



ITC



International Training Centre

Employers' Training Committee



INSPIRATION
• there is always an alternative!!
Filing Management
• Industrial Relations "clinic"
TRAINING + ADVICE

CHALLENGE
• Material from "outsiders" readily available
• busy trainer
• EO officer not conversant in the topic → On the





REPORT on the EMPLOYERS' ACTIVITIES PROGRAMME 2016

“Strengthening
Employers & Business Member Organizations (EBMOs)
for relevance and impact”

Presented at the ETC meeting, Turin, 25 October 2017
for reporting and discussion

TABLE OF CONTENTS

EXECUTIVE SUMMARY

	Highlights of 2016-2017	8
	Facts and figures for 2016	
	Participants, income, quality indicators and expectations for 2017	19
	Planning 2018	28

EXECUTIVE SUMMARY

TRANSITION IN MANAGEMENT

2016 was a year of transition in the Management of the Employers' Activities Programme at the ITCILO. After 10 years as Manager of our Programme, Mr. Arnout De Koster retired in April 2016. During his tenure, Mr. De Koster successfully overcame many challenges and implemented innovative training strategies in the process of building the needs driven, relevant, efficient and effective programme that we have today. Our constituents and the ACT/EMP Turin Team truly thank Mr. De Koster for his commitment and dedication.

In May 2016 Mr. Jorge Illingworth took over as Programme Manager. A native of Ecuador, Mr. Illingworth has a long standing experience as an entrepreneur and working for employers organizations; holding high executive positions at the National Chamber of Aquaculture (CNA), National Association of Banana Exporters (AEBE) and the Chamber of Industries (CIG). In addition, Mr. Illingworth has experience in the public sector after holding office as Under Secretary of Industries and later as Minister of Trade, Industries, Fisheries and Competitiveness between 2005-2006. In 2007 Mr. Illingworth joined the ILO as the ACT/EMP Specialist in Lima-Perú, where he worked until his appointment to Turin.

MAIN ACHIEVEMENTS

Even though 2016 was a transition year for the Programme, thanks to the high level of commitment and professionalism of the ACT/EMP team, we had a very productive year. In total, 973 participants took part in 50 training activities, involving 116 countries in all ILO regions. In terms of quality of our delivery and satisfaction evaluations (4.6/5.0), our Programme once again score the highest amongst all other ITCILO Programmes. In terms of income, which includes captive funds allocations, projects and other sources within or outside the ILO, we experienced a drop of Euros 400.000 with respect to 2015, mainly due to a decrease in the captive funds allocation. We persisted and were able to be successful in mobilizing funds from sponsors and by successfully submitting project proposals to different partners and agencies.

Contents wise, while enhancing and updating our flagship most popular trainings, our Programme continues its strengthening by adding new training activities, which are in tune with the demand of our constituents and relevant to their staff's and institutional capacity building of EBMOs. We have added courses in Macroeconomics for non-economists, Employer's Involvement in the Implementation of Convention 169 and in Skills Development as well as a massive open on-line course for EBMOs' Board

EXECUTIVE SUMMARY

Members. It is with this comprehensive training offer (30+ courses) that our Programme contributes significantly to many of ACT/EMP outcomes, as it has been recorded in the ILO Implementation Report regarding Outcome 10.

An important highlight of our Programme, was the external independent evaluation we went through last year. “Tempera-Consulting” from Belgium was the firm selected for this undertaking and the results and conclusions of their report were extremely positive and encouraging. In a nutshell, in July 2016, the evaluation concluded that we have a needs driven, relevant, effective and efficient Programme that delivers with high impact.

Also, our Programme keeps evolving and adapting to new training technologies and methodologies such as increasingly including On-line Distance Learning activities either as stand-alone options or blended with complementary Face to Face training activities. In addition, gradually our Programme has been successfully using Distance Learning activities as filter for participant’s selection for Face to Face training activities.

CHALLENGES FOR OUR PROGRAMME’S FUTURE

It is somewhat frustrating that many challenges of the past, such as the availability of funding, the urgent need of adequate staff resources (at the Professional level in particular) and not sufficient attention to the employers’ perspectives in the ITCILO context as part of a tripartite approach, are becoming recurrent (hopefully not endemic). These are issues that require your continuous and outmost attention and should be addressed with Management and if necessary, at the Centre’s Board level.

We wish to acknowledge and thank, ITCILO Management for its assigning to our Programme an additional G3 position staff, who will ease the administrative burden on other colleagues.

Nevertheless, the urgent need of an additional Professional (P) Technical staff continues to be an unresolved issue which is hinders our Programme’s growth strategy and outreach to constituents. Our team is working at maximum capacity and cannot do more. We have reached a point where we cannot commit to additional training delivery, we are not able to undertake a more strategic and effective approach into resource mobilization and we are also not upgrading and developing our training portfolio at the speed our constituents demand.

EXECUTIVE SUMMARY

The average number of activities delivered per year by our Programme 2014-2017 is 58. This means 19 activities are managed/delivered per each of the 3 Professional Staff every year, including the Programme Manager; the highest ratio of any Programme at the ITC. Therefore, it is more than evident that for the ACT/EMP Programme the role of trainer the Programme Manager plays is crucial for achieving the technical targets and more importantly, the financial targets. There is no similar situation in any Programme on campus where the Manager has such an important role to play in the delivery of training activities. But this concentration in delivery, steers valuable time and efforts away for major responsibilities such as resource mobilization, demand assessment, impact evaluation, training design, strategy implementation; all tasks that are inherent to a Programme Manager.

Let there be no doubt that, the need for a specific programme for the employers, which is endowed with sufficient means for action and development, is crucial to the employers not only as an institutional constituent of the ILO, but also because providing them with capacity building opportunities is essential to keep tripartism a reality. The ACT/EMP Turin Programme is key to employers and business organizations in their continuous quest for achieving the best possible environment for business to thrive and generate productive employment, for countries to grow and develop sustainably.

Main Achievements in 2016

116
countries

COUNTRIES INVOLVED

Africa 8.5%
Americas 22.5 %
Asia 8.5%
Europe 28.6%
Arab States 2%
Participants in interregional courses 29.9%

50
activities

TRAINING ACTIVITIES

39 face to face / blended training activities
1 distance learning activity
6 development of training material
4 advisory services

7 staff members

DEDICATED STAFF MEMBERS

Jorge Illingworth; Jeanne Schmitt;
Paolo Salvai; Barbara Maino;
Rachida Zingara; Irene Panizzolo,
Alexandra Giordano

973
participants

STAFF AND BOARD MEMBERS TRAINED

52% men
48% women

1
mission

MISSION

Build capacity of employers' organizations in order for them to be strong, representative and independent

2 audiences

TARGET GROUP

Staff and Board members ie. company representatives of EBMOs

4 blocks

AREAS OF CAPACITY-BUILDING

- EBMOs' Management capacity
- Services provision and delivery
- Policy influence
- Labour dimension of CSR and Human Rights

4.6 eval

CUSTOMER SATISFACTION RATE

On a scale from 1-5 where
1 denotes low satisfaction and
5 denotes high satisfaction

EXPANDED PARTNERSHIP:

8

ILO (Bureau for Employers' Activities, Enterprise Department, Regional Offices)
IOE

• DECP
• BUSINESSEUROPE
• Many national employers' confederations
• CIPE

• European Union
• Italian Government
• Walloons
• Several multinational companies

Interregional

- 10 Training activities
- Master Training Effective Business Member Organizations, CRM membership database, EOSH, Social Protection, EESE, Skills Development and the Role of EOs, Women Empowerment in Business, Macroeconomics for social negotiators

Europe

- 11 Training activities
- Young Professional Academy, CRM membership database, EOSH, CSR, Project Writing, TCAs

Asia

- 3 Training activities
- EOSH, Helping Apex EOs support Territorial Member Associations

Our activities in 2016

Latin America & the Caribbean

- 10 Training activities
- Social Protection, CRM membership database, OSH, Convention 169, Managing Effective Employers Organizations

Africa

- 5 Training activities
- CRM membership database, Social Dialogue and Negotiations, Helping APEX EOs support Sectorial Organizations, Managing Effective Employers Organizations, Women Entrepreneurship

Arab States

- 1 Training activity
- EOSH

Activities by Region/Theme in 2017

Interregional: 6 training activities

Master Training Effective Business Member Organizations, Global Employers' Young Professionals Academy, MOOC on Roles & Responsibilities of Board members in EBMOs, Evidence Based Strategic Advocacy & Communications, EOSH, Social Protection

Europe: 9 training activities

Employers' Young Professionals Academy, TCAs, CRM Membership, Database, EOSH, Effective EOs

Asia: 8 training activities

Effective EOs, EOSH, CRM Membership Database, Training Services, Workplace Cooperation

Latin America & Caribbean: 8 training activities

CRM Membership database, Green Economy, Effective EOs, Social Protection, Macroeconomics for Social Negotiators, Productivity and Wages

Africa: 6 training activities

CRM Membership Database, Macroeconomics for Social Negotiators (bipartite), Effective EOs, Membership Strategies, Skills Development

Arab States: 1 training activity

Export Promotion Services



Highlights of 2016-2017



ACT/EMP

Turin Programme Evaluation

An important highlight of our Programme, was the external independent evaluation we went through last year. “Tempera-Consulting” from Belgium was the firm selected for this undertaking and the results and conclusions of their report were extremely positive and encouraging.

We have a NEEDs Driven and RELEVANT training offer

- ACT/EMP Turin Programme Officers reach out to EOs and ILO's ACT/EMP Field Specialists in the very early stages for needs assessment and training activities design
- Programme Officers share a focus on assuring that training activities meet the needs of the EOs

We have an EFFECTIVE training Programme

“The vast majority of the participants (85%), claim their training provided them with knowledge of new ideas, theories or strategies to strengthen their organizations”

“ACT/EMP Training Activities receive high evaluation scores from participants which are consistently higher than the ITC-ILO baseline scores”

“78% of participants claim that contents of training activities met their professional needs”

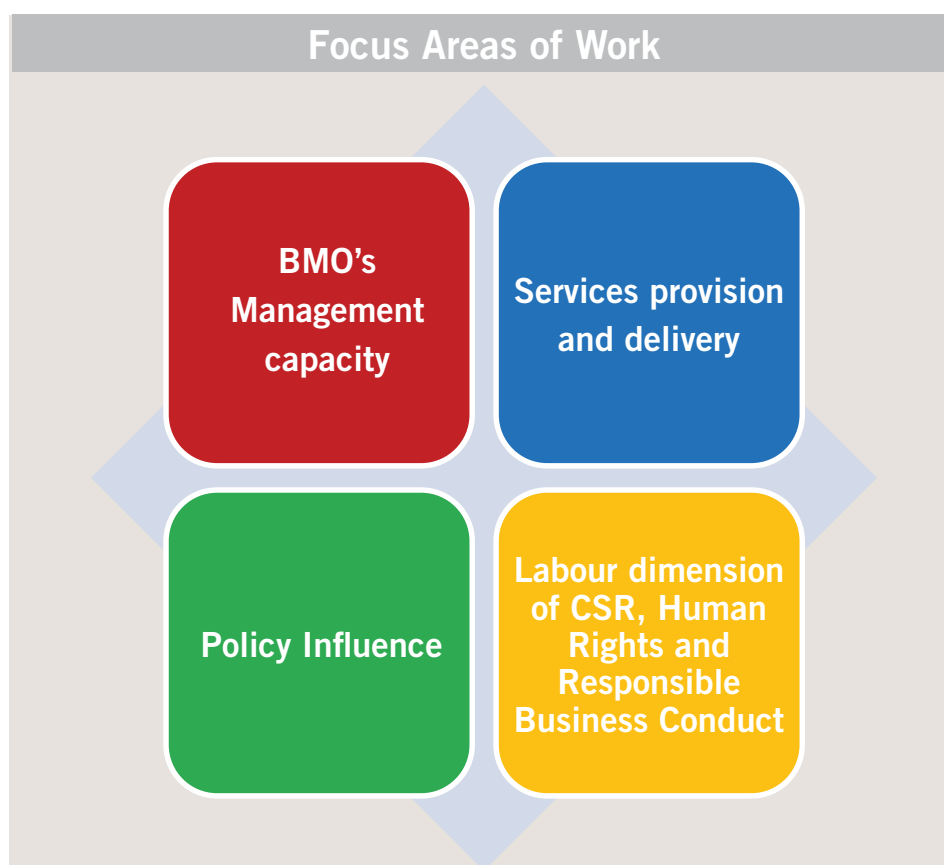
Our training Programme has IMPACT

“70% of participants claim they have personally used the acquired knowledge and have achieved positive results in their EOs while doing so”
“60% of EOs have begun new initiatives as an outcome of the training activity”

Mixed Methodology:

Desk Review, On-line Survey (330/151) to former participants of selected training activities, in depth face-to-face interviews with ITC-ILO staff (ACT/EMP, other Programme's and management). Interviews with 10 institutional clients (EOs staff). EOs staff and former participants in different regions. Five (5) Case Studies were presented.

Our Training offer in 2016



EBMOs' Management capacity



Customer Relations Management for Employers' Organizations

→ Key features

- Customization and development of an open source CRM software to facilitate membership data management (since 2013)
- Installation and local adaptation of the CRM & Training of the staff
- Helpdesk

→ Key results

- Installed in 70 EOs worldwide; available in 4 languages
- Latest installations in sectorial/territorial EBMOs
- Monitoring of impact
- By-products such as Training on Membership strategies; regional self-help groups



Master Training on the Effective Business Member Organization (BMO)

→ Key features

- 360° analysis and review of BMOs practices in core fields of action and organizational strategies
- 40 hours of distance learning & 5-day face-to-face workshop in Turin
- International audience and faculty; Great opportunity for networking with peers
- Certificate of achievement awarded only to those passing tests
- Paying course

→ Key results

- Only post graduate course on BMO management
- 150 participants since 2012
- 6th edition will be delivered in 2018



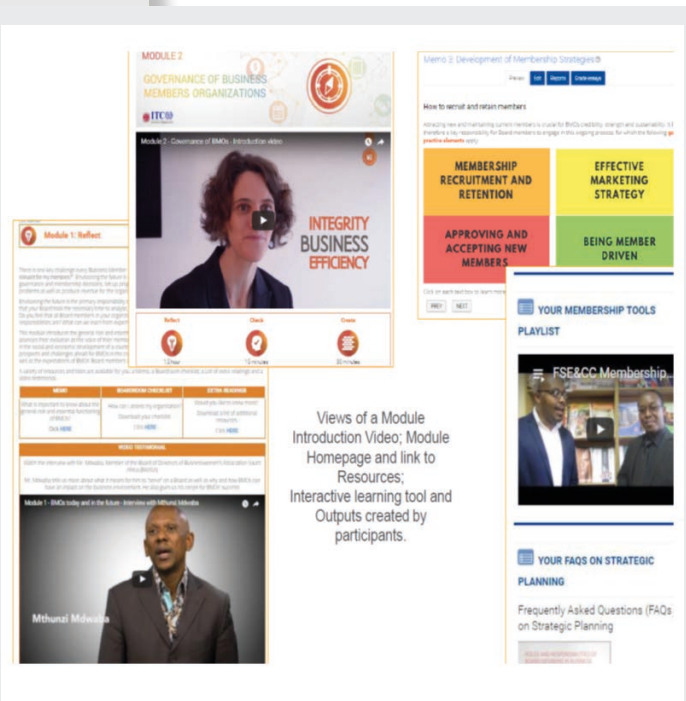
Massive Open Online Course on Roles and Responsibilities of Board Members in EBMOs

→ Key features

- Massive Open Online Course
 - Free access
 - At distance (5 weeks – 15 hours)
 - Tailor-made content
 - Experience sharing and crowd-sourcing
 - For (new) Board Members of EBMOs
- Optional paying certification of completion
- Promotion via EBMOs; partners & social media
- Launched April 24 to June 11, 2017 with +200 registered participants mainly from Africa, Asia and Latin America

→ Launched April 24 to June 11, 2017

with +200 registered participants mainly from Africa, Asia and Latin America



Managing Effective Employers Organizations Training Platform

ACT/EMP Turin tasked by ACT/EMP HQ to renew the flagship package «The Effective Employers' Organization»

→ Key results

- New format: online platform, hosted in the ITCILO E-campus
- 5 key topics
- Going beyond static PDF guides: a set of tools to build the capacity of Employers' Organizations
- Open to ACT/EMP colleagues in HQ and the field, employers' organizations leaders and like minded organizations



Membership strategies

→ Key results

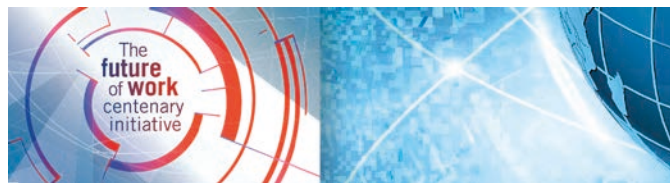
- New 3-day course
- In collaboration with DECP
- Test in East Africa in November 2017
- Theory, Tools and best practices to: Define the EO's value proposition, apply principles of Marketing for members retention and recruitment, Engage with members and communicate effectively, Manage subscription.
- Key outcome: Define a membership strategy and measure progress.





The Employers Young Professionals' Academy

- Delivered in partnership with BUSINESSEUROPE; the objectives of this training are :
 - Enhance the skills and knowledge of high potential professionals and hence to contribute to EOs' organizational development in Europe;
 - Promote an understanding of the European dimension of industrial relations and of the business environment among future EOs leaders;
 - Create a network between European EOs' professionals
- First edition held in 2012
- Close to 200 employers' representatives have taken part in this Academy up to 2017



Future of Employers' Organizations Global Report

- In collaboration with ILO-ACT/EMP HQ
- Under the framework of the ILO Centenary Initiative on the Future of Work.
- Involvement in secondary data analysis
- Involvement in primary data collection with EBMOs and companies through global surveys and focus groups in selected countries
- Regional studies
- National case studies and practices
- Final output: global report on how mega-trends impacting the world of work will affect the operations of EBMOs





Essentials of Occupational Safety and Health

→ Key features

- Package of 27 training modules for workers, supervisors and line-managers – Second edition launched in 2016
- Offered as a service by EOs after Training of Trainers & Assistance
- Co-certification

→ Key results (2014-2016)

→ 25 EOs offer the EOSH services to company members -> 300 training sessions -> 8000 middle level managers in 2015-16

- Income generating for EOs
- Available in 9 languages
- Big project in ready made garment sector in Bangladesh – 500 companies, more than 8000 mid-level managers trained and
- awareness raised with 750.000 workers



Promoting Responsible Business Conduct in Supply Chain Intermediaries

Sponsored by The Walt Disney Company

- Create a permanent service at the EBMO for the promotion of the RBC in supply chains with emphasis on:
 - Labour Law Compliance
 - Good working conditions (EOSH)
 - Elimination of Child and Forced Labour
- Launch: October 2017
 - Pilot countries: Thailand, India, Indonesia, Argentina & México
 - Targets 15 EBMOs, 180 training sessions delivered
 - 3,600 company line managers trained.
- Completion: Sept. 2019
- Grant award: US\$ 390,000





Macroeconomics for social negotiators

→ Key results

- For non-economists
- Blended course (35 hours DL; 1 week workshop)
- Certificate of achievement

→ Launch

- Successful pilot in Nov. 2016
- 19 out of 24 got certification
- In collaboration with Turin University

→ In 2017:

- Second edition at regional level for African countries with bipartite audience.
- Third edition in Spanish in Latin America at the beginning of 2018, in collaboration with Universidad del Pacífico in Perú.

Evidence Based Strategic Advocacy and Communication

Evidence Based Strategic Policy Advocacy & Communications

→ FIRST EDITION! Distance Learning July 03-16. Face to Face Aug. 21-24

→ Key results... Blended-Certificate Course

- For high level staff involved in Advocacy and Communications at BMO
- Blended course (20 hours DL; 4 days F2F workshop)
- Tools for research and analysis, political & stakeholder analysis, advocacy & communication strategy, delivery and follow-up
- 64 participants registered for the DL. 20 selected for F2F

→ Launched

- First edition Interregional Course in Turin. Participants from 4 continents-19 countries. Final Exam given
- High evaluation (4.67/5.0) from participants with respect to relevance, methodologies, resource persons and overall quality of the training.

NEW



Strengthening BMO's capacities towards the implementation of C169 on Indigenous & Tribal Peoples

→ Objective:

Strengthen BMO's knowledge of C169 and its implementation for an improved engagement with all relevant actors at the national level, so that effective, efficient and predictable processes are adopted.

→ Key features

- Train of trainers approach for trainings to be delivered at the national level
- Blended course (20 hours DL; 1 week workshop)
- 60+ participants registered for the DL
- 18 Trainers were certified and the end of F2F
- Successful pilot in Nov. 2016 in Lima, Perú



Productivity in the Workplace

Training Package for Employers

- Highly requested by employers constituents
- Developed in collaboration with Turin University
- Test in Central America in October 2017
- Tools to measure productivity at company (with possibilities of setting up “productivity measurement services)
- Analysis on the use of productivity variable in wage negotiations at national, sectoral and/or company level



Enhancing employers' involvement in Social Protection policies debates

→ Key results

- Since 2015 – with annual editions
- In collaboration with Social Protection Dep. HQ Geneva
- Around 70 employers' reps. trained in three editions
- Strict criteria for invitation based on ACT/EMP and Social Protection specialists
- High interest from CEOs and Presidents
- Space to present the activity of the Business Network on Social Protection Floor
- Concrete follow up actions identified country per country

→ In 2017:

- Third edition at interregional level
- Third edition in English with Russian interpretation
- Foreseen the publication of a Trainers' manual, translation in selected languages and roll out in China and French speaking countries

Labour dimension of CSR, Human Rights and Responsible Business Conduct



The EU Project on Transnational Company Agreements

- In 2017-18, the ITCILO is running the 4th edition of the project on transnational company agreements (TCAs)
- The project is co-funded by the European Union and it is run in partnership with:
 - BDA (Germany)
 - CEOE (Spain)
 - Confindustria (Italy)
 - DI (Denmark)
 - MEDEF (France)
 - BusinessEurope and the International Organisation of Employers-IOE
- The project aims at developing and consolidating knowledge of employers' organisations and their members on TCAs to make better informed decisions before signing them
- Over the years, the 4 editions of the TCA project have enabled the ITCILO to create a series of thematic meetings across Europe, two guides on TCAs and CSR and an e-learning module.



Facts and figures for 2016



Participants

Income

Quality indicators

Expectations for 2017

Activities and participants: stable

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

The Employers' Activities Programme

Number of training activities

Thanks to a very committed staff, the number of group training activities for 2016 and 2017 have remained stable at about 50+ activities per year in spite of the significant reduction of income if compared with 2015, which was a year with extraordinary income.

Total number of participants in ACT/EMP Turin activities

The number of participants in 2016 was 973, decreased if compared to 2015 record year, but for 2017 we are expecting to close the year with 1100+ participants.

It is evident the number of activities as well as participants is directly linked the level of income available to run training activities.

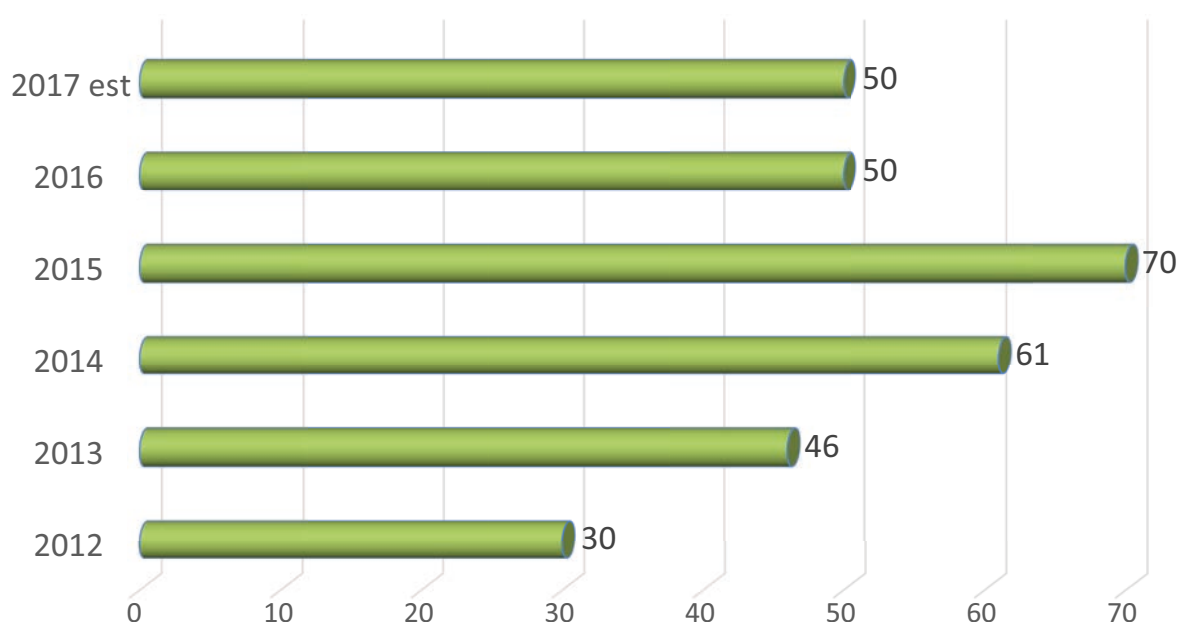
Number of training (participant) days

The number of training days increased for 2016 reached 5555 and the estimation for 2017 is around 4600.

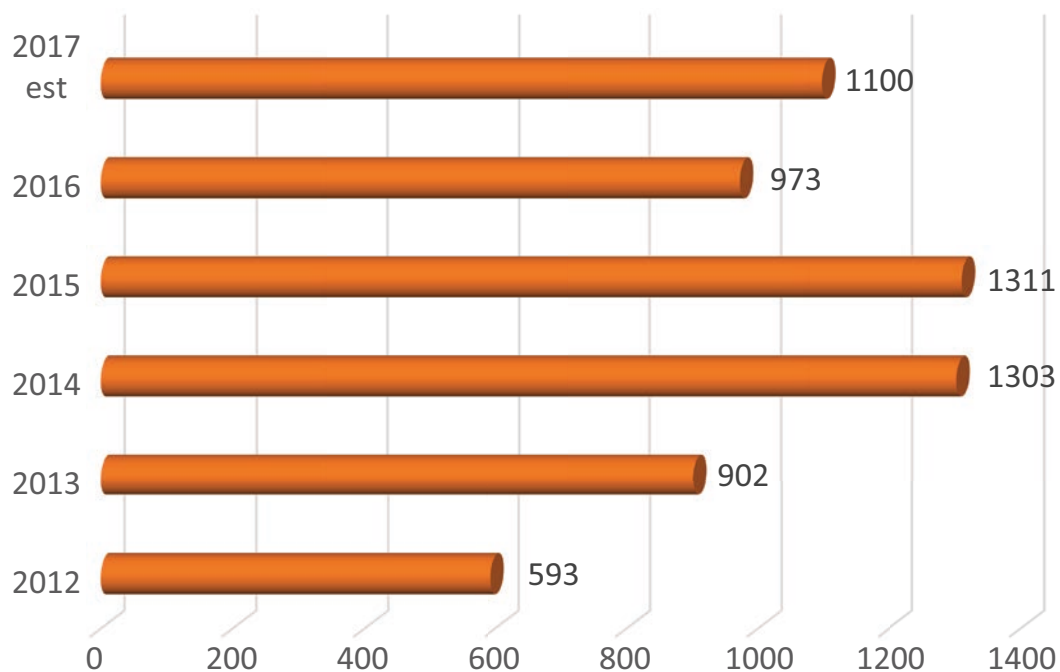
An aspect that is worth pointing out, is that a key finding of the independent evaluation of our Programme was the fact that a majority of participants were willing to invest more time in our training activities if increased academic rigour introduced in our flagship courses.

ACT/EMP Turin participation figures, 2012–2017

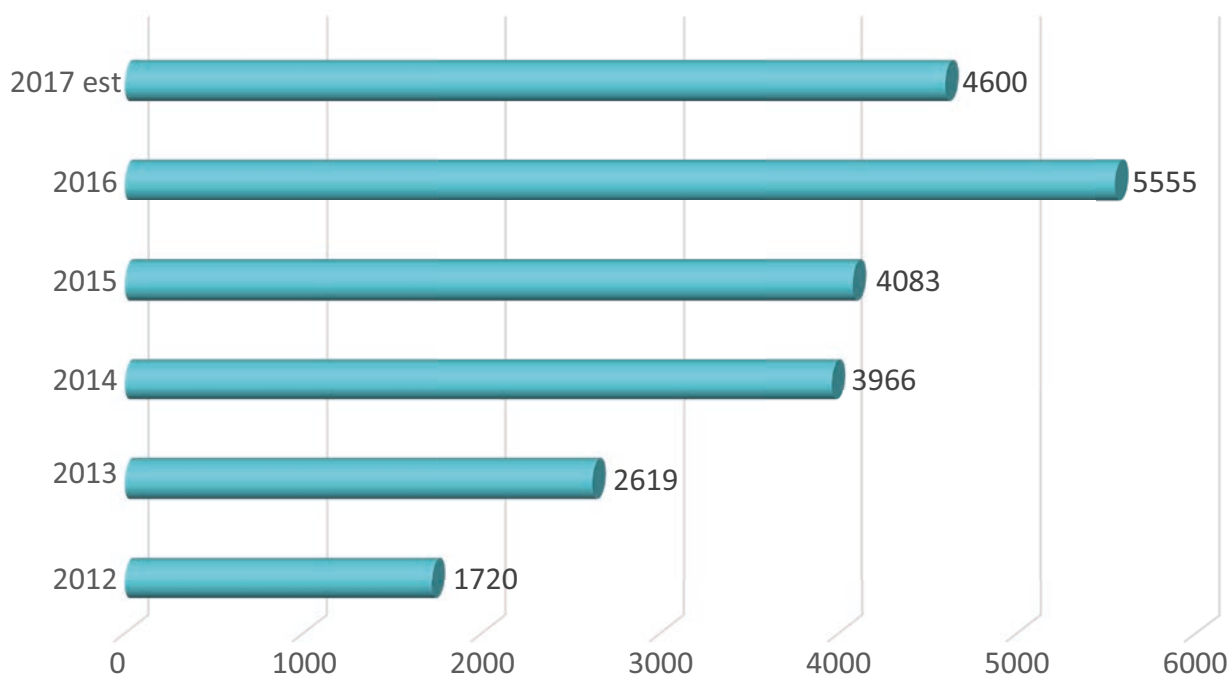
ACT/EMP number of training activities



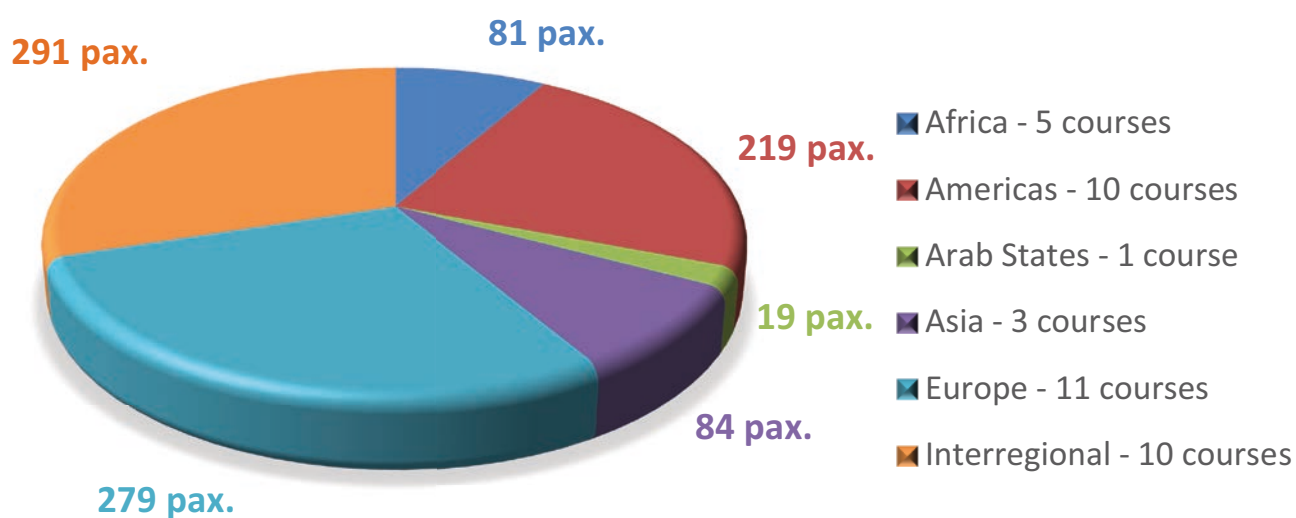
Number of ACT/EMP participants



ACT/EMP number of participants' days



ACT/EMP regional breakdown of training activities and in 2016



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

*Arab States includes North Africa.

Women's participation in the Programme's activities, 2012-2017

Year	Total no. of participants	No. of women	% of women
2012	593	237	40
2013	902	360	40
2014	1303	533	41
2015	1311	561	43
2016	973	468	48
2017 est.	1100	450	41

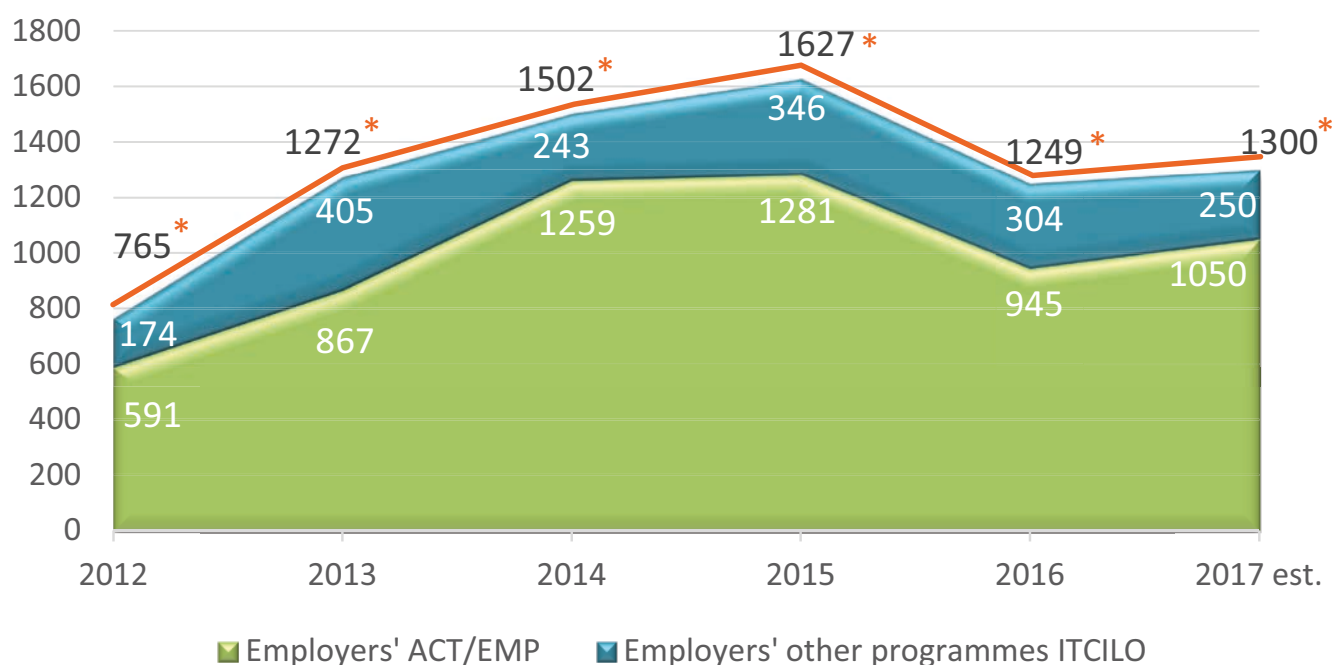
Employers' participation in other ITCILO Programmes courses

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

In 2016 a total of 304 employers' representatives participated in training activities linked to other ITCILO programmes such as those on Employment, Gender, International Labour Standards, Enterprise Development, Social Dialogue, Social Protection and Informal Economy

Total number of employer participants in ITCILO Programmes

As a consequence of the two above-mentioned trends, the number of employer participants in all Turin courses –whether run by the Employers' Activities Programme or by other ITCILO units – stood at a total of 1277 in 2016, a decrease with respect to the 2015 figure of 1627.



* = total number of employers participants per year at ITCILO

The funding situation in 2016

Income and expenditure

About 30% of ITCLO total income comes from fixed allocations mainly from the ILO and the Italian Government. The rest is earned income that comes from charging for its training courses, providing training for the ILO, by tapping into ILO's projects worldwide as a training services supplier and the Centre's successful participation in different tendering processes.

Regarding our Programme, the team is permanently involved in the important task of resource mobilization. In this regard, partnering with ILO ACT/EMP field specialists to mobilise funds at the regional and subregional levels, special allocations provided by ACT/EMP Geneva, mobilising funds with other private donors, successfully taking part in tenders launched by the different cooperation institutions such as the European Commission, are the most common sources of additional income. Equally important is the nurturing and enhancement of longstanding partnerships with sponsors like the Dutch Employers' Cooperation Programme-DECP.

One outstanding achievement in 2017 was our successful submission of a project proposal on *"Promoting Responsible Business Conduct in Supply Chain Intermediaries"* funded by The Walt Disney Company for US \$390.000 which will be implemented thru September 2019. This is the first time our Programme implements a project with such a big and reputable corporation.

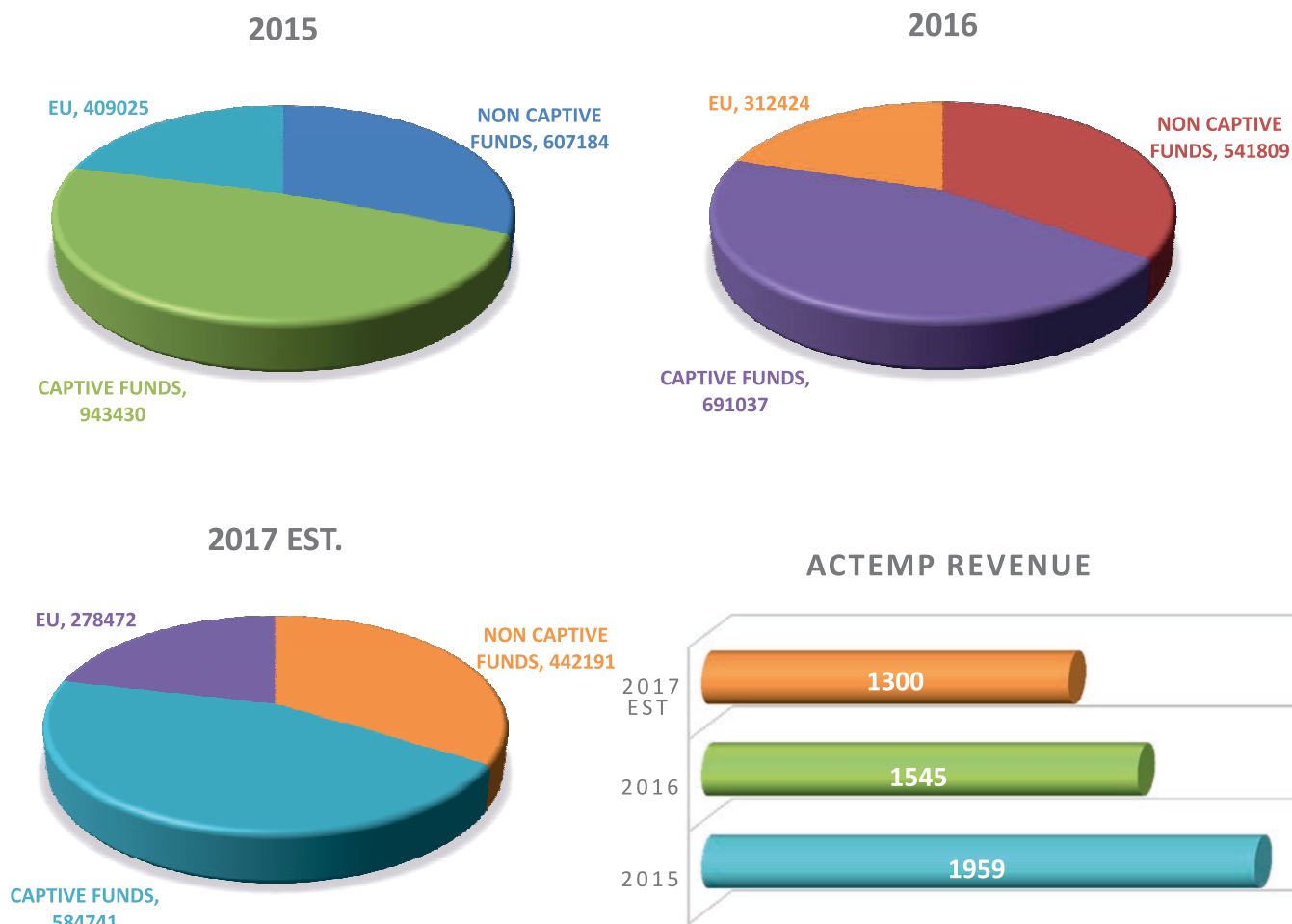
Our Programme's total income for 2016 compared to that of 2015 experimented a significant reduction from € 1.959 million to € 1.545, mainly due to a fall in our captive funds. It is worth noting that starting 2016, no carry-over of unspent funds from previous years was allowed therefore all available funds had to be spent by the end of each calendar year.

For 2017, our total income is estimated slightly lower than that of 2016, again mainly due to a reduction of the in our captive funds again (see figures in the next page).

It's of the outmost importance that the Committee's Members are informed that our Programme is under increasing pressure to generate more income, which is a very hard task given the nature of our ILO mandate, which is to build and strengthen employers' and business organizations. It cannot be expected that both Employers' & Workers' Programme's generate substantial income via paid course attendance or services (in contrast with other Centre programmes which can obtain income from paying participants). Therefore, whenever possible, additional especial allocations should be offered to both Programmes from the Centre surplus funds. Additional more creative ways to generate income should be explored by the ETC in order keep income at the levels our Programme needs to develop and grow.

In the past and present, our Programme has shown that having high captive funding does not negatively affect our own additional efforts in resource mobilisation. In fact, the success in external funding via EU projects, or the like the Disney Project this year, and other non-captive funding sources continue to represent the majority of income of the programme.

It is also important to mention that, even with the limited resources (human & financial), our Programme is constantly investing in upgrading its current training offer as well as developing new training activities and materials in order to keep our training offer relevant to our constituents.



Quality Indicators

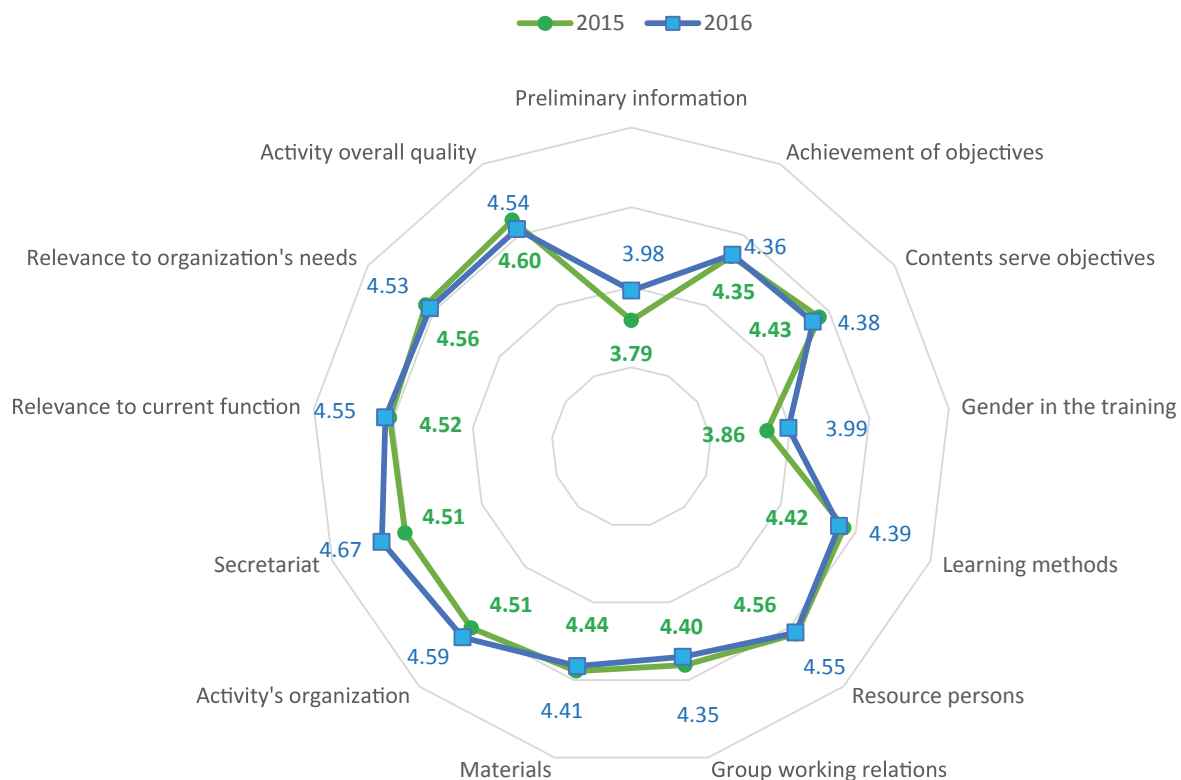
The quality of all the Centre's Programmes is monitored through end-of-course evaluations. The standard Centre questionnaire poses closed questions with a range of possible answers on a 5 point scale from 1 (minimum) to 5 (maximum). In all, 15 aspects of training quality are measured, ranging from the quality of preliminary information through clarity of objectives, relevance of the training, quality of the materials used and quality of resource persons.

The questionnaires may also include open questions. On larger projects independent evaluators carry out additional, more extensive quality control.

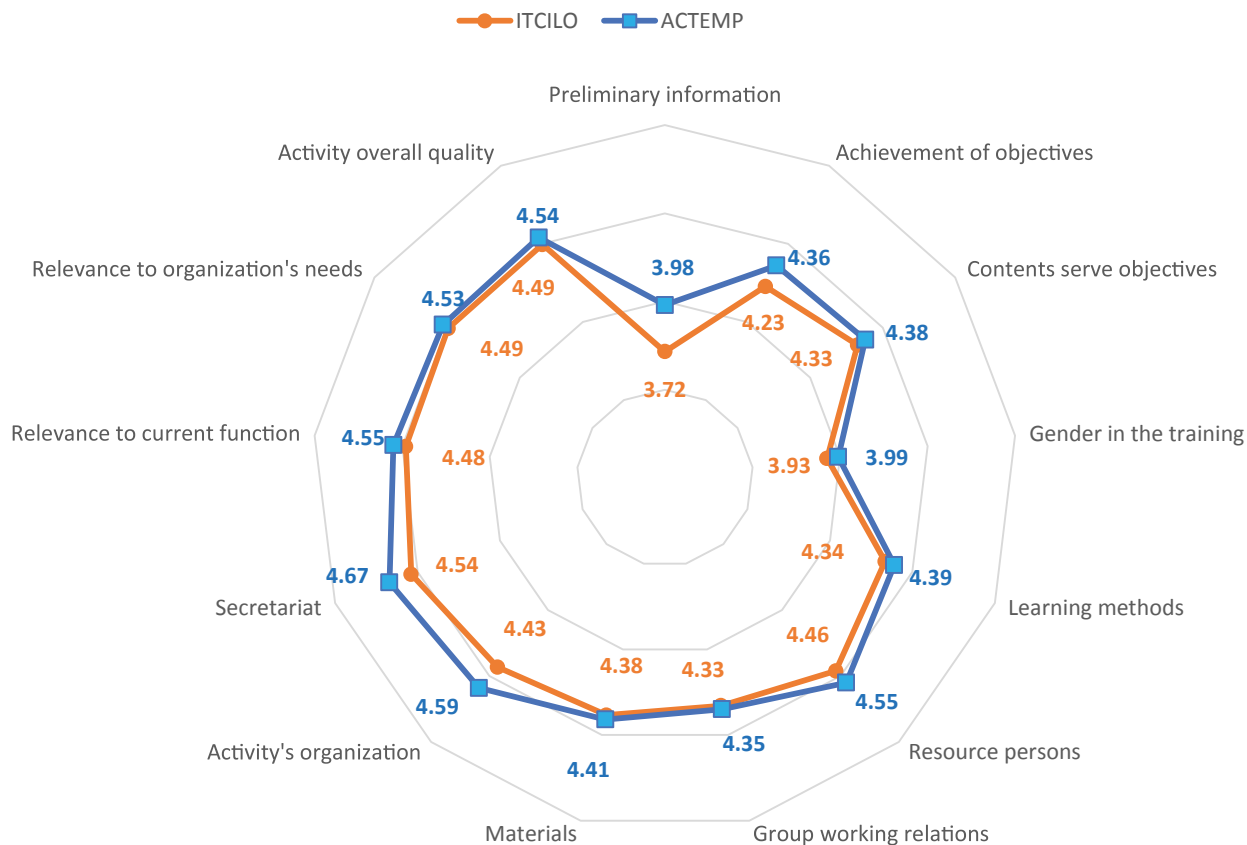
The graphs below show that our Programme is above the Centre's benchmark in all categories, which place us among the best at the ITCILO. Nevertheless, we also find it relevant and useful to make this same comparison but against our own performance from the previous year, in order to monitor our own performance and identifying any training aspect where we need to pay more attention.

ACT/EMP Turin Evaluation Results for 2016, and comparison with other ITCILO Programmes

ACT/EMP: 2015 vs 2016

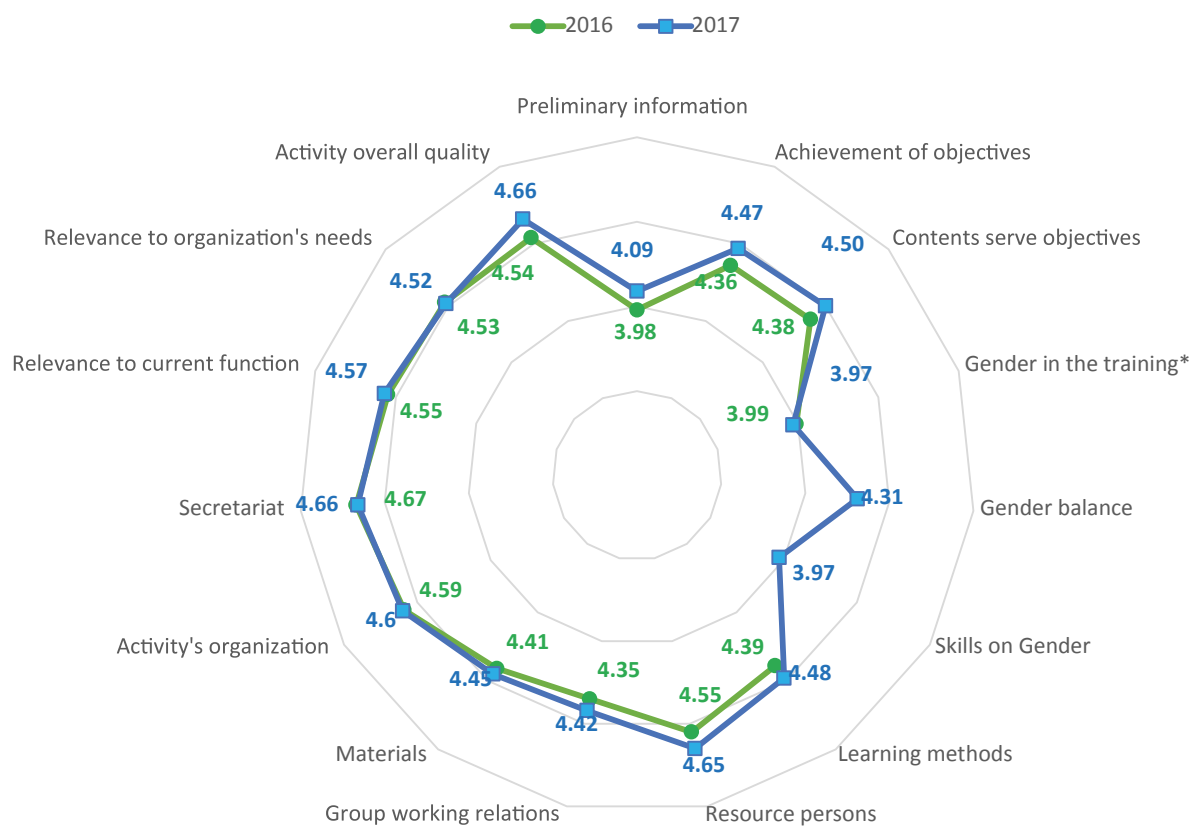


ACT/EMP vs ITCILO (2016)

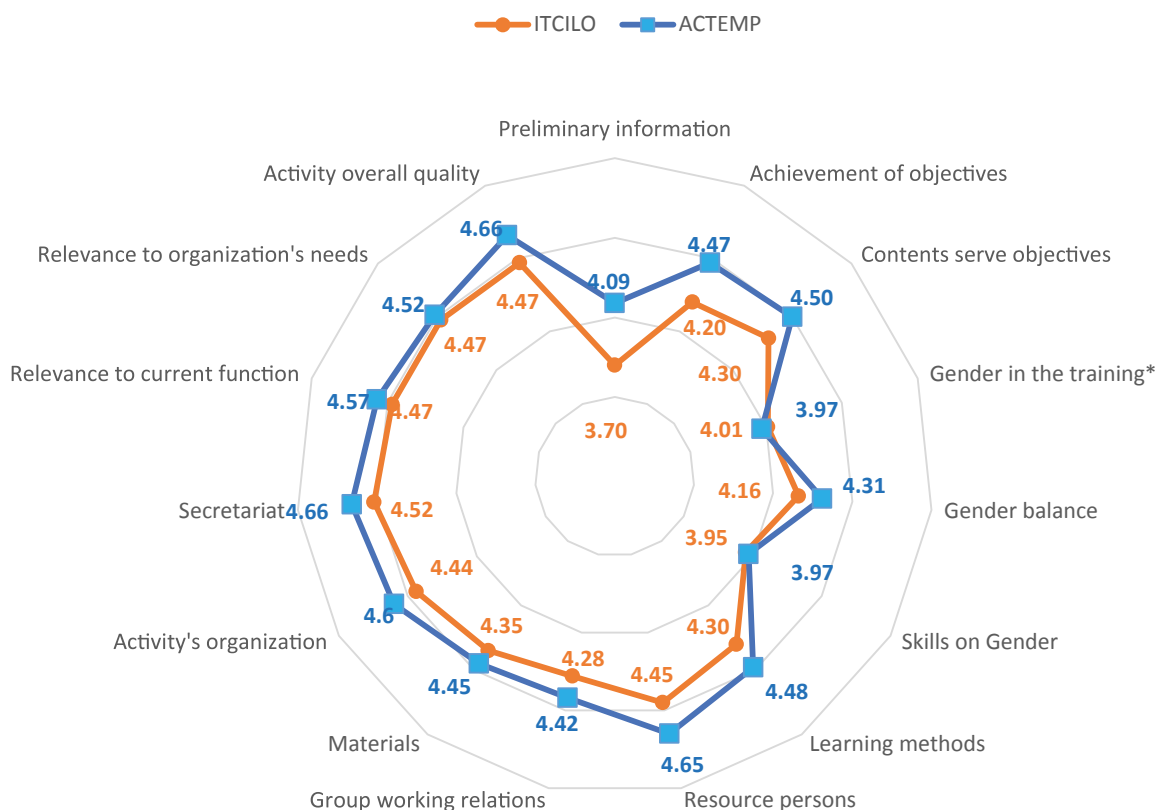


ACT/EMP Turin Evaluation Results for 2017, and comparison with other ITCILO Programmes

ACT/EMP: 2016 vs 2017



ACT/EMP vs ITCILO (2017)





Planning

2018

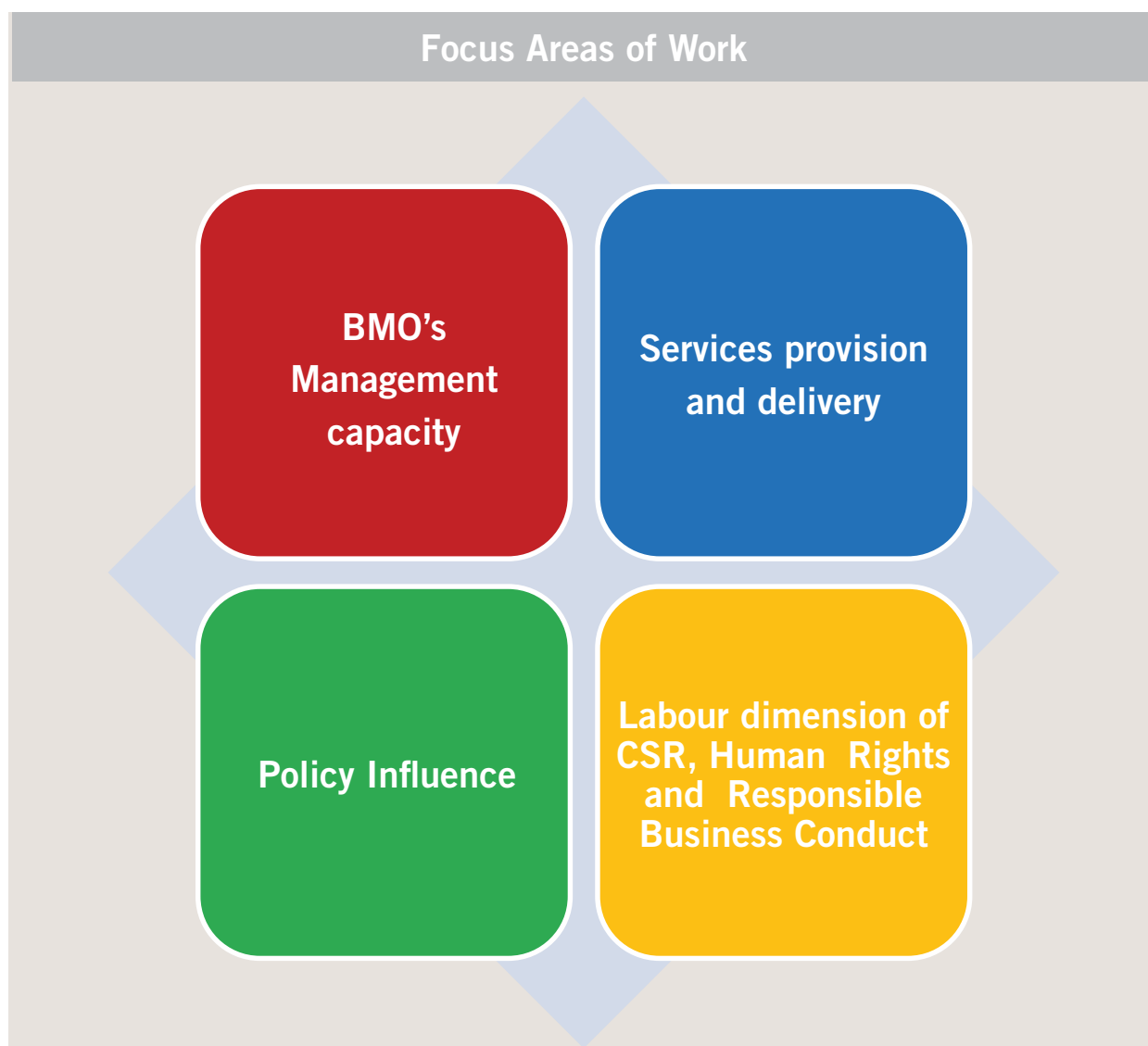
Proposed
Work Programme



At the time of writing this report, the major lines of work of our Programme for 2018 had to be determined as well as a draft work plan; always in close collaboration with ACT/EMP Headquarters, Field colleagues, constituents and sponsors.

At the same time, the work plan is flexible and open for further input from the ETC which could occur during the current session.

The main components of the planning for 2018, which are all obviously closely linked to ILO outcome 10, are summarised by the concepts “continuity and further deepening”. These meaning, we will continue to deliver our “flagship” most demanded training activities, as well as revamping traditional courses and launching new ones.



BLOCK 1

STRENGTHENING EMPLOYERS' ORGANIZATIONS' MANAGEMENT CAPACITIES

The CRM project, which provided for training and delivery of IT tools for better membership management, has been very successful. The tasks ahead will be to maintain the system technically, and continuously support the participating countries with upgrading and technical support, and expand further to a limited number of additional countries which are also interested in this system. We will encourage the EBMOs that are successfully and continuously using the CRM, to gradually start contributing financially for the “cloud hosting” of the CRM and “help desk” hours.

In the recent past, the Programme has been rolling-out the CRM, with some success, to sectorial/territorial EBMOs in partnership with the national Apex organisation. This approach is presented to the sectorial EO as a benefit/service that receive for being a member of the national BMO. It is with sectorial EOs where the CRM has more impact, due to the fact that it is them that have the large numbers of members.

In membership development strategies, new important steps however have now to be set. CRM is a tool, but the main challenge that remains in EBMO is to set additional steps to link up the use of this tool for the development of real comprehensive membership strategies, which go beyond the utilization of the tool, this being; to develop, train for, and implement real marketing of the EO, resulting in effectively higher members retention and recruitment, and hence more representative organisations. By the end of 2017 we would have tested this new training programme making the course available for a global launching and implementation in 2018.

The Programme will also start re-launch our **Massive Open Online Course (MOOCs)** for BMO's Board Members. These are short trainings, offered on distance, for a larger public. The objective of this course is to provide new or would be EO Board Members with basic training on good institutional governance, BMO's management, basic features of lobbying, social dialogue, based upon peer experiences in several countries. This MOOC was developed and tested in 2017.

Other activities in the field of building strong EOs remain and continue, because previous experiences were very positive and have created some brands. Thanks to the continuous funding of the EU, the **Employers Young Professional Academy** will continue to offer the capacity building annual series of seminars for young promising staff members. Having been developed over the past 4 – 5 years, this training programme has become a point of reference in the European federations.

Also in the field of general capacity building, the interregional **Employers and Business Member Organizations Master Training**, which is annually offered as a blended training course (40 hrs distance – 1 week in Turin), has gained reputation and will continue.

Our long standing and most demanded training Programme “**Managing Effective Employers' Organizations**” will be revamped and updated before the end of 2017 and will be relaunched and available for training delivery early in 2018. **All training resources will be available for trainers and EOs in a web based digital platform**, ready for download and use. This package includes a series of practical guides/training modules on building and managing employers' organizations more strategically and effectively. The core Effective Employers' Organization training package is targeted to employers' organizations to improve their organizational structures, governance, management, communications and advocacy to help them better respond to the needs of their members

BLOCK 2

IMPROVING EMPLOYERS' ORGANIZATIONS' SERVICE OFFER AND DELIVERY

The Programme has a long history of developing courses and training material in this field and we will continue strengthening our Programme in this area. This is also much appreciated by our constituents because services are the bread and butter of many organisations in their effort to be relevant to their members: learning, experience sharing and developing the service package is hence essential for the development of EOs and their sustainability.

Our very successful E-OSH Programme !

Services
provision and
delivery



Essentials of Occupational Safety and Health

What's new:

- Roll out of revised package (2016)
- New target region: Latin America
- Development of platforms for EOSH accredited trainers to independently roll out online courses
- Going for a EOSH programme content certification

New Updated Course on Services !

Services
provision and
delivery



Service Design and Delivery Updated Revised Course

- New training package
- Collection of best practices
- Innovative/New areas of work for EOs
- Focus on partnership with members and selected local institutions and cascading effects from national cross-sectoral to sectoral / territorial level
- New specific package on building a competitive training service in employers' organizations

Helping SMEs export!

Services
provision and
delivery



EXPORT AUDIT Service for EBMOs

- International Trade Arena is evolving and many SMEs in developing regions are looking «outwards» to foreign markets in order to increase revenues.
- SMEs face many challenges, some of them structural, that if not tackled timely and appropriately will make a difference between failure and success.
- A blended (DL/F2F) training programme will be developed to certify Company EXPORT Auditors for a service to be delivered by the EBMO to their «would be» exporter members and non-members.
- Business Model Canvas/Plan offered to member companies based on target markets.

Services
provision and
delivery



Industrial Relation Certificate Diploma (eastern Africa)

- The IR Certificate Diploma course will build on the different training and certification programmes delivered by various employers' organisations in the DECP African target countries
- The IR Diploma will be designed and delivered in 2018 and will be co-certified by the ITCILO
- Later this year, an online platform on e-campus will be opened to:
 - Serve as a repository of the relevant material, readings, articles and media for the curriculum;
 - Collect existing best practices of African employers' organisations that have been already implemented;
 - Become the digital hub for the selected employers' organisations to connect with colleagues of other countries and foster their network to share experience.

Services
provision and
delivery



Promoting Responsible Business Conduct in Supply Chain Intermediaries

Sponsored by The Walt Disney Company

- Create a permanent service at the EBMO for the promotion of the RBC in supply chains with emphasis on:
 - Labour Law Compliance
 - Good working conditions (EOSH)
 - Elimination of Child and Forced Labour
- Launch: October 2017
 - Pilot countries: Thailand, India, Indonesia, Argentina & México
 - Targets 15 EBMOs, 180 training sessions delivered
 - 3,600 company line managers trained.
- Completion: Sept. 2019
- Grant award: US\$ 390,000

BLOCK 3

ENHANCING EMPLOYERS' ORGANIZATIONS' POLICY INFLUENCE

This focus area remains central in the programme's activities, since Services and Advocacy for Policy Influence are the two core functions of a EBMOs. This encompasses first continuous activities, at national or sub regional level, related to improve the lobbying- advocacy role of EO, and their capacity in social dialogue strategies and implementation.

Policy influence also has a thematic side our Programme will continue to deliver training in areas such as the role of employers' **Social Security and Skills Development Policies**, sometimes in close collaboration with other ILO technical units or other ITC Programmes.

In 2018 we plan to roll-out at the regional levels, our successfully tested blended training on **"Evidence Based Strategic Policy Advocacy and Communications"**, very much linked towards advocating for the best possible business environment at the national level.

We will also hold again in Turin and roll-out to the regions, one of our most academically demanding blended training programme which is the **"Macro Economics for social negotiators"**. This course, delivered in Turin twice, responds to a long existing need of EBMOs to have enhanced knowledge. While direct operational outcomes of such courses may not be expected, mastering better economic basic knowledge and tools is without doubt essential for effective policy work and social dialogue, which is the core activity and responsibility of many EBMOs. Our aim with this course, is to partner with reputable Academic Institutions in the regions for the delivery of this course, thus adding value to our training certificate.

At the end of this year we would have tested a new program on “**Productivity in the Workplace**”, which we plan to roll-out to the regions in 2018.




Productivity in the Workplace

Training Package for Employers

- Highly requested by employers constituents
- Developed in collaboration with Turin University
- Test in Central America in October 2017
- Tools to measure productivity at company (with possibilities of setting up “productivity measurement services)
- Analysis on the use of productivity variable in wage negotiations at national, sectoral and/or company level

The inclusion of Persons with Disabilities in the Workplace is an issue not few employers are facing in their countries, either because there is a quota law in place or similar legislation is being discussed, or because they want to do it under their CSR initiatives. A Guide and Training Package is under evaluation for development, following the guidance of the ILO Business & Disability Network and other initiatives that at ILO ACT/EMP have been proven successful in many countries.




Inclusion of Persons with Disability in the workplace

Guide & Training Package for Employers

- “Wave” of labour market inclusive legislation concerning persons with disabilities (PwD) in recent years
- Employment quotas for PwD and fines introduced. Rarely incentives are included
- PwD eager to work, but lack basic labour skills and competences
- EBMOs and employers lack knowledge on the issue and do not know how to engage

More in general, the programme will also invest more in co-design of courses and academies which are offered by other units of the ITCILO. Tripartism implies indeed not only a tripartite audience, but also a co-design and joint delivery by technical programmes together with the programmes for employers and workers.

BLOCK 4

STRENGTHENING EOs' AND COMPANIES' CAPACITY ON THE LABOUR DIMENSION OF CSR

This field of action is new but in fast development. The EU supports an important training project of the Programme, which relates to CSR and global industrial relations, and which envisages capacity building both for EOs and companies on these topics and its delivery will continue in 2018. Over the years, the 4 editions of the Transnational Company Agreements TCA- Project have enabled the ITCILO to create a series of thematic meetings across Europe, two guides on TCAs and CSR and an e-learning module.

Furthermore, the ensuing discussion within the ILO, and also at UN level and other international fora on **Responsible Business Conduct in Supply Chains, on Business & Human Rights**, highlights the need for knowledge building and awareness raising amongst companies and EOs on the ramifications of these developments at international level. These issues **are just the ones we are targeting with the Disney Project and with the trainings on OSH and person with disabilities in the workplace, our Programme is moving in the right direction.**

Number of expected participants

Unless the prospects related to the funding of the Programme improve substantially and our human resources needs are addressed by the Centre's Management, the number of expected participants for 2018 may reach the same levels as that of 2016-17 this being around 1000 participants.

Any decrease in funding and not having sufficient staff to deliver at the usual levels, without a doubt will affect our outreach to constituents and our ability to satisfy their demands and needs. These matters may also be a point of attention of the ETC.





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