



## EMPLOYERS' TRAINING COMMITTEE

Report on the Employers' Activities Programme 2019



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Report on the Employers' Activities Programme

2019



# Table of Acronyms

## A

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- ▶ **ACT/EMP** or **ILO ACT/EMP** – Bureau of Employers’ Activities.
- ▶ **ACT/EMP ITCILO, ITCILO ACT/EMP** or the **Programme** – Employers’ Activities Programme at the International Training Centre for the International Labour Organization.

## C

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- ▶ **Centre, ITCILO** or the **ITC** – International Training Centre of the International Labour Organization.
- ▶ **CEO** – Chief Executive Officer.
- ▶ **CFC** – Contribution to Fixed Costs to the ITCILO.
- ▶ **Committee or the ETC** – Employers’ Training Committee.
- ▶ **CRM** – Customer Relationship Management Software.
- ▶ **CSR** – Corporate Social Responsibility.

## D

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- ▶ **DECP** – Dutch Employers’ Cooperation Programme.

## E

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- ▶ **EBMO, EBMOs** or **EO** – Employers’ and Business Member Organizations.
- ▶ **EOSH** or **E-OSH** – Essentials of Occupational Safety and Health.
- ▶ **ETC** or the Committee – Employers’ Training Committee.
- ▶ **EU** – European Union.

## H

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- ▶ **HR** – Human Resources.

## I

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- ▶ **ILO** – International Labour Organization.
- ▶ **ILS Academy** – International Labour Standards Academy.
- ▶ **IOE** – International Organisation of Employers.
- ▶ **ITCILO, ITC** or the **Centre** – International Training Centre of the International Labour Organization.
- ▶ **ITCILO ACT/EMP, Programme or ACT/EMP ITCILO** – Employers’ Activities Programme at the International Training Centre of the International Labour Organization.

## P

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- ▶ **Programme, ACT/EMP ITCILO** or **ITCILO ACT/EMP** – Employers’ Activities Programme at the International Training Centre of the International Labour Organization.

## Q

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- ▶ **QAG** – ITCILO’s Quality Assurance Group.

## S

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- ▶ **SDG** – Sustainable Development Goals.
- ▶ **SME** – Small and Medium-sized Enterprises.

## T

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- ▶ **TNA** – Training Needs Assessment.
- ▶ **TOR** – Terms of Reference.

# EXECUTIVE SUMMARY

This year's Employers Training Committee (ETC) meeting takes place in the middle of a worldwide sanitary crisis that has brought not only health and social impact, but also severe economic implications.

Organizations and businesses were faced with challenges and opportunities, that pushed them towards a deep, in many cases radical, transformation of their business models to survive.

The COVID-19 pandemic has shaken the foundations of the Face to Face based training business model of the ITCILO, bringing financial hardship and the inevitable questioning concerning the future sustainability of the Centre.

This coincides with the normal cycle of the Strategic Review of

the Centre, therefore we must take advantage of the lessons learned this year and reflect them in the new Strategic Plan.

With this said and taking into account that this year we will have limited time for a virtual meeting of the ETC, this report will cover the highlights of 2019, but will also include updated projections for 2020 and some thoughts about the Centre's future.

## Outreach & Quality

2019 ended with better numbers overall, financially and in terms of delivery, than those we projected in October when we last met.

A total of 38 training activities took place, 12 advisory services were rendered to EBMOs and 6 new products were developed or updated.

Our outreach in terms of total participants was 917 (54% men, 46% women), 3% more than in 2018, in addition to 700+ active distance learners in self-paced modules and communities of practice. This increase is mainly due to the growth in our offer in different online training modalities (blended & distance only). In 2019 a total of 512 participants engaged in online learning through our own training activities, a 44% increase from 2018 and about six fold since 2015. EBMOs from 118 countries and participants from 114 nationalities took part and benefited from our training delivery programme.

With regards to the overall quality of our training offer and participants' satisfaction levels, the ACTEMP Turin Programme continues in its tradition of setting

high standards, with a 4.68/5.0 rating, an important improvement from the 4.61 achieved in 2018. Among the best at the Centre.

## Impact

Near the end of 2019, we carried out an Impact Evaluation on a targeted group of activities and the results came back extremely positive for our Programme. With a response rate of 125 participants out of 226 (55%), a majority of participants (78%) reported that their professional performance substantially improved thanks to ACT/EMP trainings. Participants added, they have improved their organizational and networking skills, as well as their capacity to deliver services, disseminate information and communicate with members. While 89% of

respondents reported the trainings met their professional needs, 98% mentioned that attending our trainings was a good investment for them as individuals.

At the organizational level, it was almost unanimous (97.5%) that attending the training has directly improved the performance of their EBMOs. The areas in which significant improvement has been made are; service delivery, communications, membership growth & retention and anticipating members' needs. Almost 65% of participants said they have started new initiatives in the organizations as a result of the training, with 74% assuring that these initiatives will be sustained and even expand over time.

For ACTEMP Turin Team this feedback from participants is extremely rewarding and it is the main motivation for us to keep on going, improving, creating

and above all, servicing our constituents with tangible impact.

### Financial Resources and Targets

Total Income for 2019 reached 1.405 million, 5.7% higher than 2018. Of this amount, € 400,000 came from our Captive Funds (Italy + Surplus) allocation of which we spent 88%, an important improvement from 70% in 2018. The ACTEMP team continued with a superb effort mobilizing resources and again, more than 70% of our Programme's total income came from Non-Captive resources. We strengthened our relationships with long standing partners such as the Dutch Employers' Cooperation Programme, the European Union, in addition to tapping into ILO ACT/EMP RBTC, ILO RBSA funded activities, ILO Regional Offices RBTC and donor funded ILO Projects. All of these efforts secure somewhat

the financial sustainability of our Programme.

Towards the end of 2019 our Programme was successful in tendering for projects. The Walt Disney Company renewed its trust on us and confirmed the approval for Phase 2 of the project "Promoting Responsible Business Conduct in Supply Chain Intermediaries" for USD 595,000 to be delivered in 2020-21. In addition, a proposal submitted to the EU was awarded a 600,000 EUR grant for the project to "Strengthen Professional Insertion through Quality Apprenticeships". This project will run for 30 months starting in 2020.

In terms of achieving our financial targets, for 2019 we managed to reach € 554,534 of Contribution to Fix Costs (CFC), which amounted to 92% of the agreed target for the year of € 600,000. Our CFC/Income ratio for 2019

was 39.45%, about the same for the previous year.

### Expanded Training Offer

Our Programme is continuously investing in updating our training portfolio. In 2019 we completed the development of new products such as the French Version of the Master Training in EBMOs, Engagement of EBMOs in SDGs Implementation. In addition, we updated and redesigned different flagship trainings on Service Design and Delivery, Membership Promotion Strategies, Promotion of Effective EBMOs and the training package and platform on Essentials on Occupational Safety and Health-EOSH. Also, we started the prototype development of the "MALKIA App: Women managers rise up: skilling for success" which is now completed and scheduled to be launched before the end of the year. Finally, in a pilot phase, we are currently providing a few

EBMOs their own Digital Training Platforms, so that they can deliver online training services to their members and at the same time benefit from an strategic partnership with us.

## The Team

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The ACTEMP Turin Programme is very fortunate to have a highly committed and dedicated group of professionals that consistently achieve very good results.

Certainly, our very busy delivery “pipeline” at times poses some challenges, but we have always managed to come together and deliver successfully as a team.

This is more evident, when the work done by both technical as well as the administrative staff, is recurrently the object of high praise and appreciation from our participants and constituents.

In all, thanks to a solid Team performance, 2019 was another

very busy year, financially successful and very rewarding professionally for all of us.

Notwithstanding, in this 2020 the Team has been put to the test and I am very happy to say the response has been outstanding to an extremely challenging year for the Centre. We have lived up to it!

## Important follow-up items to report

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From last year’s ETC meeting you may recall the Group agreed with ITCILO Management to pursue the following matters:

1. Terms of Reference for ACTRAV and ACTEMP, inspired on ILO IGDS 536; Management agreed to initiate the process proposing a first draft, hoping to release these TORs by the ILO GB of March 2020. With the new Distance Learning “normal” taking over the Centre,

the requested TORs are really needed.

2. Joint Academies on Skills and Productivity; The Group asked Management to support the development of joint Academies (together with relevant technical Programmes) for Employers on the aforementioned topics. The Training Director offered to support this initiative.

3. Accepting revisions to the Manual for the ILS Course for Judges, lawyers and legal educators; The Training Director offered to facilitate and request a working meeting with ILO NORMES and ACTEMP. The meeting was planned for early 2020.

4. Amend the current policy to allow the carrying over of unused captive funds from one year to next in the same biennium; ITCILO Director, together with

the Training Director, offered to consider this proposal.

Mostly, due to the current ongoing delicate situation of the Centre and the drastic change in priorities, these matters have not been discussed and no progress has been made in any of them. It must be noted though, that concerning point 2, our Programme opted to consolidate and upgrade our online training “Why productivity matters?” in both English and Spanish. In addition, our Programme and the Employment Policy and Analysis Programme (EPAP), responsible of the skills cluster, have developed highly collaborative relationship which has led to joint efforts in different training activities.

We sincerely hope that issues 1, 3 and 4 are revisited with Management before the end

of the year to agree on a way forward.

## What has happened so far in 2020?

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When the “lockdown” was imposed in Italy in early March, we had delivered only 3 activities (1 in Turin and 2 in the field) and we were about to start implementing our 2020 work plan. Needless to say, it all changed!

With about ¾ of the Centre’s training income depending on face to face trainings, mobility restrictions worldwide imposed by the pandemic worldwide, plunged the ITC in a severe financial sustainability crisis, as you all very well know. Initial deficit projections for the year were estimated around € 7+ million. In addition, at onset of the crisis, the Centre’s online training offer was limited.

Since in recent years most of our Programme’s training offer evolved towards a blended (online + face to face) modality, we found ourselves in a better position to adapt and convert fully into an online training Programme. Though not easy, we have managed to achieve this with some success.

Developing and managing a solely online training services portfolio, while trying to meet our financial targets, which were set under a completely different reality, has not been an easy task. Many agreed activities had to be cancelled, others postponed. Key partners were not taking decisions and our two projects suffered mayor delays in starting. On top of everything, in May we were informed by Management that due the postponement in the decision by the Officers of the Board concerning the allocation

of the 2019 surplus, 80% of our Captive Funds unspent balance was frozen.

Faced with this complex situation, we decided to be as resilient as we could be. We were creative, tried new approaches and put together a selection of relevant courses for our constituents. In addition, we set out on an extensive resource mobilization drive throughout the ILO Regional Offices and projects, ILO departments and other partners.

Our Programme’s response during this critical period has been comprehensive. We added a Module on Managing health crises and COVID-19 to our brand new digital EOSH Training Package and new trainings on Crisis & Reputation Management, Digitalizing Training Services, Developing Online Training Platforms for EBMOs in addition

to the publication of a Guide on Training Methodology for Business Organizations.

As a result, in the next three months we have a full calendar with more than a dozen online courses in different languages and time zones, reaching out to literally hundreds of participants. For 2020, our participant outreach numbers are very promising. We estimate that by the end of the year we could have reached 800+ participants formally registered for a training course. In addition, more than 1.100 participants have taken part in pro-bono advisory and promotional services webinars that are not registered in the Centre’s stats, but in which we invested a lot of time and effort.

In the past 7 months, we have learned so much. We had to acquire skills we did not have and discovered some talents that



we didn't know we had. In this period, we have become more conscious that the closer we are, the better we will perform as a team.

We have also found that, while an online course brings in a very high CFC/Income ratio, the preparation work and the sustained delivery for weeks, in many cases with overlapping trainings, demand a lot of work and effort, both individually and collectively.

At the closing of this report, end of September, we can confidently project that we have a good chance of achieving around 95% of our € 600,000 CFC target and with a bit of "luck" and extra work, we could reach 100% or more.

My deepest thanks, appreciation and recognition to the Team for

this extraordinary effort, their commitment and responsibility.

At the level of the Centre, currently Management is projecting with optimism a balanced budget towards the end of the year, which under the current challenging situation, is without a doubt an extraordinary result. The significant reduction of the originally projected deficit has come mainly from the outstanding reaction and effort of most training Programmes to convert their offer to online trainings and the much higher CFC/Income ratio these produce, as well as a result of a series of sharp cost cutting measures Management has imposed during this time of crisis.

Finally, the ACTEMP Team in Turin wishes to acknowledge the permanent support from ETC and ITCILO Board Members, in particular to Mr. Harry Kyriazis

for his dedication as the Group's spokesperson, to the IOE and specially to the ACT/EMP ILO Team in Geneva and in the field. During the current crisis we have worked closer and in a more coordinated fashion, yielding a more targeted cooperation amongst ourselves for the benefit of our constituents.

Kind regards,

Jorge Illingworth  
Programme Manager  
Employers' Activities  
ILO International Training Centre



# OUR 2019 AT GLANCE



# MAIN ACHIEVEMENTS 2019



## 56 Activities

- 38 Training act. (68%)
- 12 Advisory Serv. (21%)
- 6 Training Material Development (11%)



## EBOs from 118 countries



## Participants from 114 nationalities



## 917 participants

- 667 participants in Face to Face and blended activities (46% women)
- 250 participants in distance learning activities
- 700+ active distance learners in self-paced modules and communities of practices



## 4.68 Satisfaction

On a scale from 1 to 5, going from low to high



## 3 Audiences

EBOs' staff and Board members and company members

# 2019 GLOBAL IMPACT



## LATIN AMERICAN & THE CARIBBEAN

9 Trainings Activities  
21% of participants

## AFRICA

11 Training Activities  
21% of participants

## ASIA

4 Training Activities  
14% of participants

## EUROPE

10 Training Activities  
24% of participants

## INTERREGIONAL

4 Training Activities  
20% of participants



### LATIN AMERICAN & THE CARIBBEAN

- ▶ Macroeconomics
- ▶ EOSH package
- ▶ Effective EBMO
- ▶ Responsible Business Conduct in Supply Chains
- ▶ Reputation and crisis management
- ▶ Productivity matters
- ▶ CRM



### AFRICA

- ▶ Master Training EBMO
- ▶ Effective EBMO
- ▶ CRM
- ▶ Membership strategies
- ▶ Social dialogue and advocacy
- ▶ Innovation in services
- ▶ Productivity matters



### ASIA

- ▶ Responsible Business Conduct in Supply Chains
- ▶ EOSH package
- ▶ EBMOs and Sustainable development Goals
- ▶ Migration



### EUROPE

- ▶ European Young Professionals Academy
- ▶ Effective EBMO in Kyrgyzstan
- ▶ CSR Georgia
- ▶ Productivity matters
- ▶ CRM



### INTERREGIONAL

- ▶ Global EYPA
- ▶ Master Training EBMO
- ▶ Industrial Relations
- ▶ CRM
- ▶ Productivity matters
- ▶ EOSH package

# AMONG OUR 2019 PARTNERS



International Labour Organization



ACT/EMP  
The Bureau for Employers' Activities



IOE  
A powerful and balanced voice for business

BUSINESSEUROPE



Multinational Companies



AGENZIA ITALIANA  
PER LA COOPERAZIONE  
ALLO SVILUPPO



Decp Dutch Employers  
Cooperation Programme



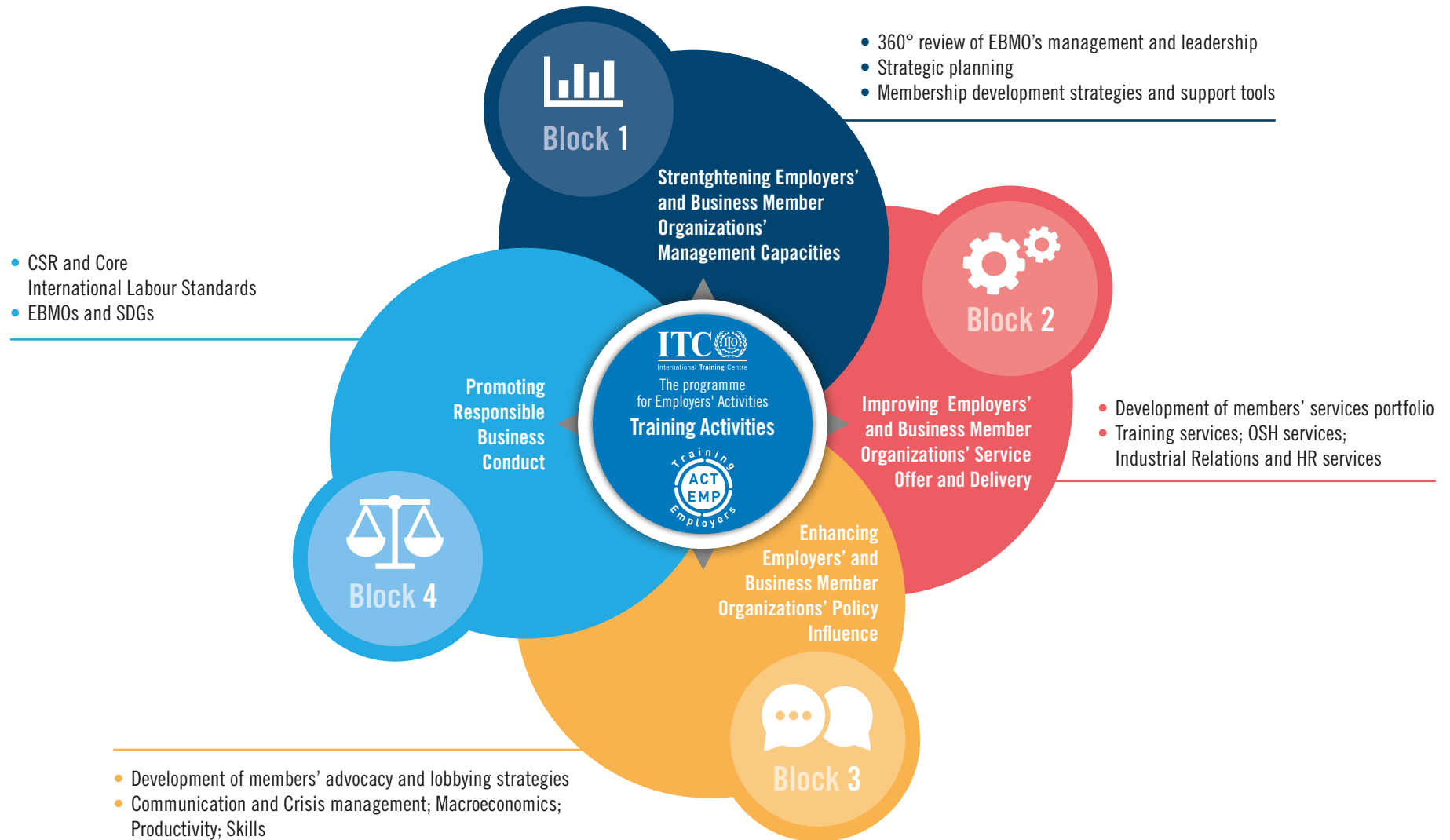
Employers'  
Confederations

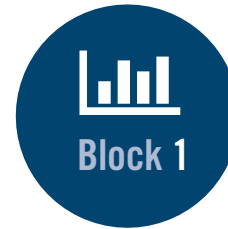




# OUR TRAINING SERVICE

## Our services are structured around 4 building blocks





## Block 1 - Strengthening Employers' and Business Member Organizations' Management Capacities

- 360° review of EBMO's management and leadership
  - Strategic planning
- Membership development strategies and support tools

### Key Services

#### Institutional capacity assessment

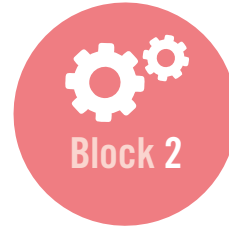
- Audit of EBMO's governance and management; Co-development of remediation strategies
- Audit of EBMO's membership baseline; Co-development of remediation strategies
- Building the capacity of EBMOs to deliver blended EOSH services

#### Training services

- Online & F2F course on EBMOs' management for Executive Directors (Certificate of Achievement)
- Online & F2F Training course on EBMOs' management for staff and Board members (Certificate of Participation)
- Online & F2F course on membership strategies development (Certificate of Achievement)
- Online & F2F Training course on membership strategies (Certificate of Participation)

#### Training Material Development & Advisory services

- Training Material Development & Advisory services
- Strategic planning tools and processes for EBMOs
- Installation of CRM databases in EBMOs
- Coaching on membership strategies' drafting and implementation



## Block 2 - Improving Employers' and Business Member Organizations' Service Offer and Delivery

- Development of members' services portfolio
- Development and delivery of Training Services
- Essentials of Occupational Safety and Health (EOSH) Services
  - Industrial Relations, Labour Law and HR services

### Key Services

#### Institutional capacity assessment & Development

- Audit of EBMO's service portfolio and capacity; Co-development of remediation strategies
- Building the capacity of EBMOs to deliver blended EOSH services

#### Training services

- Online course on Digitalizing Training Services
- Mobile course on women manager's empowerment
- F2F course on EBMOs service portfolio development
- EOSH ToT for EBMOs staff members
- Online courses on Social Dialogue and Industrial Relations

#### Advisory services

- Coaching on digitalization of training services
- Development of tailor-made online training platforms
- Co-development of courses on women empowerment
- Coaching EBMOs on online delivery of services



## Block 3 - Enhancing Employers' and Business Member Organizations' Policy Influence

- Development of members' Advocacy and Lobbying strategies
  - Communication and Crisis Management;
- Macroeconomics for social negotiators; Productivity in the Workplace and Policies; Skills Policies

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### Key Services

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#### Institutional assessment services

- Mapping and audit of EBMOs competencies in the area of strategic advocacy and communication

#### Training services

- Online & F2F course on Reputation and Crisis Management
- Online & F2F course on Strategic Advocacy
- Blended course on Macroeconomics for social partners
- Online & F2F course on Productivity in the Workplace
- Online course on social partners' involvement in Skills Policies

#### Advisory services

- Production and analysis of economic information
- Support in development of position papers on selected socio/economic matters (Minimum wage policies, social protection, skills policies)



## Block 4 - Promoting Responsible Business Conduct

- Promoting responsible business conduct in supply chain intermediaries
  - EBMOs and SDGs

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### Key Services

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#### Institutional capacity development

- Establishing a service to promote responsible business conduct

#### Training services

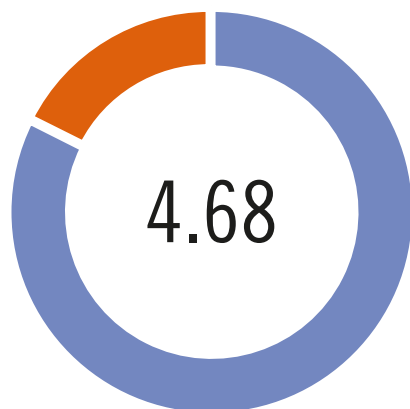
- ToT on promoting responsible business conduct

#### Advisory services

- Coaching EBMOs on online delivery of services

# 2019 DELIVERY RESULTS

# CUSTOMERS SATISFACTION 2019 RESULT\*



What explains these numbers?



Needs based & demand driven programme.



Relevant training, based on Training Needs Assessment, contact with ACT/EMP ILO field specialists and EBMOs CEOs.



Training delivery modalities adjusted to our constituents needs (e.g., distance learning, length).



Highly valued feedback from participants.



Highly praised training methods, staff and trainers.



It's not just about scholarships. Participants acknowledge the great value, quality and relevance of our Programme's trainings, because the time they invest with us translates into better results for their EBMOs.

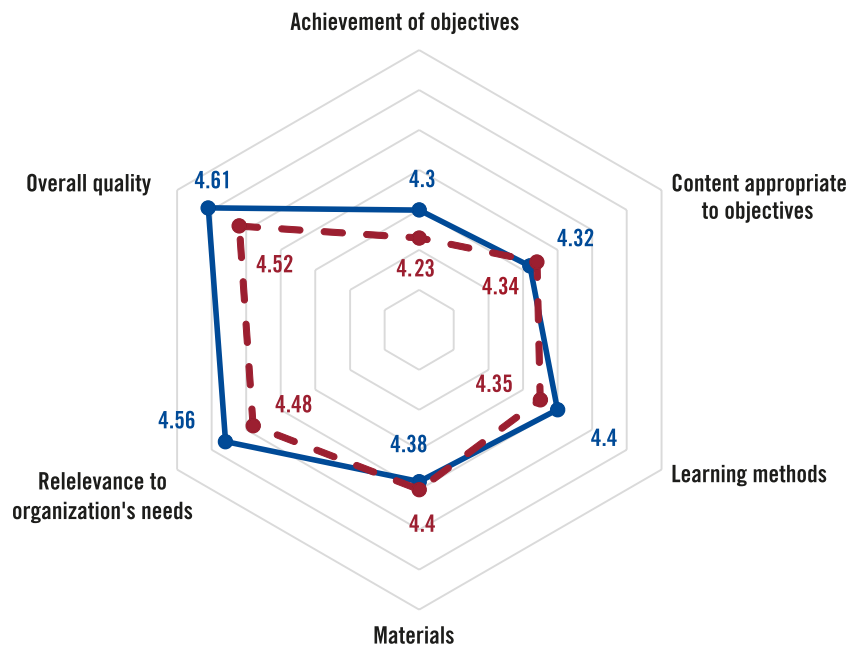
\*ITCILO 2019 customers satisfaction result: 4.48



# GENERAL EVALUATION 2019 RESULTS

## ACT/EMP vs ITCILO 2018

—●— ACTEMP —●— ITCILO

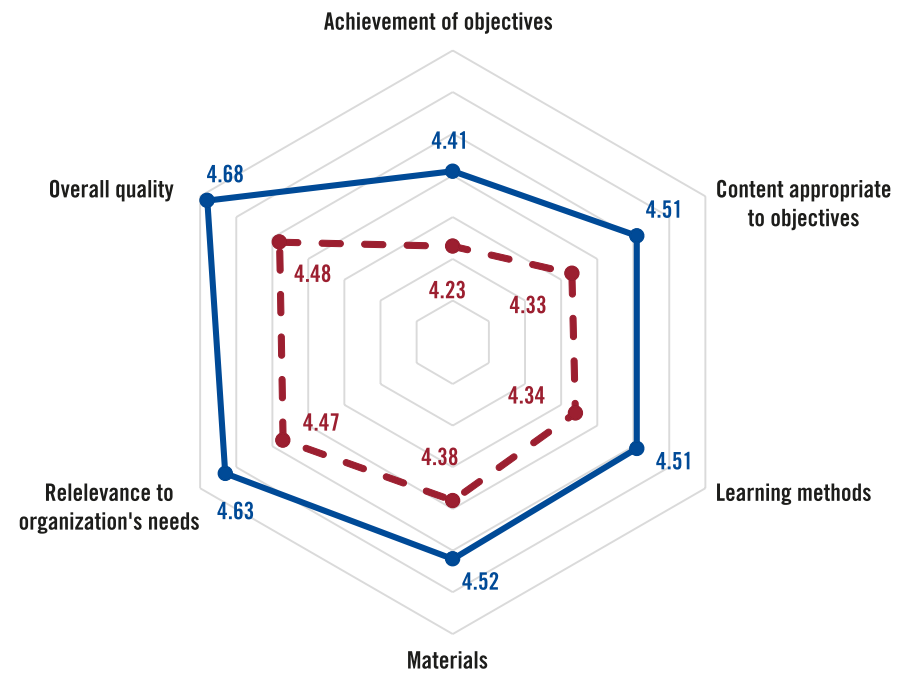


**ACT/EMP 2018**  
4.61

**ITCILO 2018**  
4.52

## ACT/EMP vs ITCILO 2019

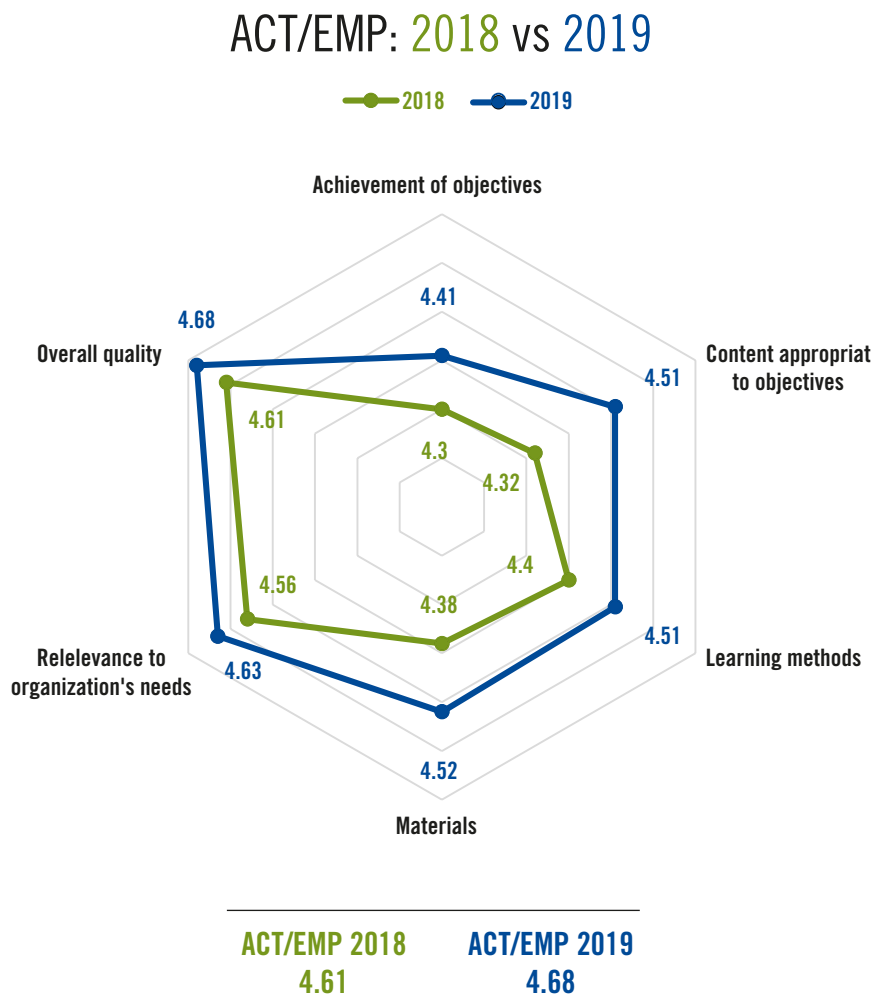
—●— ACTEMP —●— ITCILO



**ACT/EMP 2019**  
4.68

**ITCILO 2019**  
4.48

# DELIVERY RESULTS: GENERAL EVALUATION 2019



In terms of overall quality of our training activities rated by participants, again in 2019, our results (4.68) continue to be consistently above the Centre's (4.48). The numbers also improve when it comes to specific key aspects such as relevance of our courses, contents, training materials, learning methodologies, organization, among others. These results are a clear evidence of the ACTEMP Turin team's passion and commitment for delivering our activities with highest possible quality levels.

Our Programme’s main drivers are quality and impact. To achieve these, we “listen” to our participants suggestions, we work in close contact and coordination with our ILO’s ACT/EMP colleagues

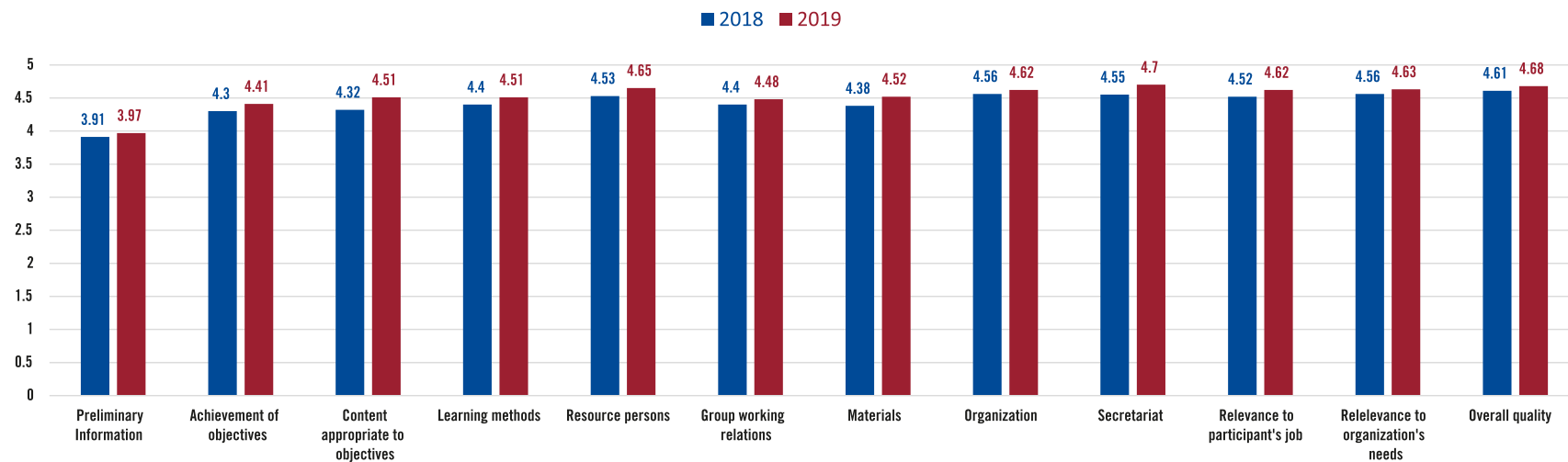
in the field, in addition to carefully analysing the results of our Impact and Needs Assessments.

We will continue to develop new training packages, adapt

and redesign our services and training offer, aiming at making these available in more languages. Online distance learning has been a constant endeavour in the past 4 years and will continue. This modality

has been proven effective not only in increasing our participants outreach, but also in making our training offer available to EBMOs at the sectorial and territorial levels.

## EVALUATION RESULTS ACT/EMP 2018 vs 2019





# 2019 FACTS & FIGURES

### III. DISTANCE LEARNING ACTIVITIES

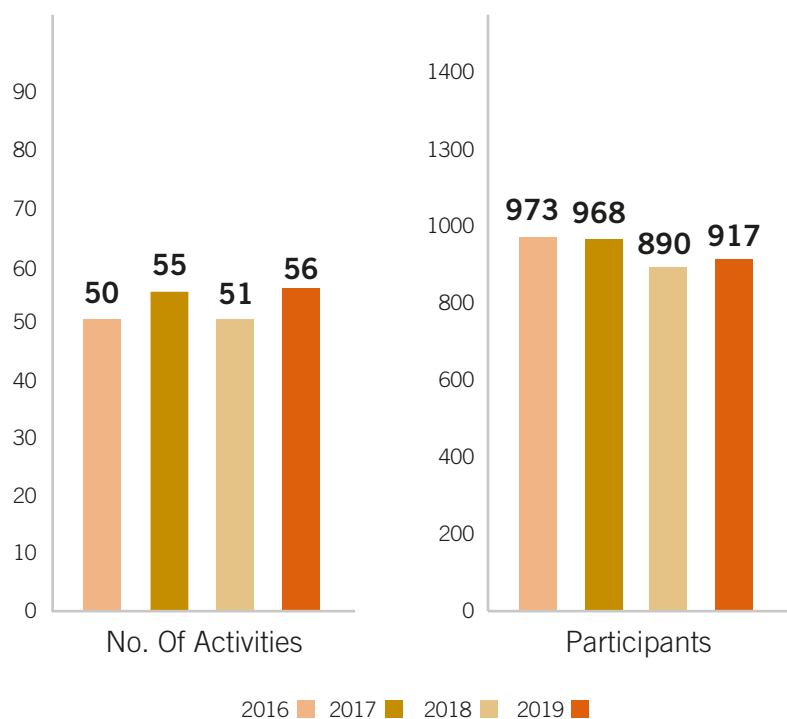


Our Distance Learning Growth

	2015	2016	2017	2018	2019
Distance Learning + Blended Activities	4	9	10	13	17
No. of Participants	90	221	292	355*	990*

\* This includes participants in DL and blended courses, as well as active distance learners in self-paced modules and communities of practices

### IV. PARTICIPATION ANALYSIS



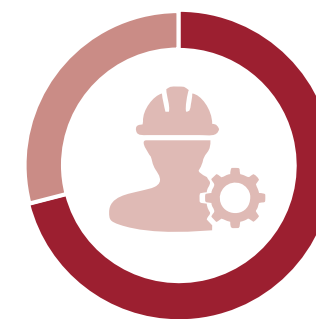
#### Employers and Workers participation in F2F activities in 2019



**986**

Employers in ITCILO trainings

67% got it at ACT/EMP (662);  
33% at other ITCILO Programmes (324)



**1222**

Workers in ITCILO trainings

60% got it at ACTRAV (733);  
40% at other ITCILO Programmes (489)

# IV. PARTICIPATION ANALYSIS

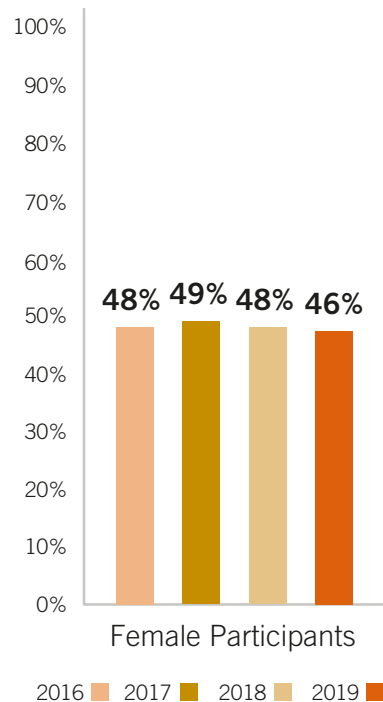
## Gender Participation



2018 – 2019 women's target participation at ITCILO: **44%**

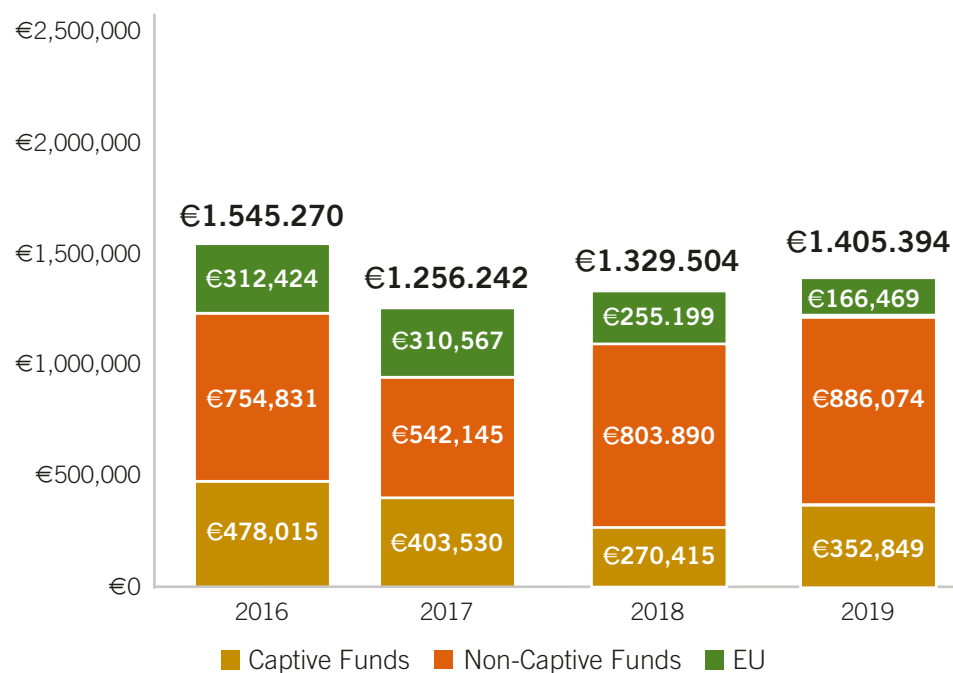


2019 women's participation at ACT/EMP: **46%**



For 2019 we recorded a 46% and 54% composition of women and men participants respectively, which are in line with the average levels of recent years. Nevertheless, our biennium average of 47% women is above the Centre's 44% achieved for the same period. Europe-Central Asia and Latin America continue in the lead the way this year with 54% and 47% of women participants. Asia follows with 43% and Africa with 38%. We will continue our efforts to promote and support gender and diversity enrolment in our training activities.

## V. FUNDING (Figures for Captive Funds refer to utilized resources)



Our Programme is funded from three (3) different sources:

**Captive Funds:** are made up by a yearly variable allocation from the Italian Government plus the distribution of the Centre’s annual surplus and special allocations.

**Non-captive Funds:** this is the yearly variable income resulting from invoicing for our training

courses to sponsors, providing training services to the ILO, tapping into ILO’s projects worldwide as a training service supplier and our participation in tendering processes with private and public entities. For 2019, our main sponsors were ILO, ILO’s ACT/EMP, the IOE, the Dutch Employers’ Cooperation Programme-DECP and The Walt Disney Company.

### European Union – EU Funds:

This is the yearly variable income resulting from the joint application of ACT/EMP and ACTRAV Turin, via the ILO, to the social dialogue budget line of the European Commission. Thanks to these grants, our Programme managed to fund the European Employers Young Professionals Academy (EYPA).

EBMOs struggling financially, therefore this is not feasible today. In line with our mandate, we will continue to support EBMOs that show commitment and resilience by offering highly (if not fully) subsidized training packages and services.

In 2019 we were successful in mobilizing non captive funds for 1.04 million, which amounts about 72% of our total income. This is consistent with the trend of recent years. It must be noted, that in 2019 we piloted successfully new participant’s cost sharing strategies (payment of air travel for some trainings in selected regions). We had the intention of expanding this practice in 2020, but the current crisis has most



# OUR TEAM

# OUR TEAM







## Demand driven; impactful capacity building for Employers' and Business Member Organizations-EBMOs

Programme for Employers' Activities

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