports for UN agencies and development partners, giving the private sector a stronger voice in crisis coordination and policy dialogue.

**Business Botswana** shifted from reactive lobbying to evidence-based advocacy during a wider organisational restructuring. After the Master's in Management of EBMOs training, the Policy & Research team led employer pulse-surveys on the proposed national minimum wage, synthesised the data into a private-sector position paper, and submitted solution-oriented recommendations to the Ministry of Labour (moving beyond "raising concerns" to offering options). The process standardised how inputs are gathered, analysed, and cleared internally, improving inter-departmental coordination and speed. Drawing on ACT/EMP tools gathered from the training, the organisation framed positions around business sustainability and employment effects, which helped elevate credibility with government counterparts. These changes began to show within six months of the training and are now informing how Business Botswana tracks regulatory proposals and prepares data-backed advice.

The **Conseil National du Patronat Tchadian** (CNPT) used tools from the Master's course (communication planning, member-value and governance) to professionalise outreach and transparency. Within six months, CNPT rolled out a digital communication platform that doubles as a member-services hub for dues/payments, launched a weekly "Lettre patronale" and regular digital newsletters, and created an exchange platform for two-way feedback with regional affiliates. In parallel, it shifted from passive recruitment to a proactive sensitisation strategy to attract new members. The package has strengthened trust and improved retention, while clarifying internal/external communication flows.

### Timeframe and process of organisational change

The majority of organisations view the initiatives developed after ACTEMP training as sustainable. Respondents rated the likelihood of continuation or expansion of these initiatives at 4.54 out of 5, reflecting strong confidence in their durability. The 2025 interviews confirm that organisational change typically follows a two-speed process.

- Immediate application (0–3 months): participants rapidly applied practical tools such as stakeholder and power maps, advocacy templates, ESG Value Scan instruments, or financial ratio sheets. These quick wins helped build internal credibility and demonstrate the value of training.
- Progressive consolidation (6–12 months): larger or structural initiatives, such as membership reforms, digitalisation, and new units or services, required several months to contextualise, consult stakeholders, and secure board approval.

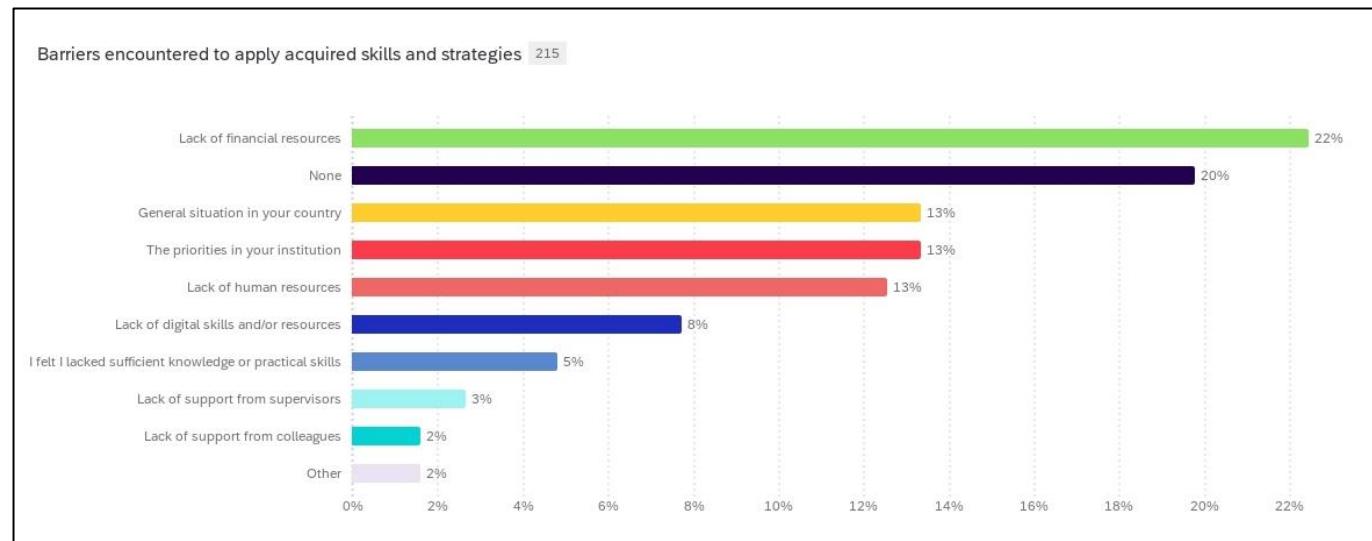
Across contexts, participants emphasised that leadership commitment, alignment with organisational priorities, and peer collaboration were decisive in sustaining post-training momentum. Where management endorsement and inter-departmental cooperation were strong, change moved swiftly from pilot to practice.

### Barriers and enabling factors

Despite numerous positive developments, structural and operational barriers continue to affect the pace and depth of implementation.

Survey data show that the most frequently cited obstacles were limited financial resources (22%), followed by national or contextual instability (13%), institutional priorities (13%), human resource shortages (13%), and limited digital skills or resources (8%). Fewer participants mentioned insufficient practical skills (5%), weak supervisory support (3%), or lack of peer backing (2%). Importantly, one in five respondents (20%) reported no barriers at all, suggesting a subset of organisations where training content and internal conditions were well aligned to enable direct uptake (see Figure 14).

► **Figure 14. Barriers to applying training knowledge**



Interviews point to a few recurring constraints cutting across regions. Funding gaps slowed the scale-up of digital and service innovations, most clearly at FEDECÁMARAS (Venezuela), where severe economic conditions and voluntary membership forced cost-sensitive pilots, and at ECOP (Philippines), where new tools (e.g., chatbot, e-learning) required investments and leadership prioritization to move beyond pilots. Staffing bandwidth was another recurring constraint, especially where small teams had to design services while running day-to-day operations. In more fragile or resource-constrained settings, such as Chad or parts of the Middle East, broader systemic fragility—bureaucratic delays, political turnover, and macroeconomic uncertainty—converted what might have been “immediate” changes into gradual, adaptive processes. By contrast, ATE (Tanzania) and Business Eswatini reported smoother roll-outs when boards actively backed reforms and delegated authority to trained staff. The Ghana Employers’ Association highlighted a longer design phase and variable demand for its new Violence & Harassment service, showing that even well-conceived offers require time to mature and find their market.

Overall, these patterns mirror those observed in the 2022 evaluation, where financial constraints, staffing gaps, and contextual instability were again the main limiting factors. What distinguishes 2025 is the increasing prominence of digital capacity gaps, underscoring a new frontier for organisational resilience as EBMOs rely ever more on technology for service delivery, data management, and communication.

### Field specialists’ interview insights

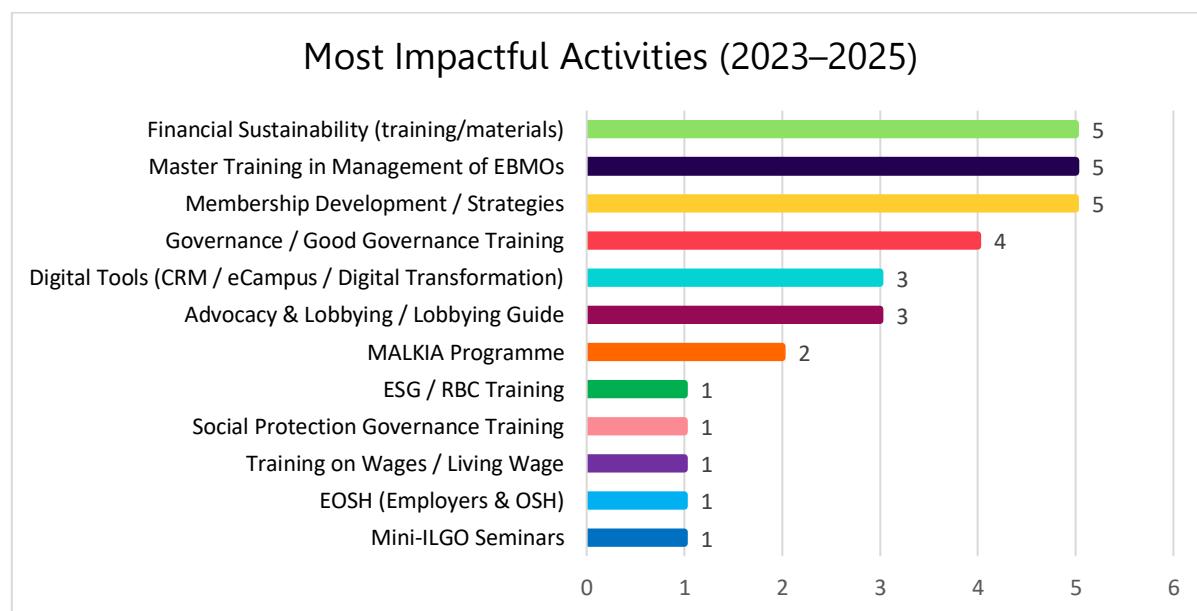
Together with the participants’ survey results, we add the insights of ILO ACT/EMP Field Specialists working on the ground, who were interviewed for the Training Needs Assessment report and asked: *“In your view, what has been the most important training and/or advisory service delivered by the ITCILO Employers’ Activities Programme in your region over the past two years? Please briefly explain why you consider it particularly impactful for EBMOs.”*

Across regions, specialists consistently pointed to core institutional development activities as the most impactful interventions over the past biennium. The Master Training in Management of EBMOs emerged as a flagship product, highly valued for strengthening governance, strategic management, and leadership among senior staff. In Latin America the Mini-ILGOs were praised as flexible, context-sensitive formats that allowed EBMOs to apply management concepts to their specific institutional realities. Closely linked, training and materials on financial sustainability and membership development were repeatedly cited as essential to ensuring the long-term viability of employers' organisations, particularly in contexts where membership fees remain the primary income source. These courses were described as *practical, relevant, and immediately applicable*, enabling EBMOs to rethink their value propositions and member services.

Complementary areas such as good governance, advocacy and lobbying, and communication strategies were also widely recognised for enhancing representational capacity and institutional credibility.

As advisory services are concerned, several specialists highlighted the usefulness of digital transformation tools, e.g. *Navigate* in the Philippines, CRM systems and the eCampus platform, in professionalising service delivery, improving member engagement, and expanding learning opportunities.

► **Figure 15. Most impactful activities 2023-25 according to field specialists.**



Some regional distinctions emerged. In Africa, the roll-out of digital tools and governance-focused training demonstrated tangible capacity gains, while in Asia and the Pacific, thematic areas such as ESG/RBC, social protection governance, and the MALKIA programme stood out for addressing emerging policy priorities.

and inclusion themes. In the Caribbean, training on minimum and living wages was particularly timely given regional wage debates, whereas in the Arab States, tailored institutional support and management advisory services were considered more effective than open courses.

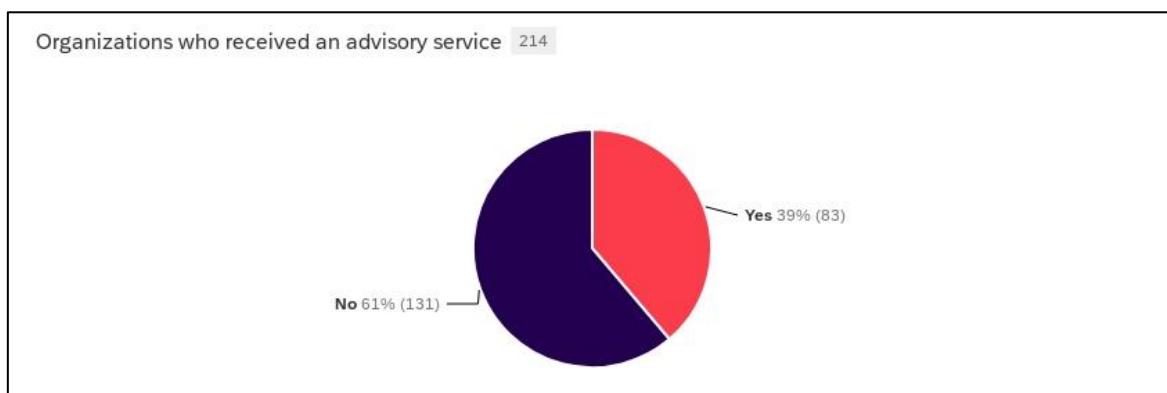
Overall, specialists agreed that the most impactful activities were those that combined institutional strengthening, financial and membership sustainability, and practical governance improvements. These interventions were valued not only for the knowledge they provided but for the tangible improvements they produced in EBMOs' operational capacity, visibility, and strategic positioning.

## Advisory services impact

ACTEMP provides tailored advisory services to strengthen EBMOs. Support typically includes institutional assessments, membership development plans, strategic planning exercises, onboarding for Boards, and adjacent advisory on governance, CRM/data management, service design and digital delivery, adapted to the specific context and priorities of each partner. For the first time, the 2025 Impact Evaluation Survey includes a dedicated module on advisory services, reflecting their growing uptake among EBMOs and the need for a stand-alone assessment.

In this evaluation cycle, out of 214 respondents, 83 organisations reported receiving ACTEMP advisory services, while 131 did not (61%). This means roughly 39% of surveyed organisations engaged with advisory services during the period (see Figure 15). Although we cannot compare to prior waves, this provides a clear baseline for future editions of the report. The engagement level is meaningful for an optional service and suggests that nearly two in five surveyed EBMOs perceived value in tailored support during the period.

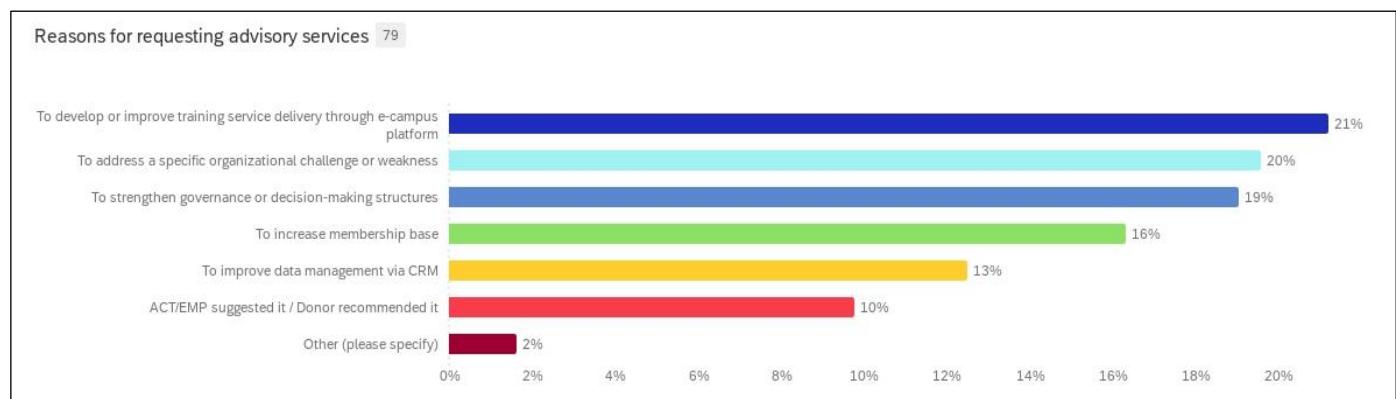
► **Figure 16. Percentage of organisations receiving an ACTEMP advisory service**



### Reasons for requesting advisory services

Among organisations that used advisory services, demand was clearly multi-motivated. Respondents could choose up to six reasons. Across the 83 organisations, they made 184 selections in total ( $\approx 2.2$  per organisation), indicating that requests for advisory support typically reflect more than one need. The most frequently selected reason was to improve training service delivery through the eCampus (21%; 39 selections), closely followed by the need to address a specific organisational challenge or weakness (20%; 36) and to strengthen governance or decision-making structures (19%; 35). A further 16% (30) aimed to increase the membership base, 13% (23) sought to improve data management via CRM, and 10% (18) engaged following an ACTEMP suggestion or a donor recommendation (see Figure 16). Overall, the six reasons point to a demand pattern that mixes capability building and problem-solving: moving services online, tightening institutional foundations, and securing sustainability via membership growth and partner support.

► **Figure 17. Demand drivers**



Open-ended comments add nuance to the survey findings. Some organisations requested advice to align with national formalisation agendas and to draft or improve policy documents, indicating a policy-facing motive that is not fully captured by the six predefined reasons. Others pointed to funding gaps or being excluded from parallel cooperation projects, using advisory as a practical way to keep moving despite missing resources, so demand can also be a response to financing constraints. In short, beyond the main drivers, organisations also seek advisory support for their policy/advocacy actions and to compensate for funding shortfalls.

## Operational insights

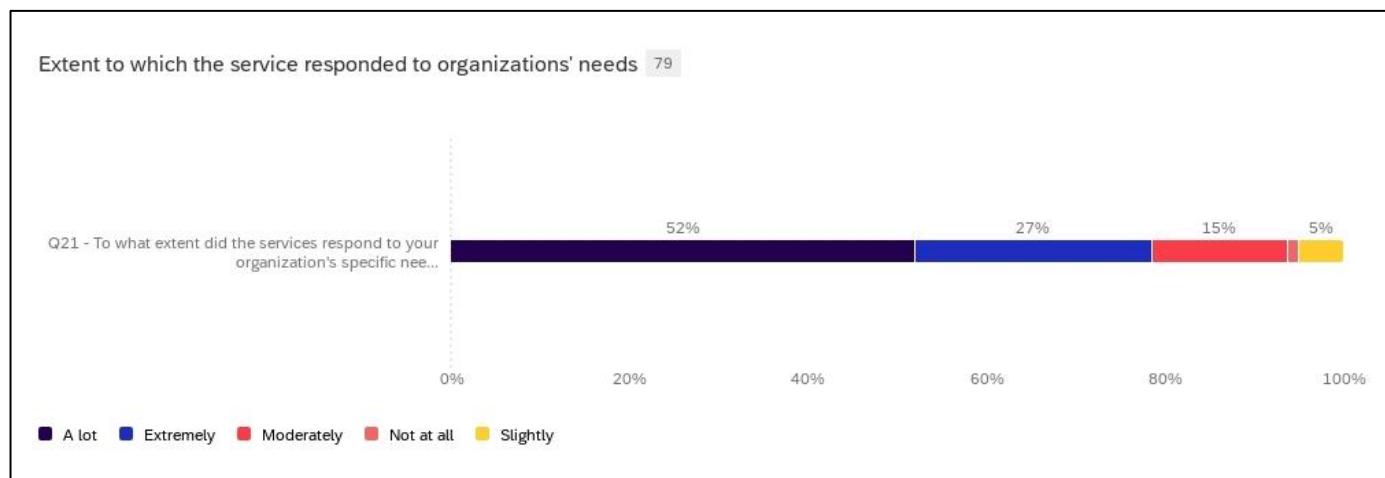
Given that the most frequently requested advisory service is support to improve training delivery through the eCampus, it is important to note that actual readiness to manage and sustain digital platforms varies widely across EBMOs. Evidence from the current server-transfer exercise shows that of the 33 active eCampus instances, only 12 organisations responded to the transfer request and confirmed continued use, demonstrating both active engagement and intent to consolidate their platforms. The remaining organisations either did not respond or, in two cases, explicitly asked to discontinue their eCampus. This pattern indicates that, while Instructional design coaching is the most requested advisory service, the corresponding institutional investment has not always been fully internalised. To maximise impact, future advisory support should systematically assess internal team capabilities in three areas: (1) staff skills to manage the digital platform and digitalise the training offer; (2) instructional capacity to adapt existing courses for online delivery; and (3) financial capacity to maintain the platform over time.

## Relevance

### Alignment with organisational needs

In response to the question, *"To what extent did the service respond to your EBMO's specific needs?"* respondents gave an average score of 3.97 out of 5. Answers were concentrated at the high end: 52% said "A lot" and 27% "Extremely," while 15% chose "Moderately," 5% "Slightly," and 1% "Not at all." This pattern indicates that, for most users, the advisory was well aligned with their specific needs.

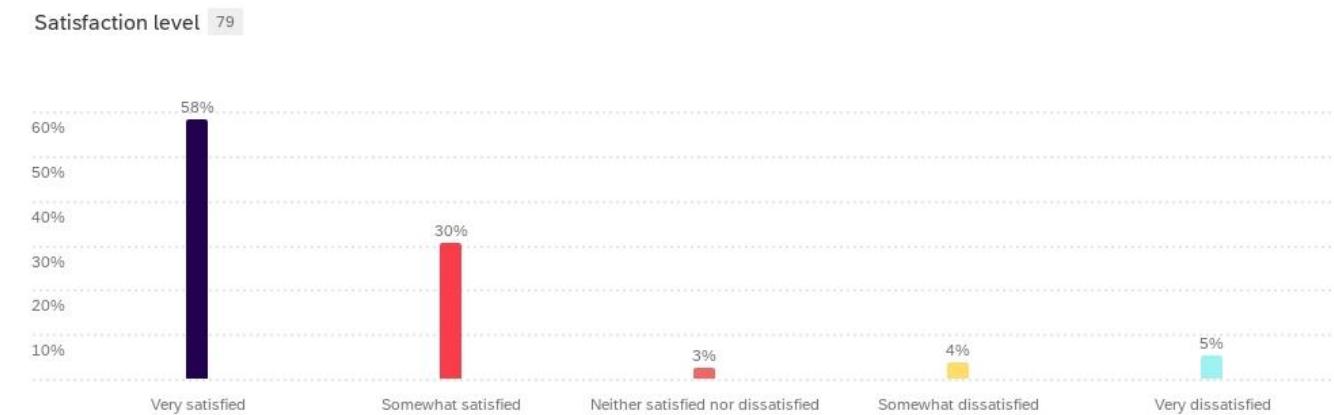
### ► Figure 18. Advisory services fit to organisational needs



### Satisfaction level

Satisfaction levels mirror the relevance pattern. The average satisfaction score is 4.33 out of 5, with 58% "Very satisfied" and 30% "Somewhat satisfied," amounting to around 88% overall satisfaction. Only 3% were neutral, while 4% were "Somewhat dissatisfied" and 5% "Very dissatisfied" (see Figure 18).

### ► Figure 19. Satisfaction level

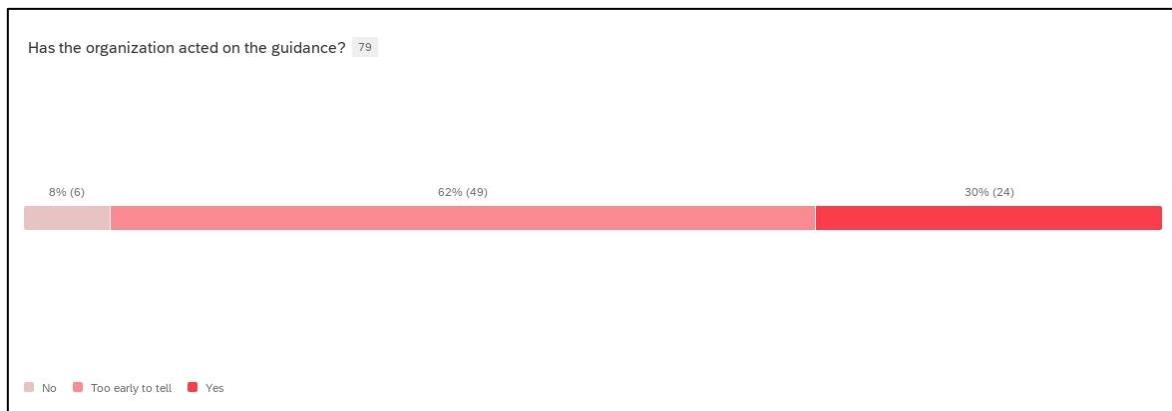


Taken together, these figures indicate consistent delivery quality across contexts. These figures indicate a generally high level of satisfaction. The data do not reveal why a small share reported dissatisfaction; identifying reasons would require additional questions or follow-up interviews.

### Implementation

Among the 79 organisations that answered the follow-up question on implementation, 30% reported they had already acted on recommendations received through the advisory service, 62% said it was too early to tell, and 8% had not acted. A three-in-ten early implementation rate is notable given typical decision and budget cycles in member-based organisations (see Figure 19).

► **Figure 20. Early implementation**

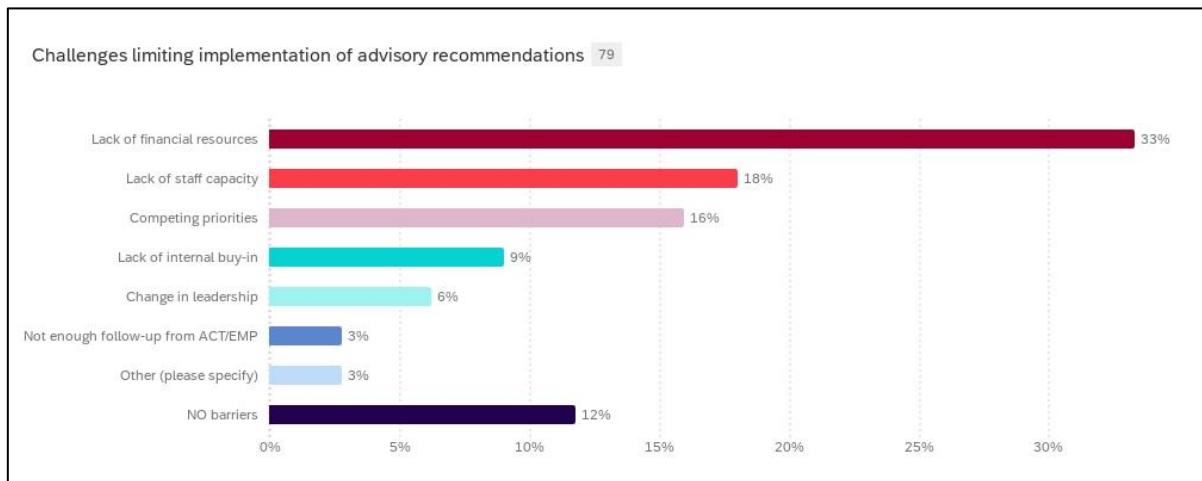


Open responses show that early implementation is not just planned but concretely underway across governance, service delivery, advocacy, and digital capacity. Organisations report activating board committees and sharpening strategic focus; launching or localising member services; running online programmes through the e-Campus; adopting CRM as a core tool; and institutionalising “echo” training to cascade learning internally. At the same time, capacity constraints (see section “Barriers to implementation” for further details) remain a brake for some, with single-staff offices and limited funds delaying action despite intent. A recurring theme is ongoing accompaniment: respondents note that ACTEMP specialists remain available for troubleshooting and follow-up, which appears to support continuity as actions move from “in progress” to completion.

## Barriers to implementation

Because respondents could select multiple barriers, the 79 organisations made 127 barrier selections in total (about 1.6 barriers per organization) plus 17 selections of ‘No barriers’, indicating barriers are often multiple. The most frequently cited constraint is lack of financial resources (33%; 48 selections), followed by lack of staff capacity (18%; 26) and competing priorities (16%; 23). Lack of internal buy-in (9%; 13) and changes in leadership (6%; 9) were less common but still present. Only a small share pointed to insufficient follow-up from ACT/EMP (3%; 4). Notably, 12% (17 organisations) reported no barriers, highlighting enabling contexts where recommendations can move to execution without major impediments (see Figure 20).

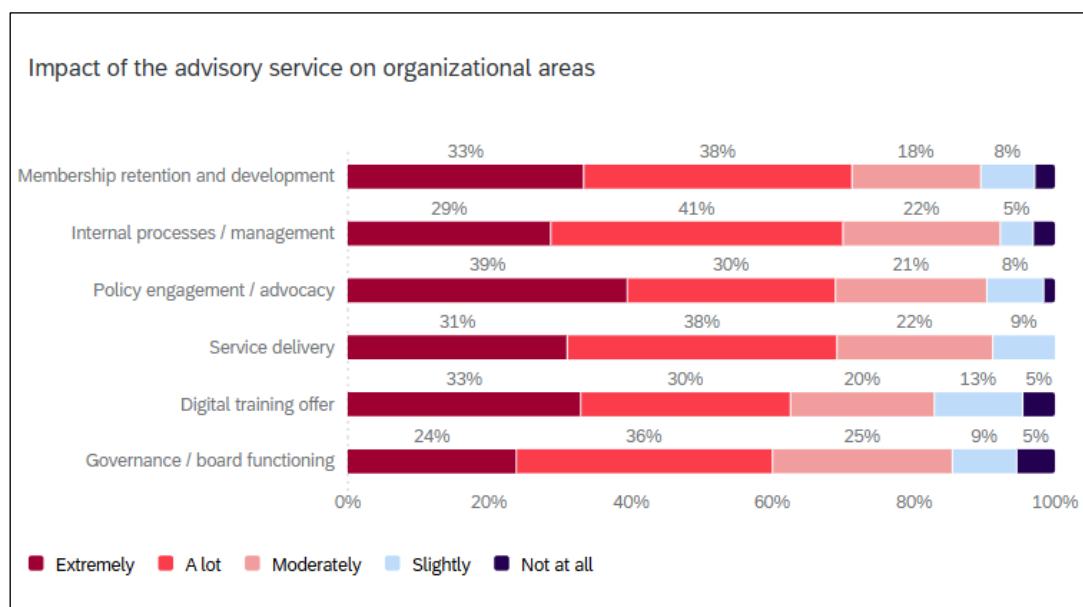
► **Figure 21. Barriers to the implementation of advisory services’ recommendations**



Overall, the principal constraints on implementation relate to funding and staff capacity, rather than to deficiencies in the advisory content. Competing priorities also figure prominently; this implies that, before requesting advisory support, an EBMO should confirm internal readiness—verify budget and staff availability, designate a focal point with protected time, and check for priority conflicts over the advisory period (board calendar, budget cycle, major events). If clashes are likely, the request should be deferred or phased. Reports of limited internal buy-in and leadership change, while less frequent, suggest that formal leadership endorsement cannot be assumed even when support is requested. To safeguard resources, EBMOs should secure explicit leadership approval (e.g., a brief decision note setting objectives, scope, owner, and timeline) and align the advisory scope to what can realistically be implemented within the period.

## Impact across organisational areas

► **Figure 22. Impact of advisory service on organisational areas**



Among the 79 organisations that responded to the advisory services section, the reported impact is high across areas. The largest shares of "A lot/Extremely" are in membership retention and development (71%) and internal processes/management (70%), with policy engagement/advocacy (69%) and service delivery (69%) close behind. Digital training (63%) and governance/board functioning (60%) are somewhat lower but still show a majority high impact (see Figure 21). Lower-end ratings are uncommon overall, while a noticeable share of "Moderately" responses indicates that some engagements are still being rolled out or addressed only in part during the reference period.

The pattern suggests that changes appear first where organisations have direct control (processes, service delivery, and membership) and then become visible in outward-facing work such as advocacy. This sequencing is typical: upgrades to workflows, CRM use, and program design enable better services and more targeted member engagement, which, in turn, strengthen the evidence base and credibility for policy work. The slightly lower scores for digital training and governance align with areas that usually require more time (e.g., platform setup and content development, or board calendars, by-law updates, and committee formation). Gains in membership and service delivery also appear to ride on the same digital and process backbone seen elsewhere (e-Campus, CRM, localised offers). Finally, the mid-range cluster

across domains points to a pipeline effect: many organisations have initiated changes that will fully materialise after budget cycles, board approvals, or staffing adjustments.

# ► Conclusions and recommendations

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Based on evidence from the online survey and qualitative interviews, the evaluation arrived at the following conclusions:

## Conclusions

### Training impact

- **ACTEMP Turin continues to reach a globally representative audience.** The 2025 Impact Evaluation recorded 217 valid responses distributed across all regions, with Latin America and the Caribbean maintaining the largest share, and Africa and Asia and the Pacific also strongly represented through interregional courses, an indication of the Programme's balanced outreach across linguistic and regional contexts.
- **Gender parity has been achieved and sustained.** Women account for 50% of respondents (compared to 53% in 2022), confirming ACTEMP Turin's continued success in engaging female professionals.
- **ACTEMP Turin continues to serve EBMOs as its core constituency.** EBMOs represent 81% of all respondents, consistent with 2022 results. Among EBMO respondents, 84% operate at the national cross-sectoral level, while 9% are sectoral federations and 7% are territorial or provincial bodies. This indicates progress toward the recommendation to include more sectoral and subnational organisations, thereby extending ACTEMP Turin's support to levels closer to enterprise members.
- **High recurrence of participation reflects both loyalty and opportunity for broader outreach.** 45% of respondents attended one ACTEMP course, 34% attended two to three, and 21% participated in more than three trainings. While this underscores participant satisfaction and trust in ACTEMP's learning offer, it also signals the need to expand outreach to new or sectoral/territorial EBMOs to ensure continuous renewal of the participant base.

### Participant-level impact

- **Satisfaction with ACTEMP Turin's training activities remains very high.** All respondents viewed the training as a good investment of their time, with 90% rating it "a lot" or "extremely" worthwhile. Participants consistently praised the practicality of the tools, the immediate applicability of content, and the participatory learning design. Trainer quality and relevance to real EBMO challenges were among the most frequently cited strengths.
- **Motivations for participation show a shift toward innovation and strategic foresight.** The most cited reason for enrolling in ACTEMP Turin courses was "to learn about innovative practices and global trends", followed by "to gain additional skills for my current job" and "to support my organisation's strategic goals". Compared to 2022, when skill acquisition dominated, this change signals a growing demand for innovation-oriented learning. Networking and personal interest remain consistent motivators, while career mobility motivations remain marginal, confirming a primarily mission-driven participant base.
- **ACTEMP Turin continues to align closely with participants' professional needs.** Although only a minority enrolled for career mobility, a total of 98% of respondents found the training relevant to their work, with 81% rating the relevance "a lot" or "extremely." This marks a clear improvement from the

2022 result (75%). Interview evidence confirms that participants see the training as directly responsive to their operational realities.

- **The training consistently drives measurable changes in daily work and organisational practice.** Nearly three in four respondents reported that they had changed how they work or introduced new practices in their organisation after the training. The most frequent areas of change are advocacy (more evidence-based and structured), communication with members (clearer, more frequent, and value-oriented), and strategic planning (more data-driven and goal-focused). Interviews confirmed complementary progress in internal management routines, confidence in leadership, and peer diffusion of knowledge through in-house sessions and mentoring.
- **Digitalisation remains a frontier for deeper skill application.** While progress is visible, with 26% rating their improvement in digital tools as "extremely" and 27% as "a lot", the results still lag behind other domains. Interviews confirm that digital competencies are advancing gradually, supported by increased confidence in CRM use, data dashboards, and AI-assisted workflows, yet further capacity building and simplified tools remain necessary.
- **Learning transfer extends beyond individual application.** Participants continue to use training materials and peer networks well beyond course completion: 93% reuse course documents and tools, and 76% maintain contact with trainers and peers. Commonly reused resources include stakeholder maps, advocacy templates, risk matrices, financial-planning sheets, and ESG instruments. Interviewees describe these exchanges as essential to troubleshooting implementation challenges, indicating that ACTEMP's peer-learning model produces lasting professional communities.

## Organisational level impact

- **The overall impact at the organisational level was moderate.** Most participants report that their organisation improved to some extent following ACTEMP training, with effects concentrated in communication with members, service design, and internal planning, consistent with participant-level findings.
- **Knowledge diffusion is strong and more outward-facing.** 85% shared ACTEMP-derived tools or materials. Sharing occurs mainly with colleagues, but now extends more to member companies, supervisors, and external organisations, indicating a shift from purely internal dissemination (2022) toward broader ecosystem learning.
- **Learning is translating into initiatives, now more embedded than stand-alone.** 49% launched new initiatives/services/reforms attributable to the training (vs. 56% in 2022). Compared with 2022's discrete projects (advocacy, comms, digital pilots), 2025 changes more often embed concepts into core systems (governance rules, member management/CRM, financial sustainability models, ESG/service units), and there is a concrete belief that these initiatives would be maintained or expanded.
- **Barriers mirror structural constraints.** The most cited obstacles were limited financial resources, contextual/national instability, competing institutional priorities, human-resource shortages, and limited digital skills/resources. Fewer noted insufficient practical skills, weak supervisory support, or lack of peer backing. Notably, 20% reported no barriers, indicating strong internal readiness in a subset of EBMOs.

## Advisory services impact

- **Uptake establishes a credible baseline and high satisfaction levels.** Of 214 respondents, 83 organisations (≈39%) engaged with ACTEMP advisory services during the period, substantial for an

optional offer and a solid baseline for future comparisons. Average ratings of 3.97/5 for fit and 4.33/5 for satisfaction (≈88% positive) confirm that users value the advisory offer.

- **Demand profile is dual: capability building and problem-solving.** Requests typically reflected more than one need. Top drivers were: enhancing digital training offer and e-Campus use, addressing specific organisational challenges, governance/decision-making, membership growth, CRM/data management.
- **Timing and internal capacity shape where impact is observed.** The 62% “too early” responses indicate that many engagements were still within their planning or approval cycles at the time of the survey, so outcomes had not yet matured. As a result, the strongest “a lot/extremely” effects appear in domains under direct managerial control, namely membership (71%), internal processes (70%), service delivery (69%), and advocacy (69%), where changes can be executed within existing workflows. By contrast, digital training (63%) and governance (60%) lag not for lack of relevance, but because they entail specialised skills, platform configuration, and formal approvals, which extend lead times. In short, cycle timing and internal capacities, especially digital skills and staff bandwidth, slow the implementation of advisory recommendations and, consequently, the visibility of impact.
- **Binding constraints are primarily structural rather than technical.** The main impediments are financial resources (33%), staff bandwidth (18%), and competing priorities (16%), with limited buy-in (9%) and leadership turnover (6%) playing a secondary role. Only 3% cited gaps in follow-up, suggesting that absorptive capacity and timing, rather than the design of the advisory itself, are the principal factors limiting progress.
- **Introducing an earlier advisory service impact assessment.** As several respondents indicated, it may still be early to fully capture the effects of advisory services; many changes are mid-implementation and will mature after the upcoming budget cycles or board decisions. To improve evidence quality, it is recommended to add a brief, standard post-delivery advisory assessment (immediately after completion) to capture satisfaction, perceived usefulness, and intended next steps, followed by a light follow-up pulse at 6–12 months to assess implementation progress and early outcomes. This two-step approach would provide timely feedback for learning while still measuring tangible organisational change once actions have had time to take effect.
- **Ensuring institutional readiness for eCampus adoption, training delivery, and maintenance.** While digital training is the most frequently requested advisory service, evidence from platform transfer activities shows that only about one-third of EBMOs actively maintain their eCampus platforms. Future advisory support should therefore include an initial readiness assessment of team skills, instructional capacity, and cost management before launching or renewing digital training platforms.

## Recommendations

- **Reinforce post-training support and mentoring.** Follow-up support remains the most recurrent suggestion across interviews. Participants consistently asked for structured opportunities to consolidate learning once they return to their organisations. ACTEMP Turin could introduce structured follow-up mechanisms (3–6 months after course completion) such as short coaching sessions, online clinics, or alumni check-ins to help participants troubleshoot implementation challenges.
- **Strengthen blended and hybrid delivery.** Although online delivery remains highly valued for its accessibility and cost efficiency, many participants highlighted the preference for a blended format limits to foster networking and peer exchange.

- **Deepen contextualisation and differentiation of content.** Participants often reported that examples and assignments leaned toward larger or better-resourced organisations. To ensure equitable learning, ACTEMP should consider adapting case studies and tools to regional and organisational realities, incorporating examples from small and medium-sized EBMOs and crisis-affected contexts. Furthermore, many noted that differences in prior knowledge within cohorts left some feeling static; therefore, developing tiered course tracks (introductory, intermediate, advanced), so that experienced executives can go deeper while new participants receive foundational grounding, could be taken into consideration.
- **Enhance experiential and practice-oriented learning.** Participants praised ACTEMP's practicality but asked for more hands-on work. ACTEMP Turin should systematically integrate role-plays, simulations, and real-case assignments, add modular "learning-by-doing" tasks between sessions with facilitator feedback, and expand gamified elements to boost engagement and retention.
- **Build sustainable peer-learning and alumni networks.** The desire to remain connected and exchange experiences after training emerged as a universal theme. ACTEMP could launch a Community of Practice platform segmented by theme (governance, financial sustainability, advocacy, etc.) to encourage ongoing exchange, organise regional alumni webinars or benchmarking sessions twice per year where participants present lessons learned and tools developed locally, and use simple channels (WhatsApp or eCampus forums) to sustain engagement and facilitate cross-country collaboration. Such communities would help maintain motivation, create visibility for success stories, and generate organic diffusion of good practices.
- **Advance digital readiness and innovation.** While digitalisation has progressed since 2022, interviews confirm uneven capacity and persistent resource gaps. To consolidate this progress, ACTEMP could distribute "light" versions of digital tools (e.g., simplified CRM) suitable for small EBMOs and introduce short, modular courses on digital transformation planning, cybersecurity, and responsible AI for employers' organisations.

## ► Annexes

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### Annex 1. Survey

## **Impact Evaluation of ACTEMP ITCILO Training Activities 2023-2025**

### **Survey Flow**

Standard: Impact Evaluation of ACTEMP Training Activities (1 Question)

Standard: Personal information: (17 Questions)

Standard: Organisational impact (5 Questions)

Standard: Advisory services (8 Questions)

Standard: End (2 Questions)

Page Break

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## Start of Block: Impact Evaluation of ACTEMP Training Activities

Introduction **IMPACT EVALUATION OF ACTEMP ITCILO TRAINING and ADVISORY SERVICES ACTIVITIES** Dear former participant,

Greetings from all of us at the Employers' Activities Programme (ACTEMP) of the International Training Centre of the ILO in Turin.

Our Programme is dedicated to building the capacities of Employers and Business Member Organisations (EBMOs) through tailored training and advisory services. As part of our commitment to quality and impact — and to ensure continued donor support — we regularly assess the results of our activities.

We would greatly appreciate your input by completing this **short impact evaluation survey**, which focuses on how the *training and advisory services* you participated in have contributed to your professional growth and your organisation's performance.

### **INSTRUCTIONS FOR COMPLETING THE SURVEY:**

The short survey is composed of 25 questions. It will take you approximately 10 minutes to complete it.

If you close your questionnaire, you will be able to go back to your survey but you will need to use the same device.

To change the question page, press the button "Next" or "Prev", situated at the bottom of each page.

Once completed, press the button "Submit" to submit your answers.

### **PLEASE COMPLETE THIS SURVEY BY SEPTEMBER 5, 2025 AT THE LATEST!!!**

Your answers are confidential and results will be analyzed only in aggregate form. We welcome your honest feedback and encourage additional comments at the end.

If you need assistance, feel free to contact: **eleonora.gonnelli@gmail.com**

**Subject:** Impact Evaluation Survey of ITC-ILO ACTEMP

Many thanks in advance for your kind collaboration!

*Paolo Salvai - Programme Manager Eleonora Gonnelli - External Collaborator for the Employers' Activities Programme*

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## End of Block: Impact Evaluation of ACTEMP Training Activities

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### Start of Block: Personal information:

#### General Info **GENERAL INFORMATION**

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Q1 Please fill in the following details (*Answers will be aggregated anonymously*)

Full name (1) \_\_\_\_\_

Name of Organisation (2) \_\_\_\_\_

Email address (3) \_\_\_\_\_

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Q2 Gender

- Male (1)
- Female (2)
- Non-binary / third gender (3)
- Prefer not to say (99)

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Q3 Select your region

- Africa (19)
- Arab States (20)
- Asia and the Pacific (21)
- Europe and Central Asia (22)
- Latin America and the Caribbean (23)

---

Q4 In what kind of organisation do you work at the moment?

- Employers' and Business Membership Organisation (EBMO) (1)
- Government / public institution (2)
- International organisation (3)
- Non-governmental organisation (4)
- Private enterprise (5)
- Training / academic institution (6)
- Currently unemployed (7)
- Other (8)

---

Display this question:

If Q4 = Employers' and Business Membership Organisation (EBMO)

Q5 Does your EBMO operates at \_\_\_\_\_ level?

- National / Cross-sectoral (1)
- Sectoral (2)
- Territorial / Provincial (3)
- Other (4) \_\_\_\_\_

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#### **TRAINING IMPACT**

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Q6 Number of trainings received from the Programme for Employers Activities (ACTEMP Turin):

- Only one (1)
- From 2 to 3 (2)
- More than 3 (3)

Q7 Among the following ACTEMP training activities, which ones did you attend?

- Strategic Lobbying & Communication for Advocacy including Social Media (Bangkok, Thailand) (04/09/23 – 06/10/23) (1)
- Global Young Professionals' Academy (Istanbul) (02/10/23 – 20/10/23) (2)
- Good Governance in Employers and Business Membership Organisations (Online) (15/04/24 – 05/05/24) (3)
- Malkia – Empowering Arab Women Managers for Long-Term Impact (Online) (20/05/24 – 21/06/24) (4)
- Fostering Resilience and Embracing Digitalization – II Edition (Online) (27/05/24 – 21/06/24) (5)
- Strategic Approach to Service Development for Ukraine (Online) (10/06/24 – 27/06/24) (6)
- Membership Development Strategies (Online) (15/07/24 – 26/09/24) (7)
- Master Training in Management of Employers' & Business Member Organisations (EBMOs) (Online) (12/08/24 – 31/10/24) (8)
- Training to Support FUE in National Minimum Wage Negotiations (Online) (02/09/24 – 04/09/24) (9)
- Training of Trainers on Responsible Business Conduct and Occupational Safety and Health (Nairobi) (16/09/24 – 22/11/24) (10)
- ESG Leadership Essentials: Empowering EBMOs (Online) (04/11/24 – 22/11/24) (11)
- Malkia – Women Managers Rise Up: Skilling for Success (Online) (04/11/24 – 06/12/24) (12)
- ECOP 2024 ESG Learning Series (Manila) (19/11/24 – 22/11/24) (13)
- Innovative Strategies for Membership Development (Online) (17/02/25 – 21/03/25) (14)
- EDesign Training of Trainers for Asian EBMOs (Online) (24/02/25 – 11/04/25) (15)
- Política Salarial en América Latina (Online) (24/04/23 – 12/05/23) (16)
- Agregando valor con Estrategias de Membresía Efectivas y Servicios Relevantes (Online) (07/08/23 – 15/09/23) (17)
- Estrategias innovadoras para el desarrollo de membresías (Online) (11/11/24 – 13/12/24) (18)
- Fortaleciendo la sostenibilidad financiera de las organizaciones empresariales (Online) (24/02/25 – 04/04/25) (19)
- Foro Regional en Inteligencia Artificial (Buenos Aires) (09/04/25 – 11/04/25) (20)
- Master Training en gestion des organisations d'employeurs (Blended) (18/09/23 – 16/11/23) (21)
- I participated in another ACTEMP Turin training activity not listed here between 2023 and 2025. (Please specify the title of the training): (22) \_\_\_\_\_

Note **Note:** If you participated in more than one of the above-listed training activities in the last two years, please answer the below questions taking into consideration the overall feeling/learnings with all training activities you participated in.

Q8 Why did you participate in the training activity? Please indicate the importance of each of the following reasons:

	Unimportant (1)	Somewhat unimportant (2)	Neither important or unimportant (3)	Somewhat important (4)	Important (5)	N/A (6)
To explore a personal interest (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Because my organisation/manager thought it was necessary/relevant (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To support my organisation's strategic goals (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To learn about innovative practices or global trends (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To learn additional skills for my current job (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To get a different job within the organisation I am currently working for (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To get a new job in a new organisation, institution, company... (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To get an internationally recognized certificate (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To take advantage of networking opportunities (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Received a scholarship / low cost (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other, please specify: (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q9 To what extent did the training help you improve your skills and apply them in the following areas?

	Not at all (1)	Slightly (2)	Moderately (3)	A lot (4)	Extremely (5)	N/A (not covered by the course) (6)
Skills in a technical domain (e.g. lobbying, communication, data analysis, management, etc) (1)	<input type="radio"/>					
Strengthening partnerships or networks (2)	<input type="radio"/>					
Using digital tools (3)	<input type="radio"/>					
Contributing to internal change in your organisation (4)	<input type="radio"/>					

Q10 After the training, have you been using

	Never (1)	Sometimes (2)	Frequently (3)
The documents and training materials provided during the training? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The contacts created with participants and trainers during the training? (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q11 How relevant was the training content to your current role and professional development needs?

- Not at all (1)
- Slightly (2)
- Moderately (3)
- A lot (4)
- Extremely (5)

---

Q12 Have you changed how you work or implemented anything new in your organisation based on the training?

- Yes (Please specify) (1) \_\_\_\_\_
- No (2)

---

Q13 How satisfied were you overall with the quality and delivery of the training?

- Very dissatisfied (1)
- Somewhat dissatisfied (2)
- Neither satisfied nor dissatisfied (3)
- Somewhat satisfied (4)
- Very satisfied (5)

---

Q14 Overall, my participation in this training was a good investment of my time and effort

- Not at all (1)
- Slightly (2)
- Moderately (3)
- A lot (4)
- Extremely (5)

**End of Block: Personal information:**

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**Start of Block: Organisational impact**

#### **ORGANISATIONAL IMPACT**

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Q15 Since attending the training, have you shared any of the knowledge, tools, or materials you gained with others in your organisation?

- I have not shared what I learned with anyone (1)
- My supervisor(s) (2)
- Some colleagues within my organisation (3)
- Member companies (4)
- Professionals from other organisations or institutions (5)
- Other (please specify) (6) \_\_\_\_\_

---

Q16 Has your organisation started new initiatives, services, operations... as an outcome of the training programme? If yes, please specify

- No (1)
- Yes, please specify (2) \_\_\_\_\_

---

*Display this question:  
If Q16 = Yes, please specify*

Q17 How likely is your organisation to continue or expand the most important initiatives, services, or activities started as a result of the training?

- Very unlikely (1)
- Unlikely (2)
- Neutral (3)
- Likely (4)
- Very likely (5)
- The initiative was shut down/ no longer in place (6)

---

Q18 If you have found any barrier(s) in the use of the acquired skills, strategies and tools, please indicate them below:

-  NO barriers encountered (1)
- General situation in your country (2)
- The priorities in your institution (3)
- Lack of financial resources (4)
- Lack of human resources (5)
- Lack of digital skills and/or resources (6)
- Lack of support from supervisors (7)
- Lack of support from colleagues (8)
- I felt I lacked sufficient knowledge or practical skills (9)
- Other (please specify) (10) \_\_\_\_\_

End of Block: Organisational impact

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Start of Block: Advisory services

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#### **ADVISORY SERVICES**

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Q19 Has your organisation received ACTEMP ITCILO advisory services during the past two years (2023 – 2025)?

- Yes (1)
- No (2)

*Skip To: End of Block If Q19 = No*

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Q20 Why did your organisation request the advisory service from ACTEMP ITCILO? (Select all that apply)

- To address a specific organisational challenge or weakness (1)
- To increase membership base (2)
- To strengthen governance or decision-making structures (3)
- To develop or improve training service delivery through e-campus platform (4)
- To improve data management via CRM (5)
- ACTEMP suggested it / Donor recommended it (6)
- Other (please specify) (7) \_\_\_\_\_

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Q21 To what extent did the services respond to your organisation's specific needs?

- Not at all (1)
- Slightly (2)
- Moderately (3)
- A lot (4)
- Extremely (5)

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Q22 How satisfied were you with the advisory services your organisation received?

- Very dissatisfied (1)
- Somewhat dissatisfied (2)
- Neither satisfied nor dissatisfied (3)
- Somewhat satisfied (4)
- Very satisfied (5)

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Q23 Has your organisation acted upon or implemented the recommendations or guidance received?

- Yes (please specify) (1) \_\_\_\_\_
- No (2)
- Too early to tell (3)

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Page Break

Q24 In your opinion, on which of the following areas of your organisation the advisory service had an impact? (Only rate areas that were covered by the advisory service you received. For others, select "Not applicable N/A.")

	Not at all (1)	Slightly (2)	Moderately (3)	A lot (4)	Extremely (5)	N/A (not covered by the service) (6)
Governance / board functioning (1)	<input type="radio"/>					
Membership retention and development (2)	<input type="radio"/>					
Internal processes / management (3)	<input type="radio"/>					
Service delivery (4)	<input type="radio"/>					
Policy engagement / advocacy (5)	<input type="radio"/>					
Digital training offer (6)	<input type="radio"/>					
Other (please specify) (7)	<input type="radio"/>					

\*

Q25 What challenges, if any, have limited your ability to implement the advisory recommendations? (Select up to three)

- Lack of financial resources (1)
- Lack of staff capacity (2)
- Change in leadership (3)
- Competing priorities (4)
- Lack of internal buy-in (5)
- Not enough follow-up from ACTEMP (6)
- Other (please specify) (7) \_\_\_\_\_
- NO barriers (8)

**End of Block: Advisory services**

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**Start of Block: End**

Thanks Thank you so much for taking the time to complete this survey! We truly value the information you have provided. Your responses will contribute to our analyses of our training activities and advisory services' impacts on you and your organisation. If you have any comments on the survey or our impact evaluation project, please leave a comment below. Many thanks, The ITCILO Employers' Activities Programme (ACTEMP)

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Comments Do you have any additional comment?

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## Annex 2. Interview questions

### 2025 Impact Evaluation – Interview questions for former participants

**Participant Name:**

**Training Activity Attended:**

**Country:**

**Organisation:**

**Position:**

#### Introduction

**To start, could you briefly describe your organisation and your current role within it?**

*(What are your main responsibilities, and how long have you been in this role?)*

#### Training Experience – Additional insights

**Was the training activity you attended (specify the course) beneficial to your work?**

Since completing the training, has your role or set of responsibilities changed in any way?

*If yes: Please explain how the training supported your professional development, ideally with concrete examples.*

*If no or unsure: Please share why you think the training may not have contributed significantly.*

**Can you share a situation where you applied a specific knowledge, tool, or approach from the training in your work?**

*If yes: How did you use it, and what was the result?*

*If no or unsure: What limited your ability to apply the training content?*

**Looking back, is there anything you would improve about the training — in terms of content, delivery, or follow-up?**

**What kind of continued support from ACTEMP or ITCILO would help you better apply the learning in your work?**

*(e.g. coaching, peer exchange, updated resources, refresher sessions, webinars...)*

#### Organisational change and new initiatives

**Has the training helped you advocate for change within your organisation — such as introducing new strategies, structures, or services?**

**Has your organisation implemented any new initiative, service, or process as a result of the training?**

*If yes, please describe the initiative. We'd like to understand:*

- a. What specific knowledge, skills, or tools from the training helped you design or implement this initiative?
- b. What organisational need or priority did the initiative respond to?

- c. What has been the early impact of the initiative — on your work, your organisation, or your members?
- d. What factors helped you put it into practice?
- e. What challenges or barriers did you face in implementing it?

**Roughly how long did it take from the end of the training to seeing this change happen in your organisation?**

*Was it a gradual change or a more immediate shift?*

### **Closing**

**Do you have any final thoughts or additional comments you would like to share about your experience with the training and its impact?**

## Annex 3. Summary of interviews

### SUMMARY of INTERVIEWS

#### 1. Association of Tanzanian Employers (ATE) – Tanzania

##### **Training Course**

Human Resource Management for Employer and Business Membership Organisations (EBMOs)

##### **Individual Impact**

The participant reported a strong and immediate impact on professional practice. The training broadened understanding of HR management by introducing the EBMO-specific perspective—positioning HR not only as an internal function but also as a strategic tool to serve member enterprises. The participant applied key learnings related to talent management and organisational design, adopting a more strategic and data-driven approach to HR. Greater awareness of intergenerational differences in the workplace led the participant to promote flexible work arrangements to meet modern expectations. In terms of professional growth, the participant expressed increased confidence in designing HR strategies and policies aligned with organisational objectives and indicated an interest in receiving coaching on performance management to further consolidate learning.

##### **Organisational Impact**

Following the training, several tangible organisational changes were initiated:

- **Policy reform:** The HR Policy and Diversity & Inclusion Policy were revised using templates and benchmarks shared during the course.
- **Structural realignment:** The organisation began shifting toward a flatter organisational structure, inspired by case studies and frameworks presented during the training (e.g., McKinsey models).
- **Strategic alignment:** HR practices are now more closely tied to the organisation's five-year strategic plan.
- **Workplace modernization:** Implementation of flexible working arrangements and data protection guidelines for staff and members.

These changes began almost immediately after the training and are still being integrated into ongoing HR reforms.

##### **Suggestions for ACTEMP / ITCILO**

1. Introduce blended training formats combining online and face-to-face sessions, particularly for topics requiring sensitive discussion or peer exchange.
2. Offer targeted coaching or follow-up sessions to deepen practice in specific areas such as performance management.
3. Continue using interactive learning materials such as podcasts and case studies, which participants found engaging and practical.

## 6. Ethiopian Chamber of Commerce & Sectoral Associations – Ethiopia Training Course

Fostering Resilience and Embracing Digitalization – II Edition

### Individual Impact

The training strengthened the participant's managerial and strategic competencies, particularly in financial management, risk assessment, and leadership. It enhanced the ability to plan, implement, and monitor activities with a stronger focus on sustainability and results.

The participant reported applying knowledge from the training to improve leadership approach, communication with staff, and monitoring and evaluation systems—enabling more focused management of the chamber's operations and priorities.

Overall, the course fostered a shift toward proactive and data-driven management, emphasizing foresight and preparedness for future risks.

### Organisational Impact

The training had a direct and significant impact on the chamber's operations and strategic direction:

- **Strategic integration:** The five-year strategic plan currently under preparation now embeds components on risk management and financial resilience.
- **Financial diversification:** The chamber expanded income sources beyond membership fees and exhibitions by leveraging international events and charging registration fees, enhancing financial sustainability.
- **Membership system reform:** Recruitment of new members was outsourced to specialized agents, resulting in an increase in membership and revenue.
- **Operational improvement:** The chamber began simplifying and applying risk analysis tools (such as the risk matrix) in planning processes to better anticipate and manage vulnerabilities.

These changes were introduced progressively after the training, starting around July, in alignment with the new strategic planning cycle.

### Suggestions for ACTEMP / ITCILO

- Provide more time for assignments and include practical exercises after webinars to reinforce learning.
- Ensure post-training follow-up and feedback on assignments to support practical implementation.
- Facilitate experience-sharing sessions or peer exchanges among participants after the course to deepen applied learning.

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## 7. National Council of Chadian Employers (CNPT) – Chad

### Training Course

Master in Management of Employers' and Business Membership Organisations (EBMOs)

### Individual Impact

The training significantly strengthened the participant's managerial and organisational leadership skills, particularly in governance, communication, and member engagement. Although a promotion was not received, professional standing within the organisation increased—the participant is now regularly

consulted on management and training matters.

The participant applied tools from the master's programme to improve internal and external communication, introduced mechanisms for weekly updates to members, and developed strategies to keep staff and members informed about activities and initiatives. Communication skills and tools gained during the programme were described as directly relevant and practical.

The course also fostered a deeper understanding of how employers' organisations function, enabling the participant to contextualize management practices according to organisational size and needs.

### **Organisational Impact**

The training inspired several structural and procedural changes within CNPT:

- **Improved communication systems:** A digital exchange platform was launched to facilitate internal communication and interaction with members.
- **Member engagement and retention:** Initiatives were introduced to create a climate of trust with members, strengthening retention and participation.
- **Training and negotiation skills development:** The organisation began offering training and regular meetings for members to enhance negotiation capacities.
- **Affiliation and membership strategy:** A more structured membership strategy was developed to map and engage existing and potential members more effectively.

Some initiatives began within six months of the training, while others continue to evolve as part of CNPT's organisational development.

### **Suggestions for ACTEMP / ITCILO**

- Adapt training content to the specific context and size of employers' organisations to ensure greater relevance.
- Include practical follow-up sessions or monitoring activities to verify how learning is applied in practice.
- Create a networking platform for graduates to exchange experiences, share solutions, and maintain professional contact.
- Integrate modules on the use of Artificial Intelligence (AI) for the management of employers' organisations—covering how, why, and in what areas AI can be applied.

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## **8. COPARMEX Nuevo León – Mexico**

### **Training Courses**

Strategic Lobbying & Communication for Advocacy including Social Media; ILGO; Occupational Safety and Health; Strengthening the Financial Sustainability of Employers and Business Membership Organisations; Good Governance in Employers and Business Membership Organisations.

### **Individual Impact**

The participant reported that the training activities had a strong impact on professional development. Senior management recognized increasing expertise and began assigning more complex and strategic tasks.

The participant applies the 12-step communication guide from the course in daily work, noting that it has become an integral reference tool. The training reinforced the capacity to approach communication and advocacy more strategically, particularly when engaging with policymakers.

The participant emphasized that the online format was valuable for balancing work and family responsibilities, while noting that case studies could benefit from greater contextualization to reflect different country realities.

### **Organisational Impact**

The training led to several tangible changes within COPARMEX Nuevo León:

- **Strategic communication:** The organisation shifted from basic social media use to a structured communication strategy, ensuring that every message and press release defines its objective and target audience.
- **Membership segmentation and management:** Inspired by the ILGO course, the organisation now segments its membership base and assigns staff to follow up with specific groups of members, improving engagement and responsiveness.
- **Governance reform:** Drawing on insights from governance training, the participant advocated for better representation of women and SMEs on the board—addressing imbalances where, out of 60 board members, only three were women and most represented large companies.
- **Application of lobbying tools:** Advocacy templates and tools from the lobbying course are used to plan communication and engagement with public authorities more systematically.

These changes were implemented immediately after each course and continue to guide the organisation's internal improvements.

### **Suggestions for ACTEMP / ITCILO**

- Continue offering online courses, which are highly accessible for participants balancing family and professional duties.
- Add more contextualized examples and case studies, ensuring relevance across countries and experience levels.
- Strengthen continuous communication and peer exchange among participants and national directors to reduce isolation and enable regular feedback.
- Provide more follow-up in lobbying and membership management, including updates on regional trends that affect advocacy work.
- Consider offering affordable online legal training, as cost remains a barrier for participants in developing countries.

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## **9. Employers Confederation of the Philippines (ECOP) – Philippines**

### **Training Courses**

Customized Policy and Advocacy and Lobbying Course for the Philippines; ESG Leadership Essentials; Green Skills for a Greener Future; AI Forum

### **Individual Impact**

The training had a direct and transformative impact on the participant's professional trajectory. Following participation in several ITCILO courses, the participant was promoted from Advocacy Specialist to Head of Sustainability and Innovation, leading a newly created unit dedicated to emerging topics such as sustainability, technology, and ESG.

The participant credited the advocacy and policy course with providing a structured approach to member consultation and evidence-based lobbying, while the AI Forum broadened understanding of governance,

ethics, and responsible administration of artificial intelligence tools. These insights informed ECOP's internal AI governance framework and the exploration of chatbot services. The participant also applied ITCILO learning design principles to ECOP's own initiatives. Inspired by the MALKIA programme and the e-design course attended in 2022, coaching components and self-paced modules were incorporated into ECOP's carbon footprint training for businesses.

### **Organisational Impact**

The training series catalyzed several organisational changes and innovations within ECOP:

- **Creation of a new unit:** ECOP institutionalized a Sustainability and Innovation Unit focused on emerging issues such as ESG, AI, and digital transformation.
- **New services and platforms:** Development of the AI Chatbot, the Occupational Safety and Health (OSH) Academy—the first of its kind led by a BMO in the Philippines—and an e-campus platform offering self-paced courses on digitalization and carbon footprint calculation.
- **Improved policy and advocacy processes:** The policy and advocacy course helped formalize ECOP's consultation and policy-assistance mechanisms for members.
- **Strategic and financial reforms:** Lessons from the Managing EBMOs course taken by a colleague influenced ECOP's Value Creation Model, approved by the board, aiming to strengthen financial sustainability and governance.

Implementation speed varied by topic—ESG initiatives advanced rapidly due to strong demand, while advocacy-related institutional reforms progressed more gradually due to limited resources and leadership alignment.

### **Challenges**

- Limited financial resources to sustain and scale new services.
- Difficulty securing leadership buy-in for initiatives not aligned with immediate priorities.
- Need for governance frameworks to ensure ethical and sustainable deployment of technologies like AI.

### **Suggestions for ACTEMP / ITCILO**

- Reinstate or expand blended learning models, combining face-to-face and online components to sustain engagement beyond virtual delivery.
- Offer refresher or advanced sessions on topics like Responsible Business Conduct (RBC), ESG, and project design for EBMOs.
- Provide benchmarking opportunities and peer exchanges on emerging themes (ESG, AI, sustainability governance).
- Continue promoting ITCILO's learner-centered and practical approach, which ECOP now models in its own capacity-building programs.

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## **10. UNICONGO (Congo Employers' Confederation) – Congo**

### **Training Course**

Master in Management of Employers' and Business Membership Organisations (EBMOs)

### **Individual Impact**

No formal change in title or promotion (organisational structure unchanged), but the training strengthened the participant's day-to-day practice in membership relations. A more structured, evidence-based approach is now applied to:

- Prospecting and onboarding (clearer criteria and follow-up on applications).
- Value proposition design (using course methodology to articulate member benefits).
- Member communication (preparation and conduct of meetings, clearer information flows).

The participant expressed a need for further skill-building in meeting facilitation and communication techniques to run member meetings more effectively.

### **Organisational Impact**

The training triggered several concrete upgrades at UNICONGO:

- **Reframed value proposition** leading to new/strengthened services, notably on-site member visits.
- **Communication strategy upgrade:** stronger presence on social media and a regular monthly information update for members.
- **Member feedback loops:** routine satisfaction surveys introduced (via an online survey tool) to steer services and organisational direction.
- **Membership systems:** adoption of a CRM for managing members, prospects, and dues; tighter processes for follow-up and collections.
- **Membership growth:** reported ~20% increase in members, from ~300 to 400+, with a target of 500.
- **Risk/crisis management:** concepts internalized; practical deployment planned but not yet applied.

**Timeline:** Changes were progressive, reviewed and reinforced through internal follow-up meetings after the course.

### **Suggestions for ACTEMP / ITCILO**

- Improve visibility and access to courses across African EBMOs (clearer information, easier enrollment).
- Provide post-course access to training materials for refreshers.
- Offer coaching / peer exchange to sustain practice (e.g., on member retention).
- Include more role-plays / simulations to bridge learning to practice.
- Add short modules on facilitating meetings & communicating with members (practical techniques and templates).

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## **11. Montenegrin Employers Federation (MEF) – Montenegro**

### **Training Courses**

Labour Statistics (online); Master in Management of Employers' and Business Membership Organisations (EBMOs)

### **Individual Impact**

Although the formal position remained unchanged, the participant reported significant personal and professional growth. The training broadened perspectives on the role of employers' organisations, exposing the participant to diverse European and international approaches that helped move beyond a previously Eurocentric outlook.

Several management and organisational development principles from the master's programme were applied in consulting work for other organisations, particularly in business development and service design.

The participant appreciated the academic quality and modern facilities of the training, while suggesting that smaller groups and more individualized, task-oriented approaches (including homework and feedback) could further enhance engagement and learning outcomes.

## Organisational Impact

The training directly informed new initiatives and service improvements within MEF:

- **New service – “Business Up” programme:** A comprehensive training and capacity-building service for members, with modules on artificial intelligence, sustainability, and business innovation. The first sessions were scheduled for October, including collaboration with national experts involved in drafting Montenegro’s National AI Strategy (2026–2030).
- **CRM adoption:** Following exposure to ITCILO’s examples, MEF implemented a Customer Relationship Management (CRM) system to improve member management and communication. Initial staff resistance gave way to acceptance once the tool’s practical benefits became evident.
- **Membership fee reform:** The federation redesigned its membership model, moving away from a flat rate to a tiered package structure (basic, standard, premium) tailored to company size and needs. For instance, premium members gain access to additional services such as free meeting space rental. All changes have been implemented gradually, with continuous refinement as part of a broader modernization process.

## Suggestions for ACTEMP / ITCILO

- Adopt smaller, more interactive training groups and structured follow-up (assignments and feedback) to deepen engagement.
- Offer mentoring and post-training guidance to support practical application of course learnings.
- Continue emphasizing practical service design and innovation tools for EBMOs.

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## 12. Yemen Chamber of Commerce and Industry – Yemen

### Training Course

Green Jobs and Just Transition

#### Individual Impact

The participant reported improved understanding of sustainability concepts and how to approach environmental issues from a policy and planning perspective. The training supported skills in preparing analytical papers and project proposals, particularly those integrating measurable environmental goals and statistical evidence.

Through practical exercises, the participant strengthened the ability to define specific objectives and develop evidence-based recommendations for future initiatives related to environmental protection and renewable energy. Awareness expanded regarding how energy transition policies—such as the shift from petroleum-based fuels to solar energy—can contribute to sustainable development in Yemen.

#### Organisational Impact

While the political and economic situation in Yemen has limited the organisation’s capacity to implement large-scale changes, some indirect and small-scale developments have emerged:

- **Draft policy work:** The chamber prepared a paper on mango production and export potential, identifying the lack of infrastructure—particularly refrigeration and storage—as a barrier to agricultural trade.
- **Advocacy for sustainable production:** Efforts were noted to raise awareness of local initiatives using solar energy systems in factories to cut costs and reduce emissions.
- **Recycling initiatives:** A new recycling project involving the reuse of cardboard, paper, and glass was initiated by some member companies.

Despite systemic constraints, these examples reflect the gradual diffusion of environmental awareness and the integration of “green transition” ideas within the business community.

### **Suggestions for ACTEMP / ITCILO**

- Continue offering trainings on renewable energy and green transition, with practical components on adapting strategies to low-resource or crisis-affected contexts.
- Provide follow-up coaching and webinars to help participants operationalize learning.
- Offer case studies from similar developing or fragile economies to make the training content more applicable to local realities.

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## **13. Business Botswana – Botswana**

### **Training Courses**

ESG Leadership Essentials; Master Training in Management of EBMOs

#### **Individual Impact**

The master’s training broadened the participant’s understanding of EBMO operations, governance, membership engagement, and leadership. This translated into a larger internal role—elected Chair of the junior executive committee—based on improved cross-departmental knowledge and the ability to “defend” private-sector interests. Leadership modules strengthened self-management and team management skills (e.g., managing emotions, guiding subordinates). The ESG course sharpened policy lenses for sustainability and member value.

#### **Organisational Impact**

- **Value proposition & financial sustainability:** The course framework was applied to rebuild the EBMO’s value proposition and inform a restructuring focused on sustainability.
- **Advocacy communications:** Clearer, more consistent member/stakeholder updates (e.g., news flashes) were introduced to better explain advocacy work and outcomes.
- **Evidence-based advocacy process:** Practice shifted from concern-raising to research-driven, solution-oriented advocacy. Internal workshops were led on position papers, issue papers, concept notes, and on using data to assess short/medium/long-run policy impacts.

9. *Example:* In response to a proposed national minimum wage, an employer survey was conducted and a private-sector position paper was submitted to the Ministry of Labour.

**Timeline:** Most changes materialized within six months of completing the training.

### **Suggestions for ACTEMP / ITCILO**

- Provide technical guidance/mentorship to validate implementations (“are we doing this the right way?”).
- Maintain continued access to tailored trainings and refreshers (especially on evidence-based policy practice and ESG).

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## 14. EMS Group – Philippines

### Training Course

ESG as a Driver for SME Growth (delivered by ECOP and ITCILO)

### Individual Impact

The training had a major impact on the participant's professional development and career trajectory. Shortly after completing the course, the participant was promoted from Learning and Development Officer to Learning, Development and Sustainability Lead, a new role recognizing enhanced expertise in sustainability and ESG compliance.

The course deepened understanding of how to integrate sustainability within a corporate structure and align training programmes with the Sustainable Development Goals (SDGs) and ESG frameworks. The participant applied the ESG Value Scan, materiality assessment, and stakeholder mapping tools introduced during the training, leading the company's internal ESG planning process and guiding colleagues to embed sustainability into daily operations.

The delivery was described as engaging and conversational, effectively connecting complex ESG topics to practical business applications. The participant suggested adding gamified and interactive elements (e.g., quizzes and games), especially to engage younger participants such as Generation Z employees.

### Organisational Impact

The ESG training provided the foundation for a comprehensive organisational transition toward sustainability:

- **Sustainability roadmap:** A long-term ESG roadmap was developed that extends beyond 2030, positioning the company to align with evolving standards after the SDG framework concludes.
- **Updated training programmes:** Carbon accounting and reporting modules were integrated into internal staff training to raise awareness of environmental metrics across departments.
- **ESG reporting readiness:** Within one month of completing the training, a baseline greenhouse gas (GHG) emissions review was conducted to prepare for future ESG disclosure requirements, supporting compliance with the forthcoming Philippine SEC ESG reporting mandate for large companies.
- **Tools adoption:** The company piloted the ESG Value Scan in collaboration with ECOP and adopted materiality and stakeholder mapping tools to prioritize sustainability actions.

These initiatives strengthened market positioning, particularly in responding to European clients' growing demand for verifiable ESG practices.

### Suggestions for ACTEMP / ITCILO

- Incorporate gamification and interactive tools to enhance engagement during virtual sessions.
- Continue post-training technical guidance and mentoring, especially during implementation phases.
- Facilitate peer learning and consultation opportunities through ECOP and other partners to sustain ESG practice among companies.

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## 15. Federation of Uganda Employers (FUE) – Uganda

### Training Course

Financial Sustainability for Employers' and Business Membership Organisations (EBMOs)

### **Individual Impact**

The training broadened the participant's understanding of how EBMOs function financially and strategically—an important complement to a professional background in audit and accounting. It enhanced the ability to interpret and communicate financial information in management discussions, moving from technical reporting to strategic financial analysis.

The participant now regularly facilitates financial literacy sessions for senior management, covering revenue diversification, expenditure monitoring, and reserves management. These sessions have improved internal dialogue on financial health and long-term planning.

Learning from peers facing similar financial challenges was highlighted as highly valuable, helping to contextualize FUE's situation within broader EBMO realities.

### **Organisational Impact**

The training prompted internal changes within FUE's finance function:

- **Financial statement reorganisation** to clarify expenditure categories and improve transparency.
- **Income and expenditure review** to identify cost reductions and new revenue opportunities.
- **Internal capacity building:** Finance team members now brief top management regularly on financial trends and risks, promoting shared accountability for sustainability.
- **Gradual institutional change:** Initiatives began in July and are progressively being embedded in financial management processes.

Collectively, these efforts strengthened FUE's capacity to manage resources sustainably and inform strategic decisions with timely, accurate data.

### **Suggestions for ACTEMP / ITCILO**

- Deliver future financial management courses in person and over a longer duration to deepen peer learning and exchange.
- Establish a continuous support or peer network for EBMO finance professionals.
- Provide follow-up sessions or clinics to address evolving financial dynamics and guide application of new tools.

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## **16. Nigeria Employers' Consultative Association (NECA) – Nigeria**

### **Training Courses**

Just Transition; ESG – Training of Trainers (TOT)

### **Individual Impact**

The trainings had a strong influence on professional growth, expanding technical expertise and strategic visibility within NECA. Although the formal role remained the same, the participant became the focal point for ESG and Just Transition, leading climate-related projects and sustainability initiatives.

Knowledge from ESG and Lobbying & Advocacy courses informed a stakeholder mapping framework to guide engagement with government and private sector actors, making interactions more structured and inclusive. A tailored ESG training package for Nigerian businesses was developed and delivered—reaching over 50 enterprises—with practical guidance on compliance, sustainability, and corporate responsibility.

Having completed more than twelve ITCILO courses overall, the participant noted consistent improvements in analytical and facilitation skills, supporting contributions to national policy discussions.

## **Organisational Impact**

The courses contributed to significant developments within NECA:

- **Enhanced evidence-based advocacy:** Policy positions are now supported by stronger research and data analysis.
- **ESG mainstreaming:** The ESG TOT inspired a dedicated ESG training offer, introducing sustainability thinking among member companies.
- **Tailored services:** Programmes are now more closely adapted to members' needs and the economic context.
- **Institutional recognition:** Strengthened policy and research capacity has reinforced NECA's reputation as a proactive policy shaper.

Implementation was immediate, with ESG activities rolled out soon after the training, supported by ILO technical guidance.

## **Suggestions for ACTEMP / ITCILO**

- Combine blended and in-person workshops to strengthen peer exchange among African EBMOs.
- Include more case studies and regional examples to translate training into practical actions for members.
- Offer structured mentorship and peer-to-peer programmes to support implementation and continuous capacity building.

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## 17. **Ghana Employers' Association (GEA) – Ghana**

### **Training Courses**

Violence and Harassment at Work; Master in Management of Employers' and Business Membership Organisations (EBMOs)

### **Individual Impact**

The participant reported major professional growth and expanded responsibilities. Originally focused on macroeconomic research, the portfolio now includes violence and harassment at work, occupational safety and health, and governance—supporting promotion from Research Officer to Senior Research Officer.

The Violence and Harassment at Work course improved the ability to recognize and address sensitive workplace issues (e.g., unconscious bias, fear of retaliation, confidentiality of complaints) and to design preventive measures and advisory services for enterprises.

The Master training provided a comprehensive framework for EBMO governance, membership engagement, and strategic planning—applied to operational restructuring and service delivery.

### **Organisational Impact**

The training contributed to several institutional developments at GEA:

- **Strategic planning:** The new three-year plan integrated pillars on member engagement and service delivery.
- **Membership engagement:** Roles were delegated to council members to strengthen recruitment and retention.
- **Regional outreach:** Support was provided to establish a new employers' association in the northern region, incorporating governance principles and training methods learned from ITCILO.
- **New service on violence and harassment:** Consultancy and awareness services were launched in

response to enterprise needs.

Implementation was gradual due to consultation requirements, with initial responses indicating strong potential for impact.

### **Suggestions for ACTEMP / ITCILO**

- Provide post-training technical and financial support for practical implementation in national contexts.
- Consider face-to-face sessions for technical tools (e.g., CRM) with peer networking components.
- Expand training to emerging topics (ESG, Artificial Intelligence, digital transformation) to help EBMOs remain relevant as private advisory markets grow.

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## **18. Association of Tanzania Employers (ATE) – Tanzania**

### **Training Course**

Good Governance for Employers' and Business Membership Organisations (EBMOs)

### **Individual Impact**

The participant reported substantial professional development following the training. Although there was no change in formal position, the course deepened understanding of board governance principles, fiduciary responsibility, and conflict-of-interest management—strengthening performance within ATE and on other boards, including in the education sector.

The training improved the ability to distinguish between board and management functions, keeping the board focused on strategic oversight while management handles operations. Capacity to contribute to performance monitoring was strengthened by using data and structured follow-up during board and committee meetings.

### **Organisational Impact**

The course directly led to key governance reforms within ATE:

- **Board Code of Conduct:** Two board members who attended the training proposed and drafted a Code of Conduct emphasizing accountability, ethical standards, and clarity of roles. The document was integrated into the Board Charter during the constitutional review, approximately two months after the training.
- **Strengthened governance structure:** A clearer division between board oversight and management execution has fostered a more disciplined governance culture.
- **Enhanced performance oversight:** Committee reviews and participation quotas are now used to monitor engagement and ensure accountability.

These measures have improved the quality of board deliberations and overall transparency.

### **Suggestions for ACTEMP / ITCILO**

- Establish coaching or mentorship mechanisms for practical follow-up on governance issues.
- Continue sharing updates on upcoming governance-related courses to support ongoing learning.
- Maintain the interactive format that combines advance preparation with structured tasks between sessions.

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## 19. **Honduran Chamber of Insurers – Honduras**

### **Training Courses**

ESG Leadership Essentials TOT; Financial Sustainability

### **Individual Impact**

The trainings had a strong professional impact, broadening strategic perspectives on how business organisations can contribute to the SDGs and to sector-level sustainability.

The courses enhanced the ability to guide member companies by helping them set clearer priorities and integrate sustainability principles. The Financial Sustainability course improved capacity to analyze and strengthen the chamber's financial structure, while the ESG training provided tools to articulate the role of business organisations in sustainability transitions. A stakeholder influence map from the ESG course was applied to design the chamber's ESG promotion strategy, supporting members in identifying key actors and collaboration areas.

### **Organisational Impact**

The training contributed to tangible institutional and strategic developments:

- **New revenue-generating services (2025):**

- A registration support service for foreign reinsurance companies entering the Honduran market.
- An induction and onboarding service for new staff in member companies to reduce supervisory time and improve integration.
- **Improved member engagement:** Prioritization and tailored communication for companies at different stages of ESG adoption, addressing issues such as gender equality, climate change, and financial literacy.
- **Sectoral initiatives:** ESG principles are now used to promote collective sustainability initiatives across the insurance sector, improving dialogue and cooperation among members.

Implementation was gradual, but the training accelerated decision-making and facilitated concrete planning—particularly for the new services developed within two months of the course.

### **Suggestions for ACTEMP / ITCILO**

- Organize refresher seminars and update sessions on evolving trends in ESG and financial sustainability.
- Create a regional or thematic network for peer exchange and collaboration among participants.
- Maintain the eCampus model for continued access to materials and flexible review.

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## 20. **Gaza Chamber of Commerce – Palestine (Gaza)**

### **Training Courses**

Strategic Advocacy and Communication for Employers and Business Membership Organisations; SURE – Strengthening Understanding of Resilience in Enterprises

### **Individual Impact**

The participant reported that the Advocacy and Lobbying training had a strong and direct impact on professional skills and confidence. It enhanced the ability to design, organize, and manage advocacy

campaigns—skills that have become increasingly essential given Gaza's complex humanitarian and economic conditions.

The participant learned to structure advocacy work more strategically using digital tools introduced during the course. These tools were later adopted to organize and coordinate lobbying campaigns on issues such as market disruptions, commodity availability, and price inflation.

The course improved analytical capacity, stakeholder communication, and understanding of policy influence processes—applied daily across the three departments supported: Private Sector Information Center, Projects, and Human Resources.

### **Organisational Impact**

The training strengthened the Chamber's ability to respond to the ongoing crisis through structured advocacy and evidence-based communication:

- **Improved advocacy methodology:** Pre-existing reporting practices were upgraded with more effective frameworks and tools, making processes faster, more systematic, and results-oriented.
- **Enhanced stakeholder engagement:** Weekly and monthly advocacy reports on humanitarian and market conditions are now shared with international organisations, including UN agencies, WHO, and WFP, ensuring private-sector concerns are reflected in humanitarian coordination.
- **Data-driven advocacy:** The use of structured surveys and factsheets increased significantly, strengthening credibility and visibility among national and international partners.

These improvements were visible almost immediately after the training, with enhanced efficiency in communication and reporting.

### **Suggestions for ACTEMP / ITCILO**

- Introduce on-the-job training or mentoring for practical, real-time support.
- Maintain interactive, practice-based courses with hands-on campaign exercises.
- Continue targeted capacity-building for chambers and EBMOs in fragile and conflict-affected contexts.

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## **21. Association of Metal Industries of Rosario – Argentina**

### **Training Courses**

Financial Sustainability for EBMOs; Good Governance for EBMOs

### **Individual Impact**

The participant reported that the training programmes have been instrumental in professional growth and in the organisation's modernization. Insights from ACTEMP and ITCILO courses are used to improve governance, transparency, and strategic management.

The Financial Sustainability course strengthened budget planning and monitoring, introducing financial indicators and ratios used in monthly and quarterly reports for the treasurer and audit committee—significantly increasing financial transparency.

The Good Governance course expanded understanding of ethical leadership, power dynamics, and accountability. Benchmarking against other business organisations helped identify opportunities to professionalize structures.

The participant emphasized that ACTEMP training fills a crucial gap, as no formal executive development exists for EBMO directors in the region.

### **Organisational Impact**

- **Governance reform:** The statute was modified following the Good Governance course; a Code of Ethics is being developed to clarify responsibilities and ensure ethical use of authority among board members.
- **Improved financial management:** Financial indicators are now tracked monthly and reviewed quarterly by the audit committee, fostering accountability and transparency.
- **Strategic modernization:** A strategic plan was implemented and job descriptions redefined, delegating responsibilities more efficiently.
- **Cultural change:** Communication shifted from member-only outreach to broader societal engagement, improving public positioning.
- **Forward-looking innovation:** Based on financial sustainability training, the organisation is exploring AI tools to update membership databases, automate repetitive tasks, and analyze datasets. Implementation has been gradual due to the need for consensus among twenty board members, with a generational shift helping to accelerate adoption.

### **Suggestions for ACTEMP / ITCILO**

- Continue leadership and governance training tailored to EBMO executive directors.
- Include AI-related modules focused on operational use cases for EBMOs.
- Expand regional peer exchange to compare practices and performance indicators.
- Keep open communication channels (e.g., WhatsApp groups or forums) for ongoing knowledge exchange.

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## **22. Business Eswatini – Eswatini**

### **Training Courses**

Master's Training in Management of EBMOs; Violence and Harassment at Work (Nov 2024)

### **Individual Impact**

The master's training had a transformative effect on professional approach and leadership. Advocacy shifted from a reactive posture to a strategic, evidence-based, and inclusive model, clarifying when and how to engage government and social partners.

Practical skills in communication strategy and brand management expanded—crucial during organisational changes and member transitions. Applying lessons from the Tom Hadley module, a communication strategy was designed and implemented to strengthen member trust and manage public narratives during sensitive periods.

The training enhanced leadership perspective by linking advocacy with membership engagement. Since completion, member engagement has tripled, and professional networks with counterparts in neighboring countries have strengthened.

### **Organisational Impact**

- **Membership strategy:** Recruitment and retention systems were strengthened, and a membership

manual for onboarding staff and members was developed—improving coordination and value delivery across federation and chamber components.

- **Tripartite governance reform:** Draft rules of engagement for participation in national statutory committees were produced, defining eligibility and criteria for a “most representative” employers’ organisation.
- **Diversity and inclusion:** Gender balance and youth participation were integrated into governance structures; a woman board member was intentionally appointed to ensure inclusive leadership.
- **Future-oriented planning:** A “members-at-risk” monitoring system now tracks declining engagement to enable early intervention.

Some initiatives were immediate (e.g., diversity integration), while others (e.g., tripartite reforms) are advancing through formal processes.

### **Suggestions for ACTEMP / ITCILO**

- Facilitate structured peer exchange and study circles to sustain learning.
- Create a community of practice or group mentorship for alumni.
- Continue in-person components alongside online learning.
- Provide ready-to-use templates and resources for internal dissemination.

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## 23. FEDECÁMARAS – Venezuela

### **Training Courses**

Artificial Intelligence Forum; Financial Sustainability for EBMOs

### **Individual Impact**

The training sessions enhanced managerial and analytical capabilities, particularly in financial interpretation and strategic planning. While formal responsibilities did not change, capacity to analyze financial statements, interpret balance sheets, and contribute to financial decision-making improved. Financial Sustainability provided tools to diversify funding sources and optimize resources, while the AI Forum broadened perspectives on how AI could support organisational management, member services, and data processing. Comparing practices with other employer organisations and reflecting on governance continuity and political awareness were noted as especially valuable.

### **Organisational Impact**

- **Diversification of funding:** Greater emphasis on generating income beyond membership fees and property rentals (e.g., paid events and value-added services for affiliates).
- **Intranet and digitalization:** A new intranet is being developed with free and premium tiers, an administrative module for affiliate payments and financial status, and improved data integration for transparent internal tracking.
- **Application of AI:** Initial experimentation with AI-based assistance tools for event management and service planning has begun, with progress moderated by financial constraints.
- **Improved financial governance:** More systematic financial monitoring and data-driven planning practices were introduced.

Implementation is gradual due to bureaucratic and financial limitations, with early outcomes including better coordination, clearer financial reporting, and stronger sustainability awareness.

### **Suggestions for ACTEMP / ITCILO**

- Offer more flexible, asynchronous formats for busy leaders.
- Provide continuous peer exchange and technical support for AI and digital transformation.
- Run refresher sessions on financial sustainability with practical guidance on diversifying income.

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## **24. Panamanian Association of Project Management / Industrial Union of Panama – Panama**

### **Training Courses**

Productivity Enhancement Policies; Strategic Advocacy and Communication for EBMOs; Strategies for Membership Development; Good Governance for EBMOs

### **Individual Impact**

The training series significantly enhanced understanding of governance, membership models, and sustainable EBMO management. Leadership skills were strengthened in transparency, accountability, and strategic networking.

Governance principles were applied to revise union statutes, improving clarity of roles and accountability mechanisms. Lessons from membership and lobbying courses improved participation in national and regional business associations, including leadership roles in a regional certification council.

The participant noted improved capacity to design sustainable membership systems and to engage constructively with private-sector partners, focusing on value-driven networks and long-term institutional growth.

### **Organisational Impact**

- **Revised governance framework:** Statutes were reviewed and updated to strengthen transparency and accountability.
- **New membership model:** A hybrid system combining individual and corporate members is being designed to improve financial sustainability and representation.
- **Service diversification:** Partnerships with major business groups and a corporate membership sponsorship system are expanding services and revenue.
- **Strategic development planning:** A plan with annual objectives, regional management mechanisms, and performance indicators was developed to guide growth toward 2026.

Reforms were designed in 2024–2025 and are scheduled for full implementation starting in 2026, with delays due to the pandemic and political challenges.

### **Suggestions for ACTEMP / ITCILO**

- Provide pre-session materials to enable better preparation.
- Offer refresher sessions, coaching, and webinars—especially on membership models and sustainability frameworks.
- Strengthen peer learning networks and maintain opportunities for in-person interaction.

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## **25. Unión Industrial Paraguaya (UIP) – Paraguay**

## Training Course

Artificial Intelligence Forum (AI Forum)

### Individual Impact

The AI Forum was highly relevant to professional responsibilities and showed how AI can support policy development and business competitiveness. Work on public policy and human capital formation revealed clear AI application potential.

The course deepened understanding of automation and digital transformation trends, including regulatory and ethical implications for businesses and policymakers. After the course, structured discussions on AI among employers, public institutions, and universities were recommended.

Within a law-firm context, an introductory AI session was organized to familiarize staff with available tools and assess how they might simplify research, document analysis, and administrative processes.

### Organisational Impact

- **Integration of AI into “Legisdata”:** The ongoing ILO-supported Legisdata programme will incorporate AI features, such as a potential chatbot to track and analyze new legal norms automatically.

- **AI dialogue platform:** A multistakeholder forum with universities and key enterprises was organized to discuss AI applications in industry and build a critical mass of knowledge before launching AI-driven services.

- **Sectoral awareness and advocacy:** The organisation is positioning AI as a strategic policy theme for the national industrial agenda, raising awareness among SMEs and policymakers about phased digitalization before AI integration.

Initiatives began immediately after the course, increasing the visibility of AI topics and strengthening collaboration with academic institutions.

## Suggestions for ACTEMP / ITCILO

- Provide continuous updates and refresher sessions on AI.
- Support a regional AI network to share resources, tools, and regulatory updates.
- Maintain interactive formats combining technical presentations with diverse case studies.

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## 26. Confederation of Ethiopian Employers Association (CEEA) – Ethiopia

### Training Courses

MALKIA; Africa Youth Employment Action Lab

### Individual Impact

The MALKIA training was described as a turning point in personal and professional development. Confidence in public speaking, networking, and leadership increased, shifting participation from passive to active in policy discussions and board work.

Improved networking and communication strengthened relationships with colleagues and external partners, expanding influence to surrounding federations. The training encouraged advocacy for institutional change and inclusivity, beyond a focus solely on women's representation.

### Organisational Impact

- **Women's participation in governance:** Increased representation and leadership at board level were

proposed and advanced. With an 11-member board previously including only two women, efforts are underway to ensure gender balance and intergenerational inclusion.

- **Representation in public events:** Practices shifted so that women represent the organisation at gender-related conferences and workshops, improving visibility and credibility.

- **Policy advocacy and awareness:** Policies promoting inclusion of women and young leaders in employer organisations were advanced and are being implemented across affiliates.

Progress is gradual, supported by growing recognition of the importance of gender balance and women's perspectives in policymaking and social dialogue.

### **Reflections and Broader Learning**

The training reinforced an understanding of gender inequality as a global issue, strengthening determination to promote change locally and regionally.

### **Suggestions for ACTEMP / ITCILO**

- Provide coaching and networking tools to support women leaders.
- Offer targeted mentorship for women board members and senior executives.
- Facilitate peer exchanges and communities of practice among MALKIA alumni.

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## **27. Chamber of Industries of Uruguay (CIU) – Uruguay**

### **Training Courses**

Financial Sustainability for EBMOs; Good Governance for Employers' Organisations

### **Individual Impact**

The trainings enriched understanding of EBMO governance and the relationship between executive management and governing boards. Coming from a private-sector background, the participant found the courses instrumental in adapting to EBMO decision-making dynamics.

Financial Sustainability enhanced the practical use of financial ratios and metrics and refreshed strategic understanding of income diversification and financial risk—clarifying how to evaluate financial position and plan accordingly.

Although the formal position did not change, the training strengthened the strategic role within the CIU, broadening vision and analytical approach.

### **Organisational Impact**

- **Membership base strengthening:** Comparative data from the course showed that, globally, 40–50% of EBMO income often comes from membership contributions. Focus therefore shifted from diversification alone to expanding and consolidating the membership base as the foundation for stability.

- **Organisational adjustments:** The membership department is being restructured, with plans to hire a staff member with a commercial profile to attract and retain members.

- **Improved governance understanding:** Insights into interactions between the board, management, and member committees are helping to navigate decision-making and accountability.

Changes are being implemented gradually, with initial operational shifts expected during 2025–2026.

### **Feedback and Suggestions**

- Participant heterogeneity can limit topic depth.
- Some introductory content may be unnecessary for experienced participants.

- Intensive work periods make assignment completion difficult.

Suggested post-course support includes short video consultations or chat-based coaching during implementation.

### **Future Training Needs**

Develop a specialized course on AI and process automation for EBMOs, focused on practical, department-level use cases (e.g., automating reporting, managing databases, supporting member services). The tailored nature of ACTEMP's EBMO-specific content was highlighted as a key added value.