

EMPLOYERS' TRAINING COMMITTEE

REPORT on the EMPLOYERS' ACTIVITIES PROGRAMME 2012

Presented at the ETC meeting, Turin, 31 May 2013

EXECUTIVE SUMMARY

The 2012 budget for the Employers' Activities programme was 50 per cent of the 2011 budget.

MAIN ACHIEVEMENTS IN THIS DIFFICULT CONTEXT

A. 600 EMPLOYERS REPRESENTATIVES TRAINED via 30 training activities

The reduced budget had a clear impact on the number of employers representatives trained. However, this impact was not proportional: whilst the budget decreased by 50 per cent, the number of participants dropped only by 33 per cent. Thanks to an intelligent redesign of training activities, the programme was able to preserve to the maximum of training opportunities for employers' representatives. But clearly the steep decline in numbers affects the tripartite character of ITCILO activities and is a cause for deep concern.

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

The Programme now places at the disposal of its clients – the EOs – a wide array of courses which are highly relevant to their functioning: these include courses in association management, effective advocacy-lobbying and services for members, while courses can also be tailored to specific circumstances.

C. HIGH QUALITY CONFIRMED

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

D. FURTHER INNOVATIONS IN TRAINING MATERIALS AND TRAINING OFFER

In 2012, important investments were made in needs-oriented training materials: the development of a sample CRM database and new training materials for EOs on occupational safety and health (OSH). These will be deployed on a grand scale in 2013. The themes respond to real concrete needs of EOs.

E. HIGH LEVEL PROJECTS IN EUROPE, FOR TRANSNATIONAL COMPANIES

The Programme launched two new high-level training projects: one for the young professionals of BUSINESSEUROPE member federations and one on international labour standards targeted at the managers of transnational companies. Both are directed at a high-level, demanding public and indicate the growing credibility, recognition and quality of the Programme.

MAIN OBJECTIVES AND CHALLENGES FOR THE COMING YEARS

The budgetary context for 2013 is equally worrying as that of 2012, although prospects may be more positive for 2014.

Therefore, the challenge will be to define what resources the ITCILO management will put at the disposal of the Employers' Programme in the coming years to achieve the ambitions of the strategic plan of the ITCILO (Board 2011, Strategic Plan 2012-2015), which announced a further expansion of the Employers' Programme and employer participation (an additional 200-300 participants up to a total of 1,500).

Within a clarified budgetary framework, the Programme will then redefine its role to serve the constituents and ensure that employers, as an important constituency within the ILO, can continue to benefit from capacity-building support.

Priorities for attention to be discussed with the Employers' Training Committee are as follows:

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

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Abbreviations and acronyms

ACT/EMP	Bureau for Employers' Activities, ILO Geneva
ACT/EMP Turin	Employers' Activities Programme of the ITCILO, Italy (the Programme)
CEOE	Spanish Confederation of Employers' Organizations
CFC	contribution to fixed costs
CSR	Corporate Social Responsibility
DECP	Dutch Employers Cooperation Programme
DELTA	Distance Education and Learning Technology Applications
DWCP	Decent Work Country Programme
EO	Employers' organization
ETC	Employers' Training Committee of the ILO, Turin
EU	European Union
ILO	International Labour Office/Organization
IOE	International Organisation of Employers
ITCILO	International Training Centre of the International Labour Organization
ITCILO units	Technical Programmes of the ITCILO
OSH	Occupational safety and health
SMEs	Small and medium enterprises

I. THE EMPLOYERS' ACTIVITIES PROGRAMME IN 2012

1. A SHORT PRESENTATION OF ACT/EMP TURIN

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

The ILO Training Centre's Programme for Employers' Activities (ACT/EMP Turin) was established in November 2000.

Its main purposes are to contribute, through training, to:

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

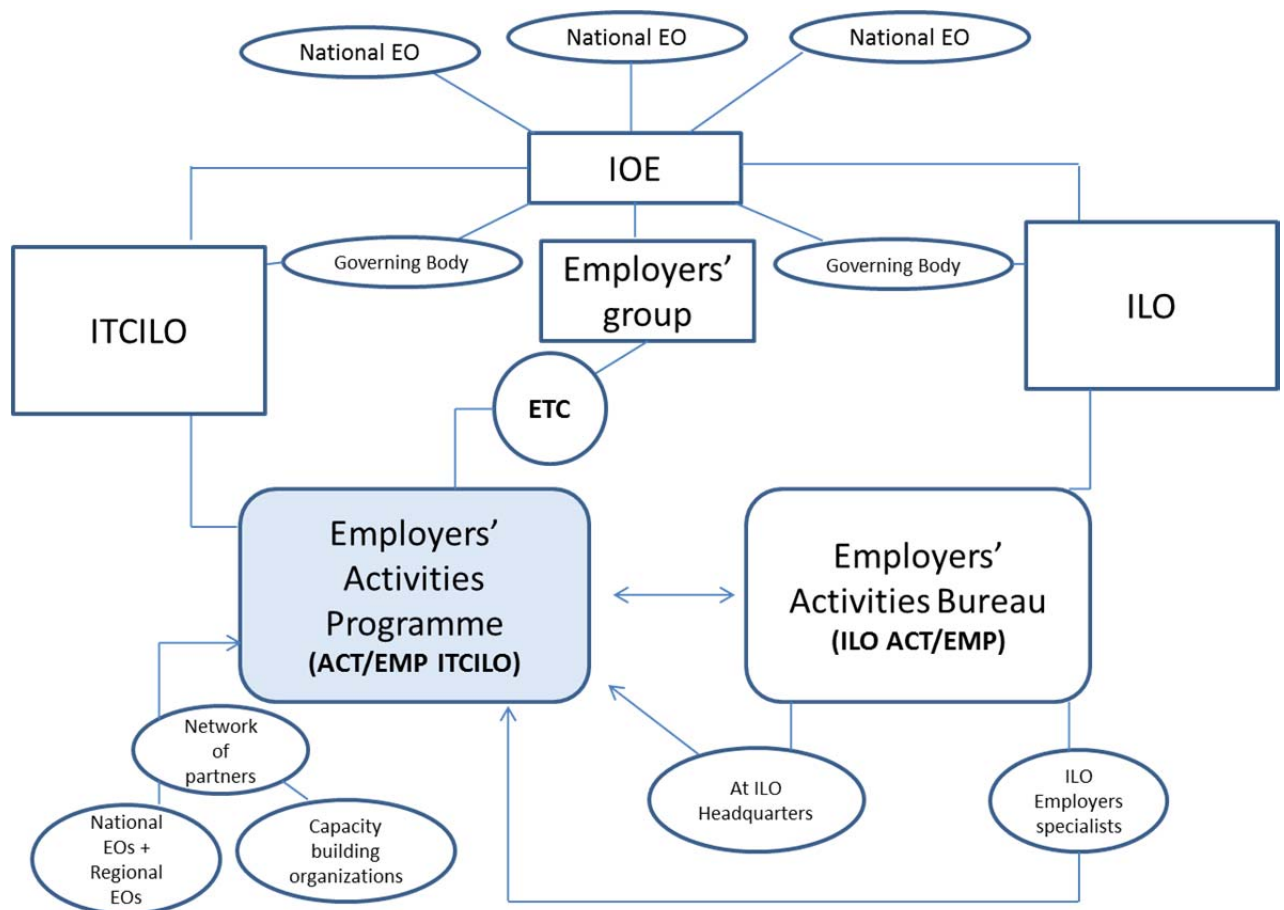
As such, the Programme's objectives fully match the ILO Programme and Budget outcomes, in particular those of the Employers' Activities Programme in Geneva, whose key outcome areas are defined under outcome 9 as the following:

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

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

B. A brief presentation of the Employers' Activities Programme in the employers' organization landscape

i) Global overview



ii) The Employers' Group at the ITCILO Governing Body



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



2. THE PROGRAMME'S OBJECTIVES AND FUNDING FOR 2012

A. Specific objectives for 2012

During the Employers' Training Committee (ETC) meeting of May 2011, the following priorities were defined for 2012:

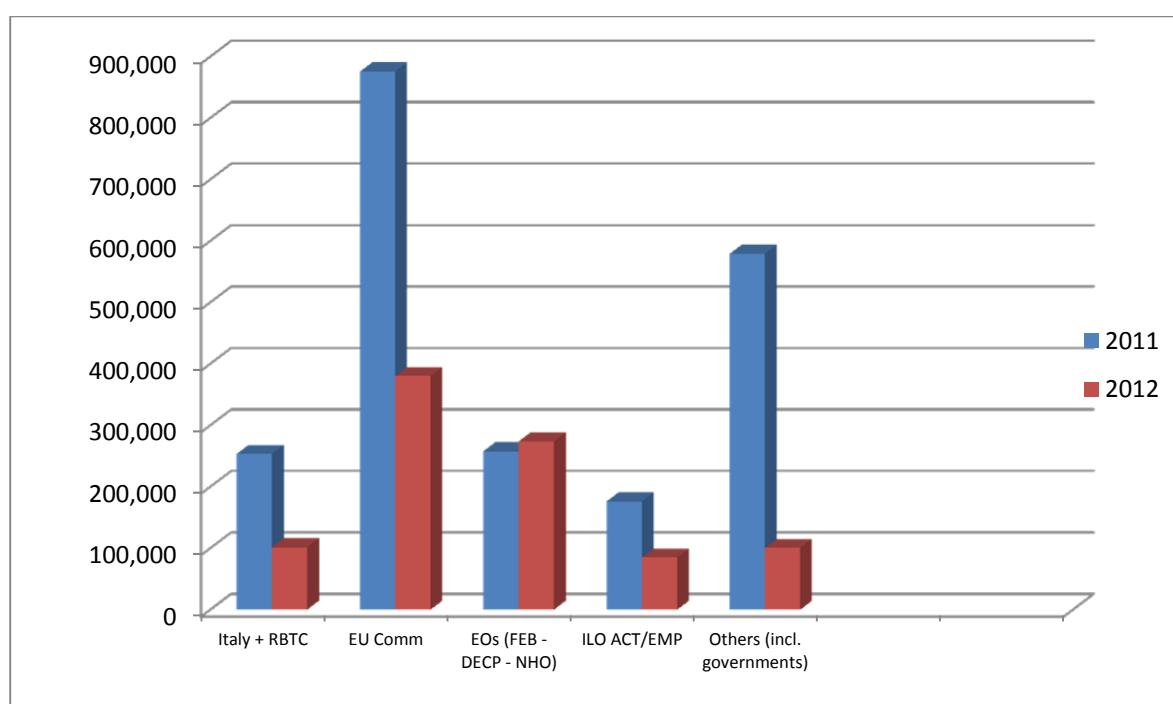
- minimize the inevitable decline in the number of participants, which is due to the difficult budgetary context of the ITCILO;
- invest further in the quality of training and training materials;
- collaborate with other programmes of ITCILO units to ensure relevant employer input into the content of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

The progress made in achieving these objectives is described and assessed below. All objectives were attained in 2012, albeit with varying degrees of success.

B. The funding situation in 2012

The funding situation of the programme deteriorated greatly in 2012 in comparison with the previous year.

Total income 2011:	€2,164,305	Total income 2012:	€941,109
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The level of funding has been more than halved.

There are several reasons behind this:

- i. The important project for East Africa, which had boosted the programme's funding and activities for 2010-2011 came to an end (since the EU funding facility for such projects ceased to exist it was not possible to seek a renewal of the funding);
- ii. The further decline in Italian funding and structural (captive) RBTC funding;
- iii. The last-minute cancellation of funding promised by the Spanish government for a large-scale project in the field of social security and OSH, which was foreseen to be implemented in 2012 and which had a budget of more than €250,000;
- iv. The limited corrective scope of measures taken at the level of the ITCILO to offset these reductions by increasing other captive funding to the Employers' Programme.

As can be seen from the graph, the only (sub)source of funding which remained stable – and even increased – was funds provided by like-minded peer organizations equally active in the support of employers' organizations in developing countries, and in particular the DECP with which a longstanding and trusting partnership has been developed over the years.

In terms of sources of funding, the Employers' Programme now depends for only 10 per cent on captive funding: 90 per cent of resources are non-captive funds. Since the search for such non-captive resources mainly depends on the programme's own network, it also implies that the workload attached to resource mobilisation alone is very heavy, and diverts time from the development of contents for activities.

MAIN ACHIEVEMENTS 2012

A. Quantitative achievements

- B. Broad focus
- C. High quality maintained
- D. Further innovations and improvements in training materials and methods
- E. High-level projects

3. MAIN ACHIEVEMENTS IN 2012

A. Numbers of activities and participants: severely diminished funding led to a steep drop, but this was lower than the percentage diminution in funds

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

i) The Employers' Activities Programme

Number of training activities

The number of group training activities decreased in 2012. In all, 30 group training activities were held, compared with 45 in 2011.

Total number of participants in ACT/EMP Turin activities

The number of participants in 2012 declined from 915 to 593. This was within expectations and is directly linked to the substantially lower level of funding.

Despite this 50 per cent decrease in funding, the Programme managed to contain the drop in participants at 33 per cent, thereby maintaining the opportunity for further training for a considerable group of employer participants. This result was achieved thanks to the intelligent planning of activities, as well as an increasing number of short, well targeted activities.

Number of training (participant) days

The number of training days decreased by about 48 per cent (1,720 participant days in 2012 vs. 3,300 in 2011). The average duration of courses is two to three days, which our surveys found to be a more acceptable length for employers' representatives, a sufficient duration, in particular for high-level employer leaders.

ACT/EMP Turin participation figures, 2007–2012

ACT/EMP Turin	Jan–Dec 2007	Jan–Dec 2008	Jan–Dec 2009	Jan–Dec 2010	Jan–Dec 2011	Jan–Dec 2012
Number of activities	29	39	44	54	45	30
Total number of participants	738	989	973	1033	915	593
Number of employer participants	700	977	895	1025	914	591
Number of participant days	2846	2895	3448	3300	3621	1720

Activities and participants by region in 2012

Region	Number of activities	Number of participants
 Africa	10	153
 Americas	3	63
 Arab States	3	59
 Asia and Pacific	8	143
 Europe	5	153
Interregional	1	22

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

Women's participation in the Programme's activities, 2007-2012

Year	Total no. of participants	No. of women	% of women
2007	738	255	30
2008	989	288	29
2009	973	352	36
2010	1 033	362	35
2011	915	303	33
2012	593	237	40

ii) Employers' participation in other ITCILO Programme courses

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

In 2012, 174 employers' representatives participated in training activities linked to other programmes of the ITCILO, such as Employment, Gender, International Labour Standards, Enterprise Development, Social Dialogue, Social Protection, and Social Dimension of Trade and Investment. In 2011, this figure stood at 238.

iii) Total number of employer participants in ITCILO Programmes

As a consequence of the two above-mentioned trends, the number of employer participants in all Turin courses – whether run by the Employers' Activities Programme or other ITCILO units – stood at a total of **765 employer participants in 2012**, a decline compared to 1,152 participants in 2011.

Employers now account for 7 per cent of the Centre's participants, which shows important signs of decline in comparison with previous years in which the figure for employer participants was up to almost 10 per cent.

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

MAIN ACHIEVEMENTS 2012

A. Quantitative achievements

B. Broad focus

C. High quality maintained

D. Further innovations and improvements in training materials and methods

E. High-level projects

B. A wide range of subjects covered

Building further upon the past years' efforts, the Programme has now built up a global training offer which covers most aspects of the functioning of employers' organizations.

As such, the programme is becoming a rather unique anchor point for assisting in the development of employers' organizations: the programme at the disposal of employers' organizations is wide ranging and capable of responding to almost any need they may be confronted with.

Basically, there are now three main pillars in the field of capacity building for EOs; we are in the process of elaborating an additional fourth pillar geared towards international industrial relations (IR) problems for the audience of transnational companies.

These pillars coincide with the outcomes, as indicated in the strategic framework of the ILO (outcome 9).

The following table gives a detailed overview of the more precise contents of the training offer per pillar and also indicates in which regions or countries the training offer was implemented in 2012.

As can be observed from the table, some potentialities of the training offer have not been implemented in some regions. This is logical to a certain extent: not every region has the same needs, and should not be offered the same range of training activities. On the other hand, it is regrettable, because this lack of access is also due to a lack of funding.

It can also be noted that quite a number of training activities still fall within the general category of basic training for development and capacity building for EOs. This classification may be slightly misleading in that it might suggest that most of the beneficiaries are still to be found only at that level. But this is not always the case: some quite sophisticated training activities also belong to this category. While general in nature, they are also high-level activities such as those targeted at for high potential staff of the BUSINESSEUROPE federations, or those related to interventions in East and southern Africa concerning strategic discussions on the future of employers' organizations with the leadership of these federations.

What training do we offer? A systematic overview

Turin training offer

Pillar 1 - Outcome 9.1: Building capacity to become representative and effective EOs

Title	Status	Languages	2012 achievements
Effective EO	Operational	EN, FR, SP	Ethiopia South Sudan Algeria Interregional (distance learning part of EBMO)
General training on EOs' roles in changing economic and social contexts	Operational	EN, FR	West Africa / East – Southern Africa / BUSINESSEUROPE member fed. / East Africa Regional EOs Offices
EOs reaching out to women entrepreneurs	Operational	EN	Asia Pacific Africa
Sector level EOs	Operational	EN	Retail sector Europe
Membership strategies	In development Linked with design of CRM database as tool for better membership management	EN	Asia Africa
Communication for EOs	Operational	EN, FR, SP	Not implemented in 2012
Project design and resource mobilisation	Operational	EN, FR, SP	Not implemented in 2012

Pillar 2 / Outcome 9.2: Better services			
Title	Status	Languages	2012 achievements
Services in depth - generic course on all services	Operational	EN, FR, SP	Peru, Afghanistan
<i>Focus on specific services:</i>			
Training services by EOs	Operational	EN	Vietnam Indonesia South Asia
OSH services/training	Operational	SP, EN	Latin America
Trade services / Export promotion	Operational	EN, FR, SP	Not implemented in 2012
IR/HR services	Operational	EN	Not implemented in 2012
Pillar 3 / Outcome 9.3: More policy influence			
Title	Status	Languages	2012 achievements
Lobbying in depth – generic approach	Operational	EN, FR	Pakistan, Arab States
<i>Focus on specific issues for policy influence :</i>			
i) EOs and DWCPs	Operational	EN, FR, SP	Not implemented in 2012
ii) EOs and youth employment	Operational	EN, SP, FR	Not implemented in 2012
III) EOs and skills	In development	EN	Jordan
IV) EOs and wage policies (specifically minimum wages)	Operational	EN	Indonesia, Jordan

EOs and social dialogue: Improving negotiation skills	Operational	EN, FR	East Africa, Southern Africa, West Africa
Macroeconomic concepts	Operational	EN, FR, SP	Chile

Pillar 4 / International IR for transnational companies			
Title	Status	Languages	2012 achievements
Global Industrial Relations & international labour standards for companies	Operational	EN	MNCs

MAIN ACHIEVEMENTS 2012

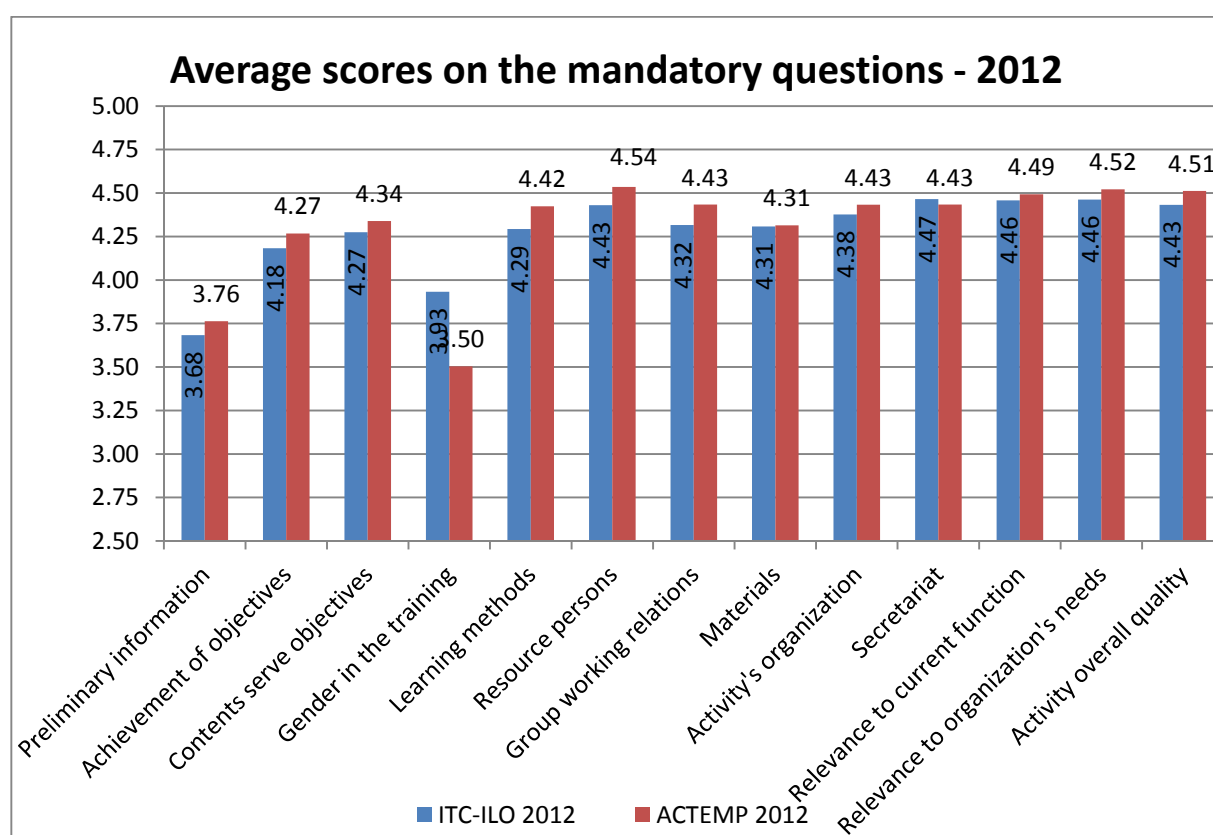
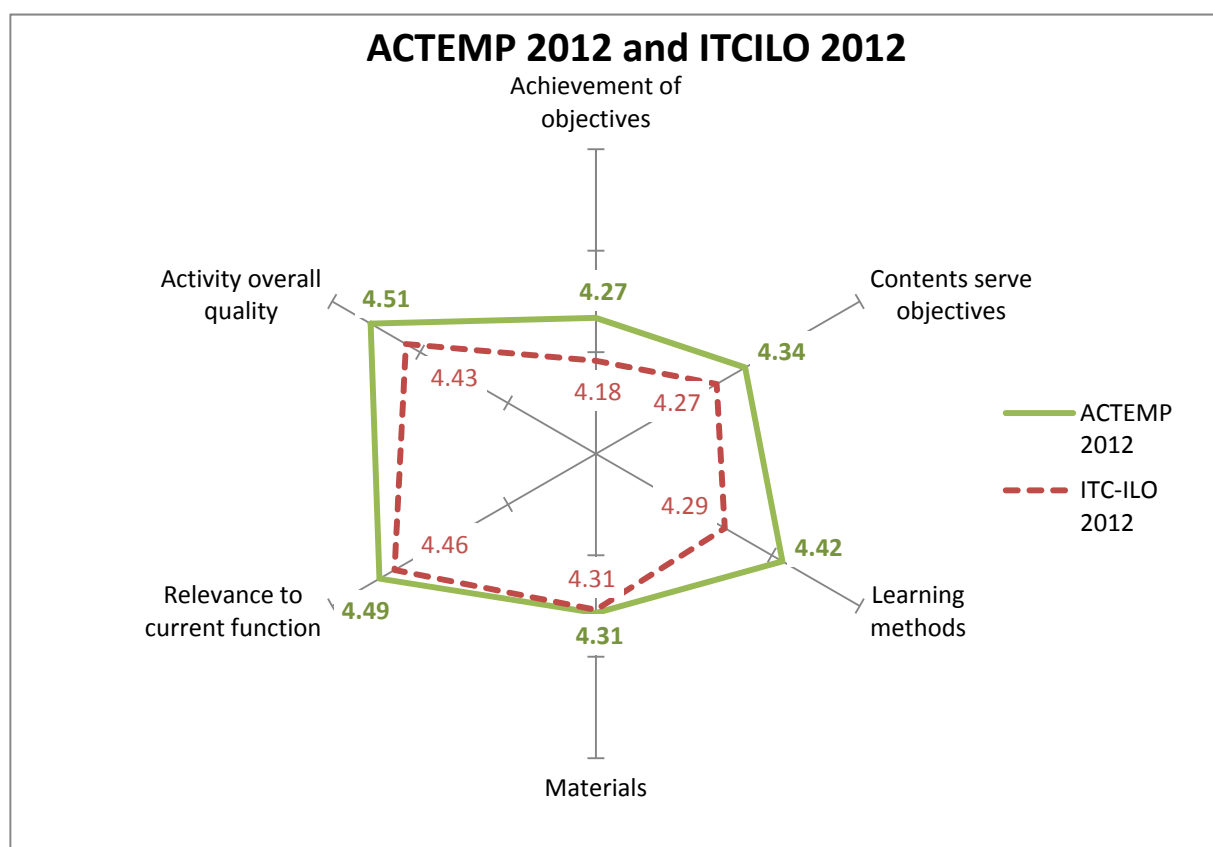
- A. Quantitative achievements
- B. Broad focus
- C. High quality maintained**
- D. Further innovations and improvements in training materials and methods
- E. High- level projects

C. High quality maintained

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

The quality of the Employers' Activities Programme (as well as that of all other training activities run by the Turin Centre) is monitored by means of end-of-course evaluations. The standard Centre questionnaire poses closed questions with answers on a 5-point scale from 1 (minimum) to 5 (maximum). In all, 16 aspects of training quality are measured, ranging from the quality of preliminary information to the clarity of objectives, the quality of training materials and quality of resource persons. They are summarized in six main indicators (see below). The questionnaires may include open questions as well. On larger projects, independent evaluators carry out additional, more extensive quality control.

The overall quality indicators for the Employers' Activities Programme in 2012 were among the best for ITCILO.



MAIN ACHIEVEMENTS 2012

- A. Quantitative achievements
- B. Broad focus
- C. High quality maintained
- D. Further innovations and improvements in training materials and methods**
- E. High-level projects

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

In 2012, the Programme invested substantial resources in the development of new materials and innovation. This is necessary if the programme wants to remain demand-oriented, as well as to maintain the relevance and drive of the Programme.

In 2012, the Programme focussed on the development of two major products. A common characteristic is that both developments depend heavily on the underlying use of new IT technologies. Such an approach is increasingly in line with general developments in training, whereby face-to-face learning is increasingly substituted for – or at least assisted by – IT-based learning products.

- **Development of a CRM member database**

PRODUCT 1 - “Development of a CRM member database” is related to a fundamental need of employers’ organizations in membership management. Many EOs face a similar problem: to move towards a more professional membership management in order to maintain and increase the representative nature of the EO. The development of a customer related management database offers solutions for such professionalization of membership management, but many face or budgetary issues that impede them from entering into solutions on their own, or are afraid of the long and difficult process of developing such databases.

In view of the common features of such needs and the overriding importance of the issue, the programme embarked on the development of a sample database which will be put at the disposal of the national EOs with accompanying training for all staff. In particular, this CRM database will bring improvements for the registration and analysis of members and their characteristics, in the registration of the activities which EOs perform for their members, in the marketing of EOs to both existing members (retention) and non-members (recruitment). Finally, it will also introduce improvements in billing and membership fee administration systems.

ITC® Welcome, [Arnout De Koster](#) [[Log Out](#)] [Internal Users](#) [Admin](#) [Support](#) [About](#)

Sitemap

Membership Activities Marketing Billing Settings All

[Home](#) [Members](#) [Member Contacts](#) [Other Contacts](#) [Potential Members](#) [Report](#)

Recently Viewed: none

Actions: [Create Member](#) [View Members](#) [Import Members](#)

Create

Type of Member

Type of Member:

Overview

Company Name: International Training Center of	Short Company Name: ITC ILO
Office General Phone: + 39 011 693 8111	Additional Phone Number:
Website: http://www.itclo.org	Fax: + 39 011 6638 842
Company ID Number/VAT:	

Billing Address	Shipping Address
Street: Viale Maestri del Lavoro, 10	Street: Viale Maestri del Lavoro, 10
City: Turin	City: Turin
State:	State:
Billing Address P.O. Box:	Postal Code: 10127
Postal Code: 10127	Country:
Billing Address Region:	Copy address from left: ☒

General Email Address: ☐ Primary ☐ Opted Out ☐ Invalid

More Information

Industry:
 Human health and social work activities
 Arts, entertainment and recreation
 Other service activities
 Activities of households as employers; undifferentiated goods- and services-producing activities of households for own use
 Activities of extraterritorial organizations and bodies

Industry Description:

Annual Turnover: Size:

Unionization:

Nr. Employees:

Nr. Employees:

Date:

- **OSH training for supervisors via national EO training departments**

PRODUCT 2 - "OSH for supervisors" is related to enhancing the training services of EOs in the field of Occupational health and safety (OSH). The missing link in good OSH management is very often situated at the level of supervisors or team leaders who, as direct leaders of a team of workers, have the line responsibility for creating a sound OSH environment in OSH. The product which is being developed gives the possibility for on-line or face-to-face training activities in the basics of OSH for this target group. It will be put at the disposal of the national training departments of EOs so that they can spread the training activities on OSH among their members. Additionally, the ITCILO will offer the possibility for participants to certify their knowledge directly via an online certification system. In this way, this new product – which is modular in its approach to OSH training – will serve several objectives at the same time: i) increase the level of OSH knowledge and compliance at



company level, ii) enhance the capacities of training departments in EOs to increase their activities, their relevance for companies and their income.

Still in the field of the development of training materials, 2012 was also remarkable in that the Programme succeeded in moving towards more input into the content of programmes offered by other departments. This was facilitated by the management, which has established some possibilities for “tripartite” training development.

- **Training on wage determination: employers’ perspectives**

Entering further into detail, the programme was successful in pushing a more tripartite approach to the course on “Wage determination”. This course, offered by colleagues in the Employment department together with TRAVAIL in ILO Geneva, was chosen for a tripartite review because of the importance of the theme and the need to incorporate some social partners’ perspectives to a greater degree.



Thus, the programme participated in a three-day review of the course materials, and added different subjects such as wage formation, collective bargaining, wage equality, minimum wages, and employers’ perspectives on these issues, an aspect which was, in our opinion, not sufficiently explicit in the existing materials. An emphasis was placed on the economic context, the link between minimum wages and employment, the importance of social dialogue for a moderated evolution of wages, and so on. In the follow-up of these revised training materials, a new course on wages was organised in Turin in October 2012.

Other innovations have been implemented in the training offer itself.

- **Master Training on Effective Business Member Organization**

For the first time, the programme organized an open, paying course for its constituents. Traditionally, the programme has only offered courses when funds are made available by donors. At the end of 2012, the programme launched a paying course for the first time, following an intensive marketing campaign among the EOs which are part of the IOE network, but also among other business member organizations worldwide.



The course on offer was that on the Effective Employers' Organization, which was offered in a blended training approach: 20 hours of distance learning and 1 week of face-to-face training (in 2013).

The experiment, which also made it possible to test whether there is a market for paid courses, was a success. 24 participants started the course, and 22 participants attended the face-to-face training.

- **Employers' Organizations reaching out to Women Entrepreneurs**

Another innovation consisted in rolling out in 2012 a training offer for a new audience composed of both employers' organizations and women's business associations. While the issue of the disconnect between employers' organizations and women entrepreneurs is current and relevant, it is not a typical field of intervention for training providers. However, over the last few years, the Employers' Activities Unit of the ITCILO has developed a solid expertise in this field.



Notably, in cooperation with the Dutch Employers' Cooperation Programme (DECP), it has collected numerous case studies and conducted worldwide surveys on current practices in reaching out to women entrepreneurs.

Building on this knowledge, a number of interregional and regional workshops have been organized: UN/international and business world experts, EO staff and Governing Board members, as well as representatives of women entrepreneurs' associations have been brought together to discuss and provide practical ideas and tools to face the challenges posed by reaching out to women entrepreneurs in their respective countries.

The training workshop "Employers' Organizations and Women Entrepreneurs: How to reach out?" was rolled out in 2012 in two regions: for East and South Africa in Johannesburg (SA) in July and for Asia-Pacific organizations in Bangkok (Thailand) in October. These workshops have paved the way for further workshops to be held in other regions in 2013.

Key results achieved in 2012:

- Over 50 Staff and Board members from different employers' organizations and women entrepreneurs' associations trained;
- development of worldwide surveys, case studies and training materials; cooperation with the ILO, World Bank and other international experts;
- identification of good practices and peer discussions "by business for business" on how to effectively reach out to women entrepreneurs;
- development of concrete action plans by participating organizations which are used to monitor achievements and progress;
- dDevelopment of a dedicated web-based platform for participants to access materials and network.

MAIN ACHIEVEMENTS 2012

- A. Quantitative achievements
- B. Broad focus
- C. High quality maintained
- D. Further innovations and improvements in training materials and methods
- E. High-level projects**

E. High level projects

Finally, 2012 was the year in which ACT/EMP Turin launched two new projects for a high-level public.

- **Employers Young Professionals' Academy**



In 2012, the Programme for Employers' Activities of the ITCILO designed a capacity-building project entitled the EMPLOYERS YOUNG PROFESSIONALS' ACADEMY in partnership with BUSINESSEUROPE. The Academy benefits from European Union funding, and is meant as an opportunity to develop the operational skills of high potential staff members working within BUSINESSEUROPE's

member organizations, mainly through short, targeted training programmes. 2012 was the first year, and represented a pilot programme. Given the excellent results, it was decided that the Academy would be continued in 2013 and 2014.

The EMPLOYERS YOUNG PROFESSIONALS' ACADEMY had three main objectives:

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

The Academy was targeted at young professional staff of employers' organizations, i.e. those with 3 to 5 years of experience in their organization. Thirty young professionals were selected to participate in the training: 11 men and 19 women. They represented a wide range of national and sectoral organizations from 21 EU countries.

The EMPLOYERS YOUNG PROFESSIONALS' ACADEMY encompassed different learning activities:

- Pre-course work (background reading, literature, practical guides, and so on)
- A series of 3 short, tailored training programmes (3x3 full days)
- Networking events (during the training programmes)

- Support for knowledge-sharing, learning and networking through a dedicated internet platform

The central capacity-building activities were the three workshops, which were implemented as follows:

- Workshop on “Being the voice of business”: from 6 to 8 June 2012 at the ITCILO, Turin
- Workshop on “Advocating for growth”: from 2 to 4 July 2012 at the ITCILO, Turin
- Workshop on “Engaging as social partners”: from 3 to 5 September 2012 at the ITCILO, Turin

The training methodology applied in the project placed high emphasis on the outcome-orientation of activities and, therefore, on evaluation and monitoring. An impact evaluation was conducted.

Given the excellent results of the impact evaluation and the high satisfaction of participants it was decided that a second edition of the Academy would be launched in 2013, while a third will also take place in 2014.

• **Transnational Company Agreement (TCAs): Issues, Approaches and Practices**

Global companies face pressure on their operations from a variety of social actors, as well as from the markets themselves. Their reactions vary greatly, but a certain number of companies have chosen to consider the governance of their global operations in partnership with global, European and national



trade unions and workers’ representatives through the adoption of a Transnational Company Agreement (TCA). Since they are as yet a new and still relatively embryonic phenomenon, TCAs raise a number of fundamental and practical questions for the actors represented at company level. Such questions relate to the nature of these agreements, the issues to consider when signing, how to implement them, and so on.

Additionally, most TCAs and many codes of conduct make a direct reference to the principles of the ILO’s international labour standards (ILS). Consequently, it is important that companies are aware of the content of the Conventions and understand which obligations could be incurred by including them in any text. This is especially true because civil society organizations and trade unions are increasingly scrutinizing companies’ behaviour and putting them under pressure to meet their commitments, in particular those concerning labour relations.

Against this background, the project on “Transnational Company Agreement (TCAs): Issues, Approaches and Practices – Phase II” has directly responded to these needs by disseminating knowledge, tools and practices and by creating a forum for discussion and cooperation (at different levels) among company and employers’ associations representatives on TCAs.

The project was implemented through the organization of three (3) training activities (or workshops) focussed on disseminating knowledge, tools and practices on TCAs. The workshops

were held in London and Turin, and targeted management representatives engaging or considering engaging with TCAs and employers' organizations. The activities provided an open forum for the discussion and exchange of practices among companies representing different sectors and origins as to what these agreements are expected to achieve, the associated opportunities and drawbacks, their feasibility, and operational challenges. The workshops also addressed two specific issues: the interpretation of ILS and the implications of referring to them, and the problem of global campaigns against multinational companies.

The project "Transnational Company Agreement (TCAs): Issues, Approaches and Practices - Phase II" was the follow-up to a first project entitled "Building the capacity of actors represented at company level to engage in and implement transnational company agreements (TCAs)" implemented in 2010. The project benefited from co-funding from the European Union.

Key results achieved in 2012:

- Three short workshops were organized
- The total number of participants of the three workshops was 84, incl. 61 company managers (from 10 different sectors and 18 different countries), 16 EO representatives and a number of international experts.
- A background paper was developed by the ITCILO on the Core International Labour Standards and their meaning for multinational companies. This work contributed an important added value to the training activities.

4. CONCLUSIONS AND LESSONS LEARNED IN 2012

2012 was a difficult year for the Employers' Activities Programme, since it was confronted with a very significant reduction in its financial resources.

In such a context, it is clear that the strategy of quantitative expansion would have made no sense and that strategic choices had to be made in order to concentrate scarce resources on certain priorities and on maintaining innovation in product offer. These aspects have been outlined above.

Looking at the overall picture for 2012, in our opinion the main lessons which can be extracted are as follows:

- A. There is a strong and continuing interest and need for capacity building of employers' organizations on different continents, at different levels, and on many themes.

The practice of 2012 confirms this : i) a need, even among the most advanced and sophisticated EO (the EU BUSINESSEUROPE members) to invest in training and networking for their young, high potential staff, and certainly in the countries where EOs are building up their capacity, sometimes in a difficult environment; ii) a need for different levels of staff: training needs are sometimes situated at initiation training activities for graduate staff in emerging organizations (Afghanistan, South Sudan) , but these needs have also have been defined among Executive directors or Board members. In contrast, in these cases they are conceived of as high-level exchanges of experiences or strategy discussions (such as training activities on the future of EOs conducted in Africa and South Asia); iii) the need for training to address many themes: full coverage of training issues has been listed above, and indicates that EOs have capacity-building needs in a variety of policy issues (ranging from wage to employment to social dialogue), in a variety of managerial internal developments (training services development) and in response to a variety of skills needs (communication, negotiations skills, and so on).

- B. In this context of varied and important needs, an Employers' Activities Programme which focuses on developing and offering training programmes which precisely meet those needs in a way adapted to the public and with experience-based input is fully relevant, especially in the context of the tripartite nature of the ILO. However, in order to remain relevant and attractive the Programme requires the sustainability of resources and a certain minimum leverage. It is obvious that it is impossible to gear courses to all possible needs, but a

minimum degree of responsiveness is necessary in order to build relations of trust, continuity and partnership with beneficiaries, who must be able to count on a minimum level of services. The present situation of limited resources, which, moreover, are rather precarious in nature, makes the structured approach of the programme to constituent needs very difficult.

- C. Investments in innovation and the development of new materials and training approaches, including an evolution towards a more IT-driven training is necessary and yields results.

The best illustrations of this are the success and interest resulting during the first months of 2013 from the new training offer in the form of the project CRM database developed in 2012, the new offer in IT steered OSH training activities, and the results obtained via the newly developed training materials on EOs and women's associations, to give just a few examples of recent innovations and their enthusiastic reception by constituents.

Nevertheless, once more this need for constant innovation requires sufficient resources – in this case in terms of time – to be made available. The launch of new materials requires time for needs analysis, development, and fine-tuning with tailor-made approaches designed for different situations: this may sometimes work against certain pressures to deliver instantly or provide repetitive scale training activities.

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

It is our sincere hope that these main lessons from 2012 will be taken on board when designing and deciding upon the further development of the programme in the years to come.

II. THE EMPLOYERS' ACTIVITIES PROGRAMME FOR 2013–2014 PROSPECTS, CHALLENGES AND ISSUES FOR DISCUSSION

1. YEAR 2013

The work programme for 2013 has to a great extent already been determined. The Employers' Group within the ITCILO (whose composition is in the main identical to the Employers' Training Committee) gave its guidance and input during meetings in Turin in preparation for the ITCILO Governing Body meeting in November 2012.

The main features of the activities planned for 2013 are the following:

Type of activity

- *Rolling out of two important new projects:* effective introduction and implementation of the CRM database in 11 pilot countries in Africa and Asia to enhance membership strategies for greater retention and recruitment of members; implementation of the OSH modular training activities for supervisors, also to take place in 10 pilot countries to enhance the training offered by national EOs to their members in the field of OSH with ITCILO certification;
- *Continuation of high-level training projects:* the second year of the training for young EO professionals of BUSINESSEUROPE-affiliated EOs (EU-funded);
- *Tailor-made training offer for multinational company representatives:* on issues linked to transnational company agreements and international labour standards, as well as part of specific companies' training efforts of their workers representatives (EU-funded);
- *Stand-alone training in capacity building* for national EOs (Ethiopia, Mongolia, Pakistan, Peru, Myanmar, and so on) or at a sub-regional or regional level (Central Africa, southern Africa, South Asia, Arab States, and so on) mostly co-funded with the DECP. The thematic focuses of these training activities are adapted to needs and national circumstances: lobbying and advocacy for a better business environment; employers and minimum wages; development of services; development of social dialogue; employers' organizations reaching out to women entrepreneurs in two different regions; employers' organizations and (youth) employment;

- *Development of new training materials* on skills, membership strategies and employers' input in some existing tripartite courses run by other ITCILO departments. These issues have been highlighted by many EOs as very important and topical in their national context, and will constitute a future portfolio for training delivery which responds to the real needs of constituents.
- *Expertise in EOs own projects*: our Programme successfully won a bid to work as an expert on a capacity-building project managed by the European employers' organization in the Commerce sector. Through the 5 regional activities planned, this work will present an opportunity to profile the Programme's expertise and to further disseminate the training guide on Effective Sectoral EOs published in 2011. The Programme is also currently working on a consultancy relationship with NIR, the Swedish counterpart for strengthening EOs in developing countries.

Themes

- The themes are linked with the outcomes for the employers (outcome 9 – see training offer) and will be linked to the greatest possible extent to the topical needs of the EOs in their country or regional setting: to increase the representativeness and the membership of EOs, increase their policy influence, and improve the services offer.

Innovation

- Continued investment in new training packages (see above: development of training materials);
- continued investment in improvement of learning methods;
- upgrading/Improvement of the main functions of the learning employers' platform Lempnet (<http://lempnet.itcilo.org>) and translation of the platform into French (it is already accessible in English and Spanish).

Number of expected participants:

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

Available resources:

- The budget for 2013 is about €1 million, most of which has already been earmarked for specific projects, leaving little room for a flexible response to non-earmarked countries.
- Human resources: the Programme has been allocated a 3rd Regular Budget post at P level. The recruitment process has been finished and the incumbent is expected to start work in July 2013.

2. YEAR 2014

Clearly, it is too early to define the major lines and budget resources for 2014 as yet. However, the following challenges and issues for discussion are already clear.

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

In terms of contents approach – and of course linked with the resources issue (see below) – the challenge will be to achieve more with less: “more” in terms of higher impact, more relevance to employers, and more efficiency and collaboration.

This requires continuous attention for a clear orientation allowing the Employers' Activities Programme to focus and prioritize its activities on those institutions and themes which are crucial for the development of EOs.

The ETC may wish to give guidance on how to best achieve this, and to ensure that training activities have a greater impact.

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

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

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

B. Activities for companies

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

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

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

C. Resources

It is not possible to discuss contents without mentioning the theme of resources. The resources situation may continue to pose challenges in the future.

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

Different approaches, which can be mutually reinforcing, may be considered:

- a strengthening of the global resource mobilization strategy of ITCILO, with more attention placed on the Employers Activities and better integration of

these efforts with the activities of the resource mobilization departments in Geneva;

- an improvement in the specific criteria for allocation of funds to the Employers' Activities unit in order to ensure a minimum critical threshold of activities (e.g. determining via clear agreements the main strategic linkages between the Employers' Programme and regional offices' priorities, whereby RBTC can be used as a structural tool to support an optimal ITCILO social partners' input into regional priorities);
- strengthening of collaboration with ACT/EMP Geneva, and the possibility and convenience of defining a more active role of the ITCILO Employers' Activities unit in the training of constituents in the field.

ANNEX

Annex 1

FULL LIST OF ACTIVITIES HELD IN 2012

TRAINING ACTIVITIES IN 2012

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

	Activity Code	Title	Venue	Dates	No. Part.	Lang
AFRICA	A155260	Network meeting TOT negotiation skills East Africa (Arusha, Tanzania)	F	14/02/2012 15/02/2012	10	EN
	A155416	The effective employers' organization in Ethiopia (Addis Ababa, Ethiopia)	F	27/03/2012 29/03/2012	26	EN
	A155501	Employers' organizations and women entrepreneurs: How to reach out? (Johannesburg, South Africa)	F	09/07/2012 12/07/2012	16	EN
	A155589	The future of EOs (Douala, Cameroon)	F	26/09/2012 28/09/2012	16	FR
	A155679	Making the most of regional presence - Building the capacity of EOs regional staff in Kenya, Tanzania, Uganda and Ghana (Nairobi, Kenya)	F	02/10/2012 04/10/2012	15	EN
	A155686	The effective employers' organization (South Sudan) (Nairobi, Kenya)	F	15/10/2012 17/10/2012	6	EN
	A105517	Renforcement de la capacité des OE africaines à participer au dialogue social pour la promotion de la compétitivité	C	19/11/2012 23/11/2012	17	FR
	A155681	The effective employers' organization (Johannesburg, South Africa)	F	20/11/2012 22/11/2012	12	EN
	A155590	The future of EOs (Mauritius)	F	26/11/2012 28/11/2012	20	EN/ FR
	A155512	Pour une organisation d'employeurs performante (Alger, Algeria)	F	04/12/2012 06/12/2012	15	FR

	Activity Code	Title	Venue	Dates	No. Part.	Lang
AMERICAS	A255449	Conceptos macroeconomicos esenciales para negociadores sociales (Talca, Chile)	F	07/05/2012 11/05/2012	14	ES
	A255455	Servicios para los afiliados (Lima, Peru)	F	12/06/2012 14/06/2012	16	ES
	A255718	Empresas Seguras Ecuador (Quito, Ecuador)	F	15/11/2012 15/11/2012	33	ES

	Activity Code	Title	Venue	Dates	No. Part.	Lang
ASIA AND PACIFIC	A355261	Follow-up Malaysia 2009 Workshop on services by employers' organizations: how to set up and expand sustainable training services (Ho Chi Minh, Vietnam)	F	20/02/2012 21/02/2012	16	EN
	A355262	Workshop on services by employers' organizations: how to set up and expand sustainable training services (Ho Chi Minh, Viet Nam)	F	22/02/2012 24/02/2012	26	EN
	A355263	Workshop on services by employers' organizations: how to set up and expand sustainable training services in Indonesia (Jakarta, Indonesia)	F	27/02/2012 29/02/2012	20	EN
	A305430	Capacity building for EFP on membership and advocacy	C	21/05/2012 24/05/2012	14	EN
	A355485	Employers' organizations and wage determination (West Indonesia)	F	29/08/2012 31/08/2012	23	EN
	A355502	The future of South Asian EOs (networking meeting) (Colombo, Sri Lanka)	F	02/10/2012 03/10/2012	17	EN
	A355498	Employers' organizations and women entrepreneurs: how to reach out? (Bangkok, Thailand)	F	15/10/2012 18/10/2012	15	EN
	A305514	Capacity-building workshop for the Afghanistan Chamber of Commerce and Industries on services for members	C	26/11/2012 29/11/2012	12	EN

EUROPE	A405294	Workshop on the core international labour standards - linked to P404614	C	16/04/2012 16/04/2012	39	EN
	A405293	Workshop on global campaigns - linked to P404614	C	17/04/2012 17/04/2012	36	EN
	A405342	EYPA - training programme 1: Being the voice of business - linked to P404713	C	06/06/2012 08/06/2012	27	EN
	A405343	EYPA - training programme 2: Advocating for growth - linked to P404713	C	02/07/2012 04/07/2012	24	EN
	A405344	EYPA - training programme 3: Engaging as social partner - linked to P404713	C	03/09/2012 05/09/2012	27	EN

	Activity Code	Title	Venue	Dates	No. Part.	Lang
ARAB STATES	A555473	Strengthen key staff and board members of the Jordan Chamber of Industry (JCI) advocacy and lobbying skills - linked to P903107 (Amman, Jordan)	F	17/07/2012 18/07/2012	22	EN/AR
	A555499	Employers' organizations and wage determination (Amman, Jordan)	F	17/09/2012 20/09/2012	15	EN
	A555474	The role of Employers' Organizations and Chambers of Commerce and Industry in a new Arab dispensation (Muscat, Oman)	F	19/11/2012 22/11/2012	22	EN/AR
INTER-REGIONAL	A976017	Master training on the effective business member organization <i>Distance Learning phase</i>		10/12/2012 31/12/2012	22	EN
ADVISORY SERVICES	E255554	Proyecto de formación en seguridad social y salud y seguridad en el trabajo - Jornadas de presentación de resultados (Madrid, Spain)	F	29/05/2012 30/05/2012		ES
	E902640	Wage determination and minima wages in particular	C	06/03/2012 08/03/2012		EN
TRAINING MATERIALS DEVELOPMENT	C905500	Training material on membership strategies and development of a membership database	C	06/08/2012 31/12/2012		EN