



ITC



International Training Centre

Employers' Training Committee











REPORT
on the
EMPLOYERS' ACTIVITIES
PROGRAMME
2014

“Exposing staff and board members of employers’ organizations to best EO practices worldwide “

Presented at the ETC meeting, Geneva, 27th March 2015
for reporting and discussion

TABLE OF CONTENTS

EXECUTIVE SUMMARY

	Highlights of 2014	8
	Facts and figures. Participants, income, quality indicators	13
	Planning 2015	20
	Challenges, risks, and possible mitigation measures	23

Annexes:

Full reports on some key projects: CRM, EBMO, EOSH, women entrepreneurs

EXECUTIVE SUMMARY

MAIN ACHIEVEMENTS 2014

2014 was a record year in output, with 61 training activities and 1259 participants. High level quality was maintained: the satisfaction score is amongst the highest of ITCILO. Also in resources mobilisation, the programme increased its capacity to attract outside donors. In short, the programme delivered and was attractive to all stakeholders, reaching more than the objectives set in the ITCILO strategic plan.

The Programme has moved to offer its constituents a coherent and wide array of courses highly relevant to personal and institutional capacity building, essential for EO development. In certain cases trainings go beyond long term oriented capacity building and support directly concrete outcomes: better professional management of members to increase EO representativeness (CRM membership database project); the creation of sustainable services in the field of OSH (EOSH project); concrete initiatives for policy influence such as National business Agendas and evidence based positioning of EO's on various socio economic themes.

MAIN OBJECTIVES AND CHALLENGES FOR 2015 and beyond

The training offer will continue to be demand driven, flexible, outcome oriented and closely integrated within the overall priorities of ACTEMP within ILO. The Programme has the ambition to grow further and increase its outreach to EOs and company representatives, with innovative, needs' oriented approaches.

To achieve this, continuing challenges will have to be addressed: more availability of funding, more staff resources and more attention for the employers' perspective within the ITCILO context. Employers and their organizations are an institutional constituent of the ILO. Providing them with capacity building opportunities is essential to keep tripartism a reality and to reap the value added tripartism brings for sustainable development.



Main Achievements in 2014: Overview

61 TRAINING ACTIVITIES IMPLEMENTED

98 COUNTRIES INVOLVED

**1259 STAFF AND BOARD MEMBERS OF
EMPLOYERS' ORGANIZATIONS TRAINED**

**CONTINUOUS INNOVATION, INVESTMENT IN NEW TRAINING MATERIALS
AND QUALITY IMPROVEMENT**

CAPACITY-BUILDING IN FOUR MAIN AREAS:

1. Building representative, strong and independent Employers' Organizations
2. Building Employers' Organizations which provide quality services to company members
3. Building a strong business voice capable of influencing national and regional socio-economic policy on the basis of sound evidence
4. Strengthening EOs' and companies' capacity on the labour dimension of CSR

EXPANDED PARTNERSHIP:

- ILO (Bureau for Employers' Activities, Enterprise Department, Regional Offices)
- IOE
- DECP
- NIR
- NHO
- BUSINESSEUROPE
- European Union
- Italian Government
- Several multinational companies

Interregional

- 7 Training activities
- Main focus on: Reaching out to women entrepreneurs; Membership strategies; Informal economy; Greening economy

Europe & CIS

- 11 Training activities
- 36 Countries
- Main focus on: Lobbying & Communication strategies; Industrial Relations; EU integration; CSR

Asia & Pacific

- 16 Training activities
- 18 Countries
- Main focus on: Lobbying; Minimum wages; Membership database; Social Dialogue; Industrial Relations, Training and OSH services

Our activities in 2014

Latin America & the Caribbean

- 13 Training activities
- 16 Countries
- Main focus on: Productivity Professional Membership management; CSR

Africa

- 11 Training activities
- 22 Countries
- Main focus on: Lobbying and National Business Agendas; Membership database; OSH services

Arab States

- 3 Training activities
- 6 Countries (incl. North Africa)
- Focus on: Lobbying and Advocacy; Reaching out to women entrepreneurs; Social dialogue; OSH services



Highlights of 2014

Assisting Employers' Organizations around the world in becoming strong, independent and representative voices of business

Strengthening Employers' Organizations' management capacities and their membership



Tools and capacity-building for professional membership management and membership increase

A fully operational CRM membership database has been installed in 28 countries, with accompanying training for all staff. The new membership database system (developed in English, French and Spanish) makes for more efficient membership management, facilitates membership fee collection and boosts the visibility of EOs' activities.

It is an essential tool for making Employers' Organizations more representative and client-oriented in their approach to company members.

Additionally, a first version of a new course on membership strategies was delivered: it teaches EOs to use and integrate general marketing concepts in their membership recruitment and retention policies.

Master Training in Effective Business Member Organization (EBMO)

The Master Training programme is a comprehensive package of practical online and face-to-face learning, tailored to the needs of business organizations' senior staff and Board members.

It provides a unique opportunity to strengthen BMOs by reviewing their organizational strategies in core fields of action. The Master Training programme comprises 40 hours of online training and a 5-day residential workshop in Turin. Building further on previous experiences, the third edition, is now under way, with more than 35 participants from all parts of the world.



The Employers Young Professionals' Academy

The Employers Young Professionals' Academy is a training project for talented young people working in European EOs. It aims to equip the selected participants with the capabilities and commitment needed for EOs' current and future organizational success. It is conceived as a cutting-edge training opportunity, and also as an eye-opener and networking opportunity.

The Academy also has the long-term goal of improving cooperation between national EOs and hence furthering European economic and social integration, which is so crucial for business. The programme is implemented in partnership with BUSINESSEUROPE.

After three successful yearly rounds in 2012, 2013 and 2014, a total of 100 employers' representatives were trained through the Academy. The Academy will be launched again in 2015.

Employers' Organizations reaching out to women entrepreneurs

In 2011, we embarked on an ambitious project to build capacity of Employers' Organizations on how to reach out to Women Entrepreneurs. In November 2014, a stock-taking Conference of the project was organized in Turin. It was the occasion to be informed on the progress regarding women entrepreneurs' economic participation worldwide, take-stock of the results achieved so far by Employers' Organizations in organizing women entrepreneurs, voicing their interests and servicing them, jointly develop concrete guidance tools on a selected number of topics in order to help EOs and Women Business Associations in the future.

Over 3 years, the activities of the project reached out to 150 business representatives on all continents and it led to the development of numerous actions to make EOs more responsive to the realities and needs of women entrepreneurs be that in the field of lobbying and advocacy, governance or services provision.

Building Employers' Organizations which provide quality services to company members

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

In most countries, employers' organizations are constantly seeking to improve their capacity to deliver more and better services to members. In response to EOs' requests for additional teaching and practice in this field, we ran several workshops (South East Asia, Pakistan, Latin America, Europe) to help EOs to improve their capacity to deliver services. The seminars focused on several topics: establishing new services in the field of productivity enhancement, CSR and improving training services for companies.



New training services in Occupational Safety and Health

Occupational Safety and Health (OSH) is an essential aspect of working conditions. It is important for productivity and is a serious concern for companies, especially in developing countries. Many employers' organizations are therefore keen to assist their members in coping with this issue. To support them in this venture, we have developed EOSH - The Essentials of Occupational Safety and Health, a ready-made, IT-based training materials, which EOs can use to set up new training services for their company members (in particular, training for supervisors and workers) and promote a safety-in-the-workplace culture. This material is now available also in quite some languages (English, French, Spanish, Russian, Arabic, Bangla, Vietnamese), as to allow learning by the participants in their native languages.

We organized several train-the-trainers workshops for African and Asian EOs in order to transfer the training materials and methodology, and enhance the capacity of employers' organizations to develop new training services in this field.

OSH trainings in Bangladesh

ACTEMP Turin participates very intensively in the ILO Programme in Bangladesh "Improving Working Conditions in the Ready Made Garment Sector", set up in the framework of the Accord, concluded with major suppliers and the supply chain, in the aftermath of the disaster in Rana Plaza.

Using the EOSH package, and in close collaboration with the sectoral garment associations, more than 100 master users have already been trained to use the OSH package. In 2015, they will train on their turn 7.500 supervisors, who on their turn will train their thousands of team workers, in the essentials of OSH, on the basis of a locally defined and translated training package.



Building a strong business voice capable of influencing national and regional socio-economic policy on the basis of sound evidence

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

Various workshops, at sub-regional and national level, have focused on building the capacities of employers' organizations in developing national business agendas. Documents of this kind use coherent, evidence-based arguments to express - towards governments and the public at large - the overall policy of employers' organizations concerning the business environment. They are therefore a basic tool for effective advocacy and lobbying. As a result, several employers' organizations have developed or updated their business agendas to increase their visibility and influence policy in their respective countries (Pakistan, Uganda, Rwanda, Tanzania, Kenya, Ghana).

Employers' Organizations and (minimum) wages

In a number of emerging economies, the debate on wages, in particular their level and pace of increase, and the mechanisms adopted for determining a minimum wage, is very topical. Several workshops have been organized, at sub-regional level (South East Asia, South Asia) to assist employers' organizations in defining their position in relation to (minimum) wages and to train them in making evidence-based interventions, in advocacy and in lobbying governments and/or negotiating with trade unions. The cooperation with the Worldbank for this training was most appreciated.

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

The need to move to a greener economy faces enterprises with a number of challenges at both the policy and operational levels. EO members are seeking advice and guidance in identifying new green business opportunities that will result in improved productivity, cost savings and the penetration of new green markets. This requires EOs to be equipped with new competencies to represent the business perspective in national and international debate on environmentally sustainable development and have the services capacity to support companies in greening their business.

Two workshops (South East Asia, interregional) piloting the new training materials on this topic proved very useful in raising awareness and providing a platform for sharing best practices in the work of EOs, both at policy level and in the field of practical service delivery. n in 2015.



Strengthening EOs' and companies' capacity on the labour dimension of CSR

CSR for EOs

Today more than ever, the Corporate social responsibility (CSR) debate is intertwined with general debates on the role of business in society and the implementation of a number of international Guidelines and Principles defining corporate responsibility in the social field (from the ILO, UN etc.). A number of training activities were organized in 2014 with the objective to increase understanding of the overall policy context surrounding these issues, share practical experiences among management representatives in companies and their representative organizations as well as raise the capacity of employers' organizations to guide and advice their members companies.

New EU funded project secured for 2015

In partnership with three leading European EOs (MEDEF, Confindustria, BDA) a project will be implemented in the next two years in Europe stepping up our training efforts for company representatives on the one hand and EOs' staff on the other. Plans to reach out to other regions are also underway.





Facts and figures for 2014



Participants

Income

Quality indicators

Activities and participants: strong increase (about 40%)

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

The Employers' Activities Programme

Number of training activities

The number of group training activities increased strongly. In all 61 group training activities were held, compared with 46 in 2013.

Total number of participants in ACTEMP Turin activities

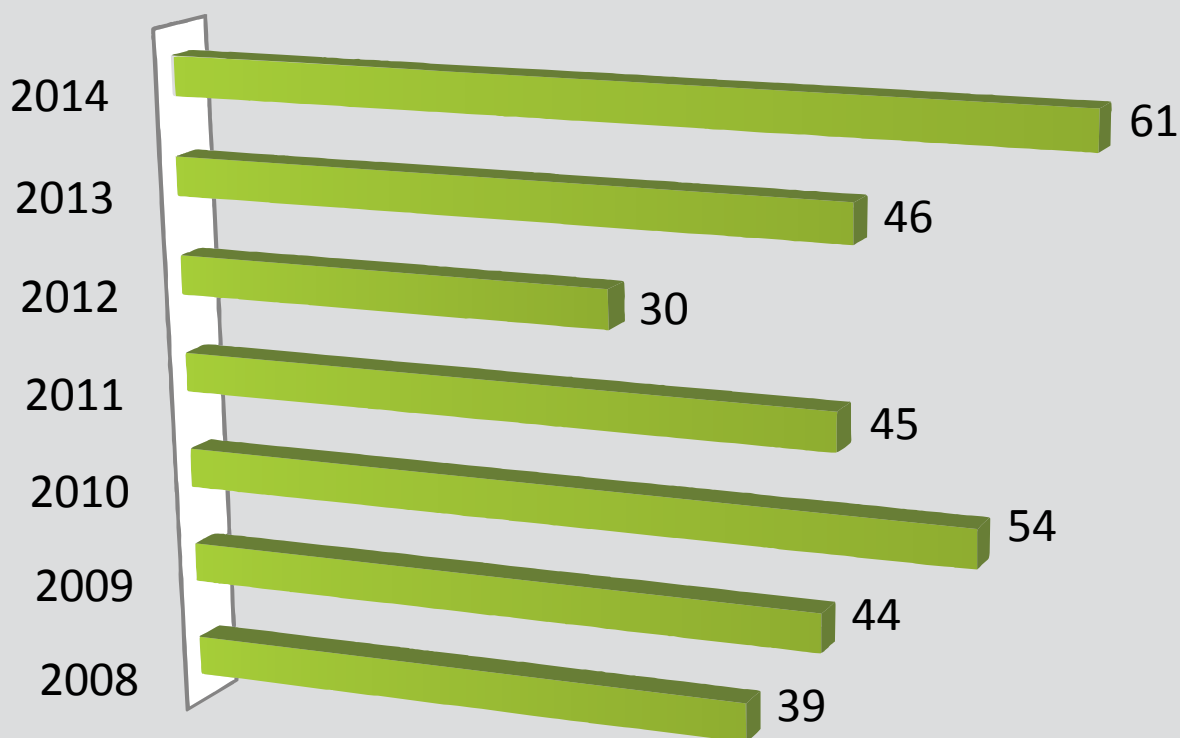
In consequence the number of participants in 2014 also rose very strongly, from 902 to 1303. This was above expectations and is directly linked to the substantially increased level of funding, and the strong commitment and hard work of the staff.

Number of training (participant) days

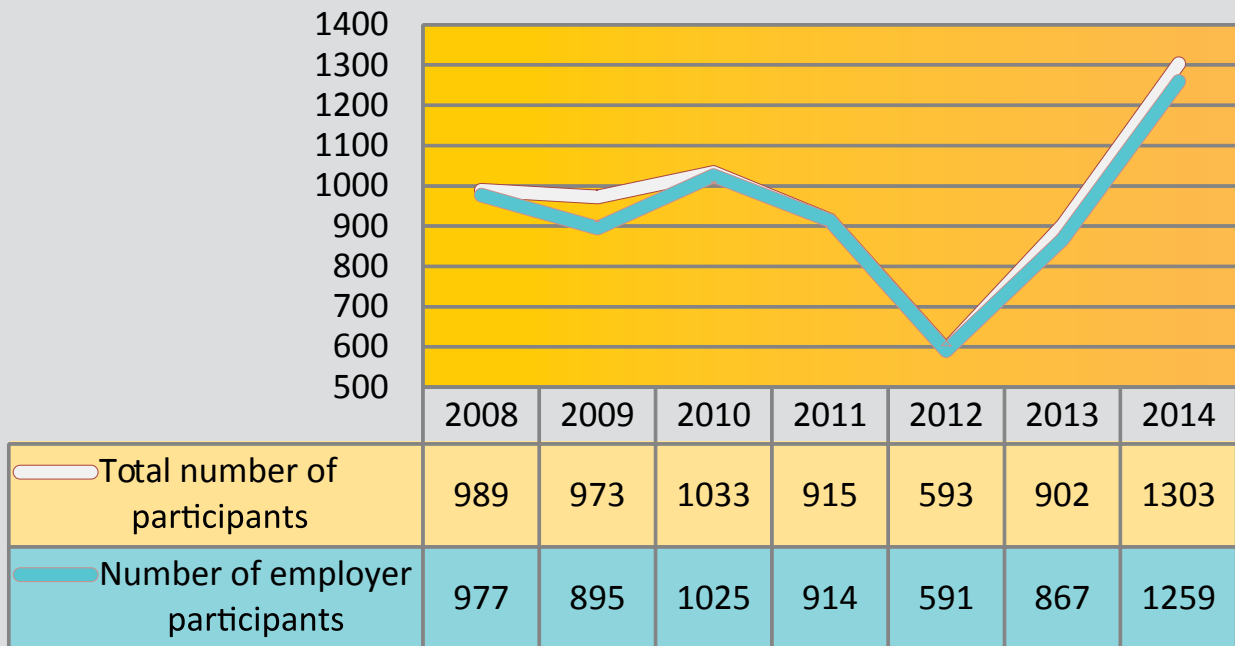
The number of training days increased (3,966 participant-days as compared to 2,619 in 2013). The average course duration of courses is two to three days, which our surveys found to be a more acceptable length for employers' representatives, and certainly quite sufficient for high-level employer leaders.

ACTEMP Turin participation figures, 2009–2014

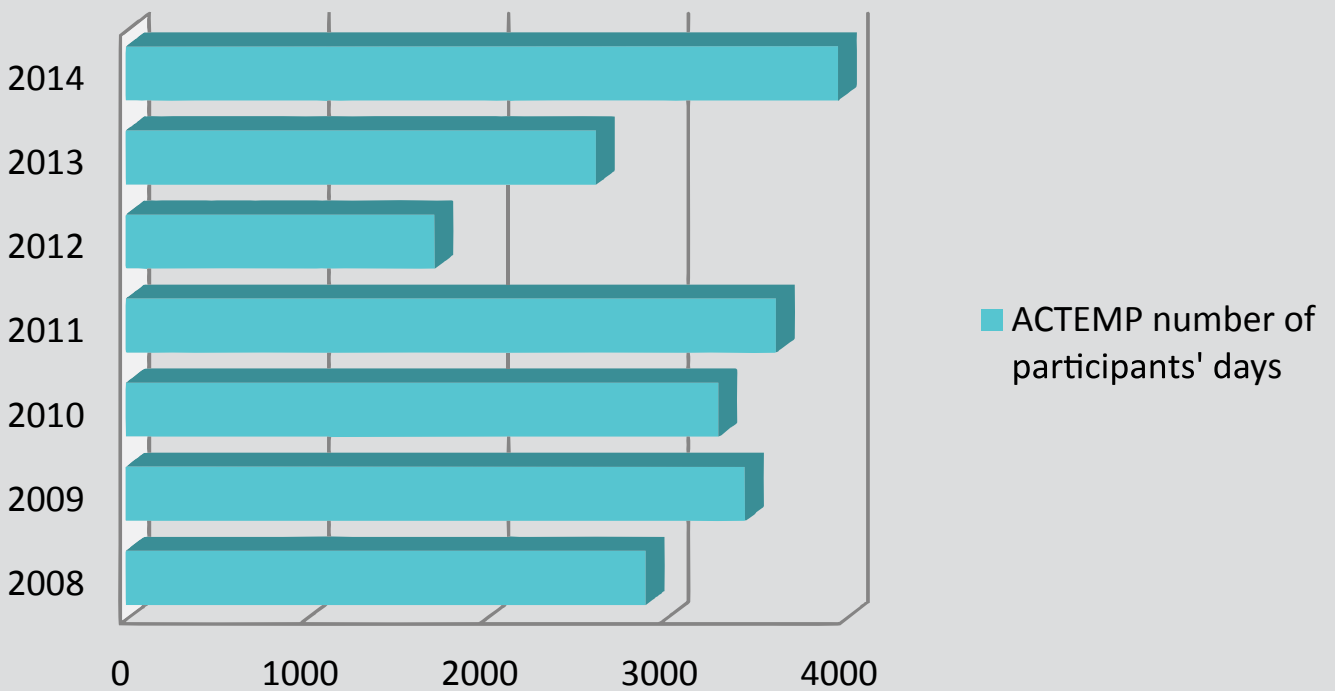
ACTEMP number of training activities



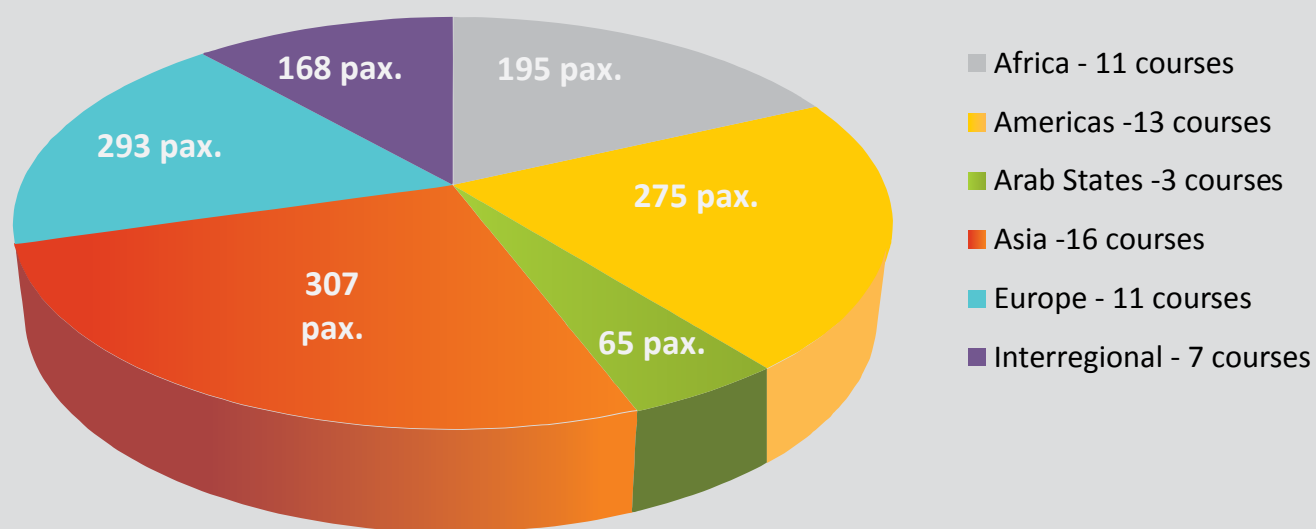
Number of ACTEMP participants



ACTEMP number of participants' days



ACTEMP regional breakdown 2014



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

Women's participation in the Programme's activities, 2008-2014

Year	Total no. of participants	No. of women	% of women
2008	989	288	29
2009	973	352	36
2010	1033	362	35
2011	915	303	33
2012	593	237	40
2013	902	360	40
2014	1303	533	41

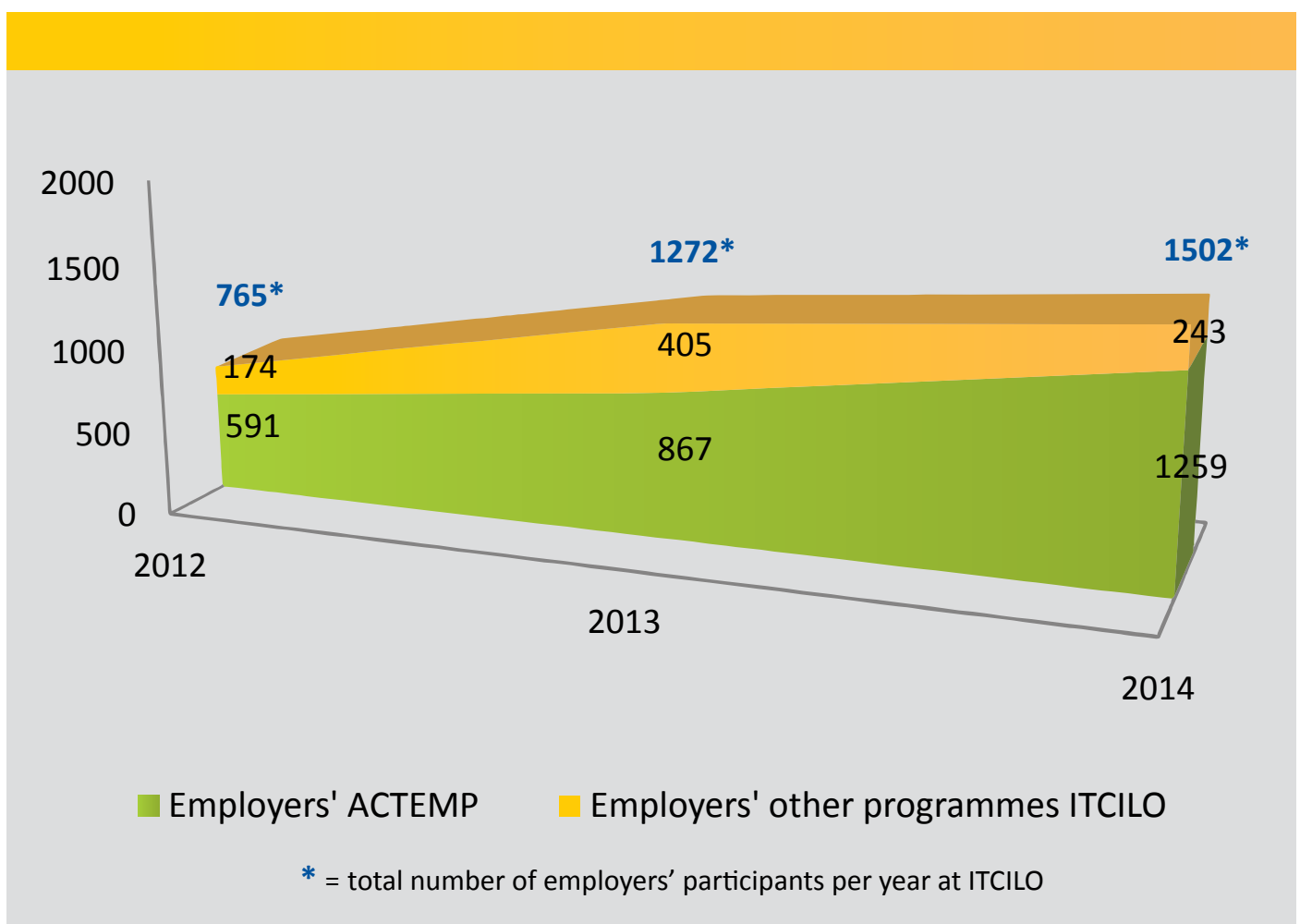
Employers' participation in other ITCILO Programmes courses

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

In 2014 a total of 243 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 the Social Dimension of Trade and Investment.

Total number of employer participants in ITCILO Programmes

As a consequence of the two above-mentioned trends, the number of employer participants in all Turin courses – whether run by the Employers' Activities Programme or by other ITCILO units – stood at a total of 1,502 in 2014, a very significant increase as over the 2013 figure of 1272.

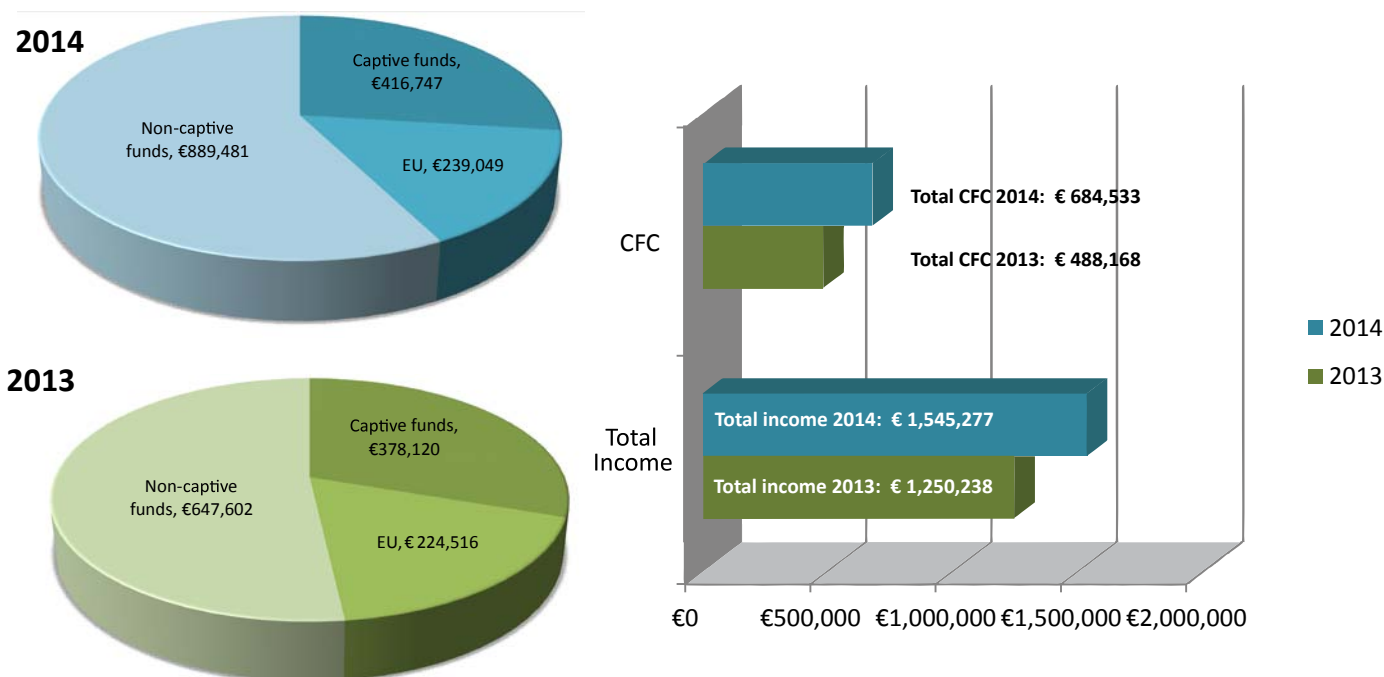


Compared to the targets in the ITCILO's Strategic Plan, in which the management presses for stronger tripartite representation, these figures confirm that the very ambitious target was even exceeded.

The funding situation in 2014

Income and expenditure

The level of expenditure exceeded previous years' levels, thanks to the healthy state of the programme finances. This is due to a range of factors. On the income side there is the special allocation for employers' activities (as exists also for workers' activities). This is the result of a Board decision to provide an additional special allocation on the grounds that it cannot be expected that both programmes obtain funding via paid course attendance (in contrast with other Centre programmes which can obtain income from paying participants) and hence may be incentivised to ensure more constituent presence via a special allocation coming from the surplus Centre funds. On the income side there were also the constant resource mobilisation efforts of the employers activities team to secure extra income from various donors and partners, viz.: EU projects (two obtained), along with support from ACTEMP Geneva; from longstanding partners in the employers' world such as DECP and NHO; and from diverse small donors for specific activities. On the expenditure side there was also constant prudence in spending and the search for maximum efficiency.



In terms of funding sources, only approximately 30 per cent of the Employers' Programme now depends on captive funding: 70 per cent of resources are non-captive funds.

Contribution to fixed costs (CFC)

The Centre applies to the training programmes a system of internal accounting which entails obligations on each Programme to contribute to the fixed costs (ie. difference between operating costs and subsidies) of the Centre. Each Programme's contribution level is determined annually by the Centre Management.

The contribution of the Programme in 2014 increased in comparison with earlier years and exceeded the set target.

	TARGET	RESULT
ACTEMP CFC 2014	650,000	684,553
ACTEMP CFC 2013	550,000	487,336
ACTEMP CFC 2012	600,000	578,594

The above-mentioned amount means that the Programme more than fully covers its total staff cost. For CFC 2015 the

Programme target was set at a higher level: €690,000.

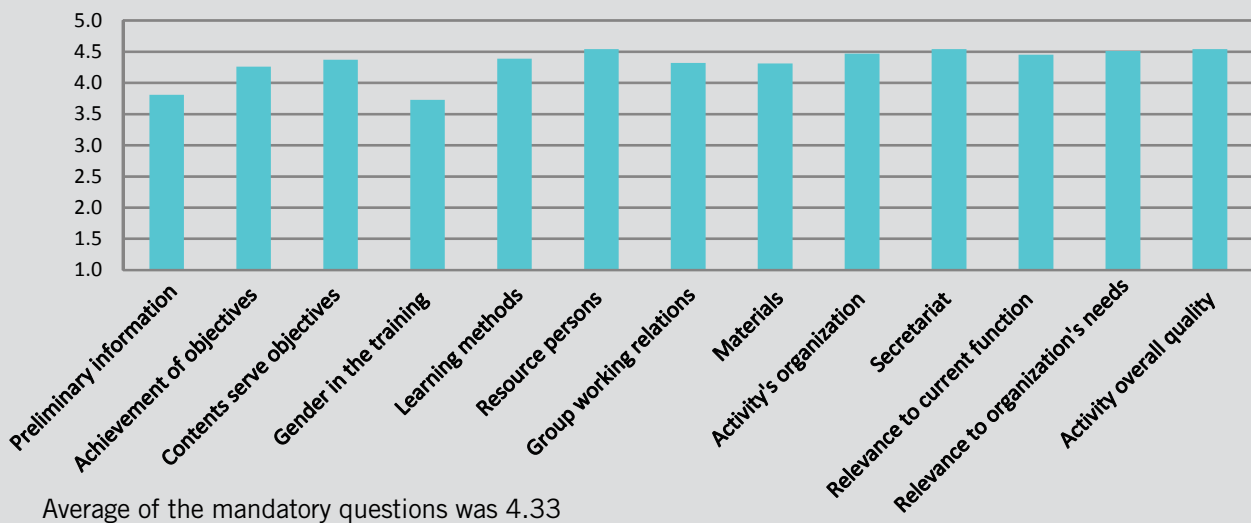
Quality indicators

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, 16 aspects of training quality are measured, ranging from the quality of preliminary information through clarity of objectives, quality of training materials and quality of resource persons. They are summarized in six main indicators (see below). The questionnaires may also include open questions. On larger projects independent evaluators carry out additional, more extensive quality control.

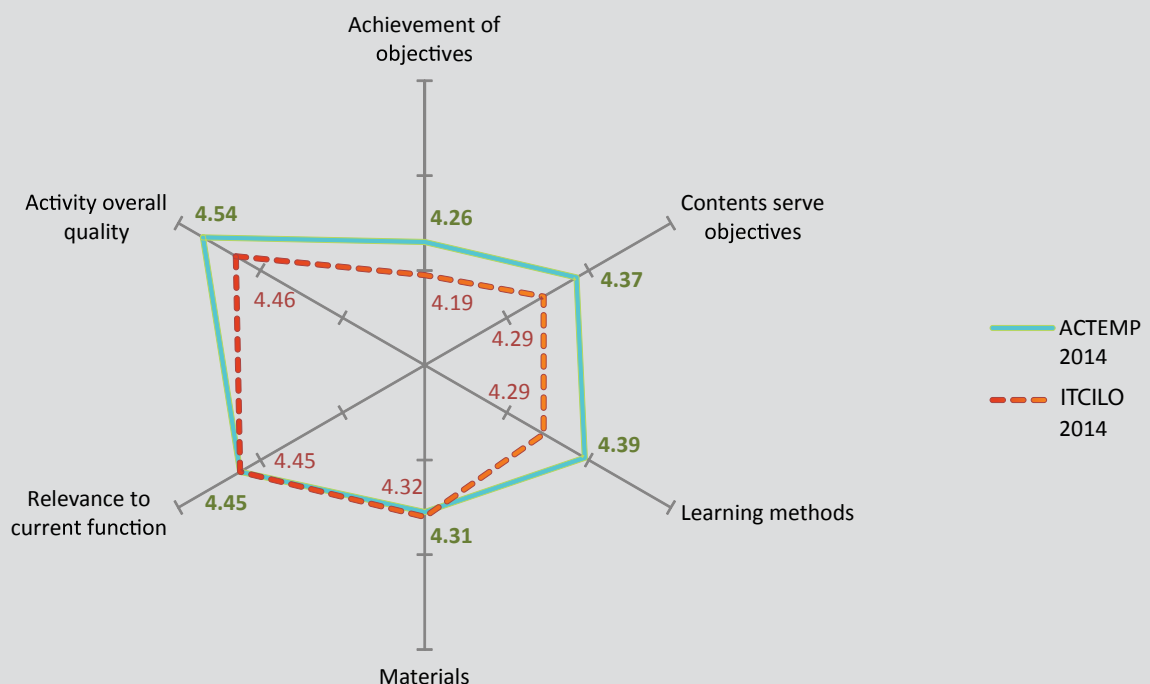
The overall quality indicators for the Employers' Activities Programme in 2014 were among the best for ITCILO.

ACT/EMP Turin evaluation results for 2014, and comparison with other ITCILO

Average results - ACTEMP 2014



Comparison of average results - ACTEMP / ITCILO 2014





Planning

2015

Proposed
Work Programme



programmes

At the time of writing this report, the work programme for 2015 had to a great extent already been broadly determined. The Employers' Group provided guidance and inputs during meetings in Turin in preparation for the ITCILO Governing Body meeting in October 2014. The draft work-plan was further defined under the guidance of ACTEMP HQ at the beginning of 2015.

The main components of the planning for 2015 are listed below.

Training activities

Rolling out of important projects related to ILO outcomes 9.1, 9.2 and 9.3

CRM database: this entails effective introduction and implementation of the CRM database in 20 additional countries in Africa, Latin America and Asia so as to enhance membership strategies for greater retention and recruitment of members, building on the very positive reactions and national EO requests for participation in this project.

Increased services within EOs: this will involve further implementation of the OSH modular training activities for supervisors, again in more countries, to enhance the training offered by national EOs to their members in the field of OSH with ITCILO certification. These efforts will include follow-up to the major involvement in OSH capacity-building for the garment industry in Bangladesh, and follow-up and deepening for those countries and regions which made a successful start with the new service on EOSH in 2014. Furthermore we envisage introduction of the EOSH services in new parts of the world (Arab States, French-speaking Africa, Russia) where translation of the package into additional languages will now be given priority.

Continuation of high-level capacity-building projects

The Employers Young Professionals' Academy project aims at taking further staff development for European EOs' young professionals and at providing tailored and practical solutions so as to strengthen both personal and organizational capacity. It is designed and implemented by the ITCILO's Employers' Activities Programme in partnership with BUSINESSEUROPE, and benefits from financial support from the European Union. A total of 90 young professionals participated in three previous sessions of the Academy (2012, 2013 and 2014). They represented BUSINESSEUROPE national affiliates (national and sectoral EOs) as well as BUSINESSEUROPE headquarters' staff. Building on the very positive results of these three years, it was decided to extend the EMPLOYERS YOUNG PROFESSIONALS' ACADEMY for three years. The 2015 session was launched at the beginning of February.

The Master Training on Effective Business Organizations management targets managerial staff of Business Member Organizations worldwide. More specifically it is geared to the needs of staff who have taken on new responsibilities in their BMOs and wish to update and expand their knowledge and competences in BMOs' key areas of work (strategic planning, governance and membership strategies, lobbying and advocacy, social dialogue, services development etc.). The Master Training consists of 40 hours of Distance Learning and a 5-day residential Training Workshop in Turin, Italy. The Master Training was organized for the first time in 2012. The third session was launched in November 2014 with the residential part due at the beginning of March 2015.

Since 2011 the ITCILO Programme for Employers' Activities has organized a number of interregional and regional workshops during which UN/international and business world experts, EO staff and Governing Board members, along with representatives of Women Entrepreneurs Associations, have been brought together to discuss and provide practical ideas and tools to address the challenge of **Reaching Out To Women Entrepreneurs** in their respective countries. A stocktaking conference was organized in Turin in November 2014 to draw practical conclusions from these workshops.

Looking ahead, the ITCILO Programme for Employers' Activities aims to implement capacity development solutions which meet the following identified needs:

- Strengthening the capacity of women entrepreneurs associations: to achieve this, the aim is to develop in 2015 a Training-of-Trainers package on women's business association management. The package will be designed to be easily used by Employers Organizations' staff as a capacity-building service for members of women's associations.

- Advocating for increased economic participation by women at national level: to achieve this, the aim is to develop a new training curriculum in 2015. Following previous work with employers' organizations from 2011 to 2014, this training programme will focus on strengthening the lobbying and advocacy role of national organizations and will aim at the development and adoption of a specific policy document on women's economic participation.

New EU-funded project on global industrial relations, EOs and companies secured for 2015

In partnership with three leading European EOs (MEDEF, Confindustria, BDA) a project will be implemented in 2015 and 2016 in Europe, stepping up our training efforts for company representatives on the one hand and for EO staff on the other. It focuses on issues linked to **transnational company agreements, global industrial relations, and CSR for companies** .

Stand-alone training courses in capacity-building for national EOs or at sub-regional or regional levels (Central Africa, Southern Africa, South Asia, Arab States, etc.). The thematic foci of these training activities are being adapted to needs and national circumstances, and cover lobbying and advocacy for a better business environment; development of services; development of social dialogue; and other themes in response to requests and opportunities.

Innovation

- Continued investment in new training packages, and development of new training materials, all of which further increases the range of existing materials related to ACIs, notably in such fields as SMEs and their productivity, the informal economy, skills and social protection , all from an employer's perspective;
- continued investment in improvement in learning methods;
- upgrading/Improvement of the main functions of the learning employers' platform Lempnet (<http://lempnet.itcilo.org>) and further enhancement of e-learning possibilities.

Number of expected participants

The total number of participants is expected to remain stable, around 1,300, if the resources needed to serve this number of participants are made available.

Available resources

The budget for 2015 is about €1.3 million, a major part of which has already been earmarked for specific projects, leaving limited room for a flexible response to non-earmarked countries.

The staff of the programme will most probably not be expanded, in spite of an ever-growing burden of activities.



The members of the ETC are requested to comment on the components of the planning.



Challenges, risks and possible mitigation measures

for long-term
development of
ACTEMP ITCILO

At the end of 2015 the ITCILO will define its new Strategic Plan. In that Plan the role, responsibilities and targets for the Employers' Activities Programme will also be defined.

In preparation for this discussion, a risk register is prepared below, relating to the possible expectations of the group as regards the Employers' Activities programme, and the risks and issues involved. It is often said that risk analysis and assessment can be a useful tool in determining better objectives and associated measures.

Introduction: – what at present are the key objectives of the Programme – what should they be, and how they are defined?

At present, the ACTEMP ITCILO Key performance indicators (KPIs) - as laid down in the ITCILO Strategic Plan and in the implicit or explicit expectations of ACTEMP HQ, ETC, and the Employers Group - can be described as follows :

- reach out to a substantial group (in the Strategic Plan defined as 1,500 participants)
- ensure relevance of the training to the constituents and clients
- provide high-quality training (in the Strategic Plan defined as reaching a satisfaction level of 4,5/ 5)
- achieve impact via training
- ensure coherence with ACTEMP GVA and wider stakeholders
- contribute to the Centre finances via CFC (targets 2014: €650.000; 2015: €690.000)



The members of the ETC are invited to comment on the objectives and define more precisely future expectations, if possible including more precise indicators for each objective.

What risks might affect the reaching of these goals? What mitigation measures might be put into place to minimise the risks?

The definition of objectives is obviously also dependent on the risks involved in achieving objectives effectively. The following tables attempt to define, per objective, some possible risks and the mitigation measures needed to address them.



Again the ETC members are invited to comment on these tables and to set out their views on priority mitigation measures to be taken by the risk-holders, as suggested in the tables below. Again this input may be very useful in preparation for discussion of the ITCILO Strategic Plan, in direct relation to the Employers' Activities Programme.

Cluster – KPI 1 : Risks related to insufficient outreach

Basic question: what is considered as sufficient outreach? what should numerical objectives for outreach be for the next years ?

Risk	Possible mitigation measures	Risk holder – responsibility (*)
Decline in funds:		
<ul style="list-style-type: none"> Diminution of captive funds 	Fair share of captive funds for ACTEMP	ITCILO management
<ul style="list-style-type: none"> Failure of donors to continue support 	Maintain search for additional projects and funding	ACTEMP, ITCILO management
Funds, even when not declining, flow in with high variability	Maintain predictability via acquired carry-over of unspent funds when possible under donor rules, to address variability	ITCILO management
Funds cannot be spent at maximum efficiency or outreach	Prudence in spending	ACTEMP
	Search for ways to diminish costs of training delivery (technology – e-learning)	
	Better planning of room availability in Centre for Turin activities	ACTEMP, ITCILO management
Increase in CFC, leading to less expendable income	Realistic CFC figures or higher exemption for ACTEMP	ITCILO management
Brand decline	See mitigation measures under KPIs 2 and 3	

Cluster – KPI 2: Risks related to relevance of the training offer and training delivery for the constituency

Risks	Possible mitigation measures	Risk holder – responsibility (*)
Becoming too supply-driven owing to donor or financial pressure, resulting in training provision not adapted to constituents' needs, or training implementation not adapted to specific needs at country level	Selectivity towards activities of less relevance to stakeholders, or increased relevance and needs orientation of such activities with a specific EO perspective. Close collaboration with ACTEMP field	ACTEMP
Loss of focus on real needs	Regular survey or other methods to maintain correct view of needs Keep constituents' needs permanently in view as regards the ACTEMP training provision	ACTEMP
Training fatigue within audience and loss of interest if the training offer is not regularly adapted	For local implementation: closer links with the ACTEMP field and demand side (with effects on additional workload)	ACTEMP
Poor selection of participants	Better preparation and selection of participants	ACTEMP
Modalities make training irrelevant or ineffective	Keep duration / methods of training under control to ensure relevance	ACTEMP

(*) ITCILO management refers to the other departments of ITCILO and / or ITCILO management as such. ACTEMP refers to ACTEMP ITCILO.

Cluster - KPI 3: Risks related to loss of quality

Basic question: how is quality defined and what could be the indicators?

Risks	Possible mitigation measures	Risk holder – responsibility (*)
Loss of quality through pressure for attainment of numerical objectives	More attention for impact in complement of existing focus on figures	ITCILO management and Board
Loss of quality through lack of renewal of training material	Investment in renewed training material, including practical tools in approaches; contents related to audience needs and realities	ACTEMP
Loss of quality through obsolete training methods	Investment in training methodology	ACTEMP in collaboration with ITCILO management
Loss of quality through insufficient innovation on the part of training staff and tutors	Investment in monitoring of existing, screening and scouting of new tutors, regular training renewal of tutors	ACTEMP
	Possibilities for flexible hiring arrangements for tutors Time and resources for good technical design Maintain technical competences of ACTEMP staff to ensure quality	ITCILO management
Loss of quality due to overloaded or demotivated staff resources	General measures for alleviation of some tasks (administrative burdens)	ITCILO management
	Time management, good planning, priority setting (see further staff resources KPI 6)	ACTEMP

Cluster - KPI 4: Risks related to loss of impact (linked with relevance)

Basic question: how is impact defined and what could be measurement criteria

Risks	Possible mitigation measures	Risk holder – responsibility (*)
Stand-alone approach to training	Coordinate and /or embed training as much as possible in a project approach Develop long-term view on training objectives, implementation and accompanying measures for enhanced impact. Increase follow-up, directly and in cooperation with ACTEMP	ACTEMP and ACTEMP HQ
Too short training events	To be solved via longer preparatory phases, and/or on-line coaching	ACTEMP
Poor selection of participants for impact creation	Better selection and improved prior information to participants	ACTEMP
No impact due to incorrect expectations	Define impact correctly and realistically in the light of local competences and context	ACTEMP and ACTEMP HQ/field

(*) ITCILO management refers to the other departments of ITCILO and / or ITCILO management as such. ACTEMP refers to ACTEMP ITCILO.

Cluster - KPI 5: Risks related to distancing of stakeholders (ACTEMP, IOE, ...)

Risks	Possible mitigation measures	Risk holder – responsibility (*)
Loss of mandates and trust in training matters	Intensive and careful relation management Regular reporting to ACTEMP HQ Manage inconsistencies or contradictions in objectives between ITCILO constraints and their objectives	ACTEMP
	Clearly specific role of ITCILO in maintaining correct cooperation in a non-competitive and constructive way with GVA and other stakeholders	ACTEMP and ACTEMP HQ
Loss of financial support	Recognise each role and added value Limit costs to keep price attractive	ACTEMP and ACTEMP HQ-field ITCILO management

Cluster - KPI 6: Risks related to ACT/EMP staff resources, the main key input in terms of outreach, quality, relevance and impact

Risks	Possible mitigation measures	Risk holder – responsibility (*)
Too much work due to pressure to meet numerical targets	Maintain planning to avoid overloading: fewer activities, more participants per group where possible	ACTEMP
	More outsourcing without affecting the quality, if rules permit	ACTEMP
	More staff resources, both admin and professional staff, or adapt targets Measures to alleviate admin burdens on technical programmes	ITCILO management
Demotivation due to repetitive work or overloading	Ensure variation in work	ACTEMP
	Insist on regular innovation of tasks and in task-exposure Flexibility in hiring ST staff, external consultants	ITCILO management

(*) ITCILO management refers to the other departments of ITCILO and / or ITCILO management as such. ACTEMP refers to ACTEMP ITCILO.



The members of the ETC are invited to comment on the following tables and to draw some conclusions for further action which may help address the projected risks.

- Define their views on the key objectives (outreach, quality, impact) on realistic targets for these objectives, to be defined in the upcoming Strategic Plan for ITCILO, as far as the employers activities programme is concerned
- Discuss and suggest measures to address the risks relating to the attainment of these objectives.



For further information, please contact:

Programme for Employers' Activities

E-mail: actempturin@itcilo.org

Phone: +39 011 693 6590

<http://lempnet.itcilo.org>