



EMPLOYERS' TRAINING COMMITTEE

Report on the Employers' Activities Programme 2022

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Table of Acronyms

A

- ▶ **ACT/EMP** or **ILO ACT/EMP** – Bureau for 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

- ▶ **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

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

E

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

H

- ▶ **HR** – Human Resources.

I

- ▶ **IE** – Impact Evaluation
- ▶ **IGDS** – Internal Governance Documents System.
- ▶ **ILO** – International Labour Organization.
- ▶ **ILS** – International Labour Standards.
- ▶ **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

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

R

- ▶ **RBC** – Responsible Business Conduct.

S

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

T

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

EXECUTIVE SUMMARY

Our Programme in 2022, delivered again a solid performance, both financially and technically. We continued the tradition of offering needs-driven, impactful quality trainings and advisory activities.

This report covers our Programme's main achievements in 2022 and includes the latest projections for 2023, as well as some thoughts and recommendations regarding our future, taking into account the preliminary findings of our 2021-22 Impact Evaluation and the 2023 EBMOs Training Needs Assessment.

Outreach & Quality

Advisory Services and indirect Activities are on high demand by EBMOs. Our Programme continues in its tradition to deliver with the highest quality and participants' satisfaction levels.

Regarding delivery and outreach, 2022 ended with very similar numbers to those we had for 2020. A total of 67 activities were delivered (9 less than 2021), with 25 being pure trainings, 5 new training materials developed and 37 Advisory Services /Indirect Activities.¹ For the first time, our Programme offered more Advisory Services/Indirect Activities than actual trainings. This trend started in 2021 with 21 activities and has continued in 2022. Our training and advisory services continue to be mostly delivered on line (83%), with blended and face-to-face in the field accounting for the rest.

EBMOs come to us with very specific requests in core areas such as Strategic Planning, Governance, Membership

¹ **Advisory Services/Indirect Activities (E):** These correspond to ACTEMP ITCILO interventions in various forms, that are not "pure" training activities.

recruitment/retention, Service development, Learning Management Systems, Lobbying and Advocacy, Internal and External Communication.

In terms of supporting EBMOs in their digitalization process, by the end of 2023, a total of 34 Online Training Platforms would have been developed for a selected group of EBMOs, empowering them to deliver online trainings, diversifying their service offer, remaining relevant to their members and in the process, generate some additional income; additionally, more than 50 EBMOs would have been using the CRM system to professionally manage data about their members.

The total number of direct participants in 2022 was 15% less than in 2021, reaching 745. This decline is rooted in a combination of two factors: less

training activities being delivered, together with EBMOs staff getting "busier" as their organizations resuming "normality". EBMOs from 128 counties and staff of 128 nationalities benefited from our training activities. On page 10 you will find more detailed regional information.

On the other hand, the number of indirect participants² is increasing and reached 312 in 2022, with this being a very concrete evidence of organizational impact and change. This innovative practice introduced by our Programme, has been highlighted publicly by the Training Director in many ITCILO and ILO meetings.

² **Indirect Participants:** EBMOs staff taking part in advisory activities as well as participants trained directly by EBMOs through services/tools/packages developed for them by our Programme, such as their own online platforms, our EOSH package

Concerning the participation of women in our trainings, it jumped from 51.3% in 2021 to 54.77% in 2022. The Arab states and Latin America led the way with around 60%. Keep in mind that the ITCILO 2022-23 target for women participation is 45%. Please refer to page 28 for the regional breakdown.

Our Programme continues in its tradition to deliver with the highest quality and participants' satisfaction levels. For 2022 we achieved a rating of 4.53/5.0, better than the 4.50/5.0 in previous year and above the average for the Centre of 4.49/5.0.

It should be noted that the Centre's target for the current biennium is 4.50/5.0. All desegregated satisfaction indicators can be found on pages 24 & 25.

Preliminary statistics for 2023, show that we are at 4.73/5.0, which is an extremely good level of satisfaction and overall quality. This year we recorded a course with 4.95/5.0 overall quality rating, an all-time record for our Programme.

With about 90% of our activities delivered online, the numbers above clearly show that our Programme has consolidated an impressive expertise, credibility and trust among our constituents and within the Centre.

Financial Resources and Targets

The ACTEMP Turin Programme consistently achieves its financial targets. In 2022 our CFC contribution was the highest ever.

Total income for the year reached €1,229,794, about 5.5% less than 2021. In addition to the P&B Fellowship Fund allocation, our funding mainly came from the Dutch Employers Cooperation Programme and three projects which ended in 2022, these being Disney, EU-EYPA and UE-RIPAQUE on Quality Apprenticeships,. ILO's RBTC (Regional & HQ) amounted to 16.2% of our total income.

Concerning our Contribution to the Centre's Fix Costs (CFC), the Programme achieved 111% of the set target, which amounted to €731,351, about 2.6% more

than the previous year. This is the highest CFC contribution ever by the ACTEMP Programme. It is also worth noting that the CFC/Income ratio for the year was 62% compared to 57% in 2021. This means that, with less income, we adapted costs structure to do our best to (over) achieve our CFC target.

It is useful to bear in mind that, while our average yearly income from 2016 to 2022 has remained more or less stable at €1.29 million, our CFC contribution has increased by 36%. This underlines the continued commitment of the ACTEMP Programme to do its best to support the Centre's fix cost structure.

Online training activities continue to be much more "profitable" for the Centre as well as for our Programme, thus considering a return to "fully blended" training offer is simply financially unsustainable, mainly because of the travel and lodging costs that are not accrued in pure online trainings. Nonetheless, with important financial support from ILO RBTC, in 2023 we will deliver

5 blended trainings and 2 Face to Face advisory services.

Nevertheless, in relation to online activities, it has to be mentioned, that the preparation work, the sustained delivery and engagement for weeks, at times overlapping and in different time zones from the Pacific to the Americas, demand a lot of work and effort, both individually and collectively from the staff.

Our Training and Advisory Services Offer

In response to the needs of EBMOs, our training and advisory services continue to expand.

In pages 15 to 19 you will find our complete portfolio of services, which shows that in the past couple of years we have been very busy developing new trainings and updating a few others. In particular, we have managed to respond to the training/advisory needs highlighted by EBMOs our in 2022-23 Training Needs Assessment. Notably on the following:

- ▶ eLearning Platforms for autonomous delivery of online training services by EBMOs.
- ▶ E-design of training courses for EBMOs
- ▶ EOSH Training Platforms licensing to EBMOs
- ▶ Membership Growth & Retention Manual/Trainings
- ▶ Resilience & Digitalization Guides/ Trainings
- ▶ Digitalization of EBMOs Sustainable Services
- ▶ Effective Advocacy, Lobbying, Reputation Management & Communications.
- ▶ Financial Sustainability of EBMOs Guide (Dec.2023)
- ▶ Coaching and Advisory Services including our valued CRM package, Express Strategic Planning for Resilient and Responsive EBMOs.

How are we doing in 2023?

Despite our immense efforts to mobilize additional resources, a reduction of 17.5% in our income as a result of the completion of 3 projects and the ending of our partnership with DECP, have had

a direct consequence in our delivery and outreach for 2023... At the moment, our Programme is financially fragile.

Early in 2022 we alerted our Training Director that, with 3 projects foreseen to end in December and with no new sources of income secured to substitute the related income, our Programme would face a very challenging 2023. Our concerns grew bigger in April 2022, when our longest standing single sponsor (DECP) announced their merger with another Dutch cooperation agency, suspending their financial contributions by the end of the year. For reference, the income tied to the four sources previously mentioned, accounted for more than 45.8% of our total CFC for 2022. You may recall that, we “red-flagged” this matter in our ETC report last year and we discussed this during our sessions.

Our CFC target for the year was slightly increased to €700.000 by the Training Department, regardless of the drastic fall in income, making such target unachievable from the start. Simply put, in order to “make

up” for the lost CFC generated by the projects and DECP funded activities last year and eventually reach the target for 2023, the Programme needed to mobilise around €950.000 in one calendar year, on top of our captive funds allocation. This task is almost impossible to achieve in one year.

As a result of the situation described, our delivery (number of activities), outreach (number of participants) and financial performance (CFC target achievement), have been directly hit. As I’m writing this report, we estimate total income for the year to be near €1.0 million, our CFC contribution could reach €490.000, about 41% less than in 2022 with a CFC to Income Ratio of 45%. The number of training and advisory activities, as well total number of participants, are also expected to drop.

Faced with current situation and with a similar outlook envisaged for 2024, we must seriously consider alternative sources of funding for our Programme, to at least generate €250.000-€300.000 per year,

in order to keep our income at €1.3-€1.4 million.

Requesting ITCILO Management or ILO/ACTEMP for an additional allocation of funds, as some CEOs responded in our TNA, is not feasible.

Therefore, based on our experience and some co-funding pilot activities we have run, we ask you to consider the following;

- ▶ National/Apex organizations, are generally very weak financially and have very few staff. We usually get the same person(s) enrolled for our courses and in not few occasions, they enrol in other ITCILO courses, often overlapping.
- ▶ We should encourage (if not require) National/Apex organizations to promote our trainings among their member organizations, as an added value to their membership. In general, Sectorial Organizations are financially stronger and could afford to pay a minimum cost-sharing fee. In this way,

we would also be strengthening members' base of the Apex organization, contributing to the latter getting stronger. We have piloted this approach in Latin America and the response has been excellent, with EBMOs covering air travel costs to the face to face venue.

- ▶ With this said, our Team is proposing the following policies for your consideration;
- ▶ For ONLINE courses of 4 to 5 weeks a registration fee of €120 (applicable to EBMOs from all countries, except the Least Developed Countries LDCs)³
- ▶ For blended course (online + Face to Face) and tailor made 3 to 5 days Face to Face courses at a sub-regional venue, participants should cover their air travel or a €350-€500 standard registration fee, which ever they choose. Hotel accommodation

³ This is in line with the results of the 2023 Training needs Assessment where 50% of the respondents is in agreement to pay a registration fees for such 4-5 weeks courses

and meals, would be covered by the Programme.

Our Captive Funds allocations (Fellowship Fund + ITALY MAE) plus any variable resources we could mobilise, in practice will still allow us to keep our training/advisory activities heavily subsidised between 70%-80%.

Of course, we are open to any suggestion from the ETC Members.

Additionally, the Programme will expand its efforts to tap into opportunities offered by ITCILO and ILO DC/TC projects at national and international level and continue looking for new sources of funding, including through a more aggressive participation in bidding processes and forging alliances with likeminded organizations and employers' constituents. Institutionally capacity building for EBMOs in itself has proven very challenging to enjoy donor support; the Programme will have to pair the work, which is relevant to EBMOs mandates and priorities with policy

issues that donors are generally keener to support.

Preliminary Findings of our 2021-2022 Impact Evaluation of Training and 2024-25 Training Needs Assessment

Following our standard practice established in 2017, we commissioned the corresponding Impact Evaluation for 2021-22 and Training Needs Assessment for 2024-25.

At the moment of writing this summary, both final reports were in production. Nevertheless, it is important that we share with you some preliminary findings:

IMPACT EVALUATION

- ▶ Overall, the ACTEMP Turin offer continues to have decisive impact at the personal level of EBMO's staff, as well as at the organizational level.
- ▶ 100% of respondents considered attending our trainings a good investment. 85% considered their

participation an *extremely good investment*.

- ▶ 99% felt the trainings met professional needs, thus being very relevant to their jobs.
- ▶ Communication and servicing members (64% and 59%) were the top mentioned acquired skills. The impact on policy influencing skills has also been significant, most probably due to the newly developed trainings.
- ▶ Almost 30% of former participants mentioned "digitalization" as another important newly acquired skills; this is a direct result of the important investment of the Programme in this area.
- ▶ Most of the participants surveyed (95%) felt that their organization's performance has improved (at least) to some extent because they participated in ACTEMP training.
- ▶ 132 participants (56% of responses) affirmed that new

initiatives were launched as a result of the trainings. Of this, 96% believe the initiative will be maintained or expanded.

- ▶ The majority of initiatives launched are related to new services provision (55%), introduction of new management tools (32%) and evidence-based advocacy campaigns (19%).

TRAINING NEEDS ASSESSMENT

CEOs and General Managers from 44 EBMOs in 42 counties replied to the survey Main Organizational challenges

- ▶ “Member growth/retention/involvement,” “financial sustainability/funding,” and “digitalization/dealing with emerging technologies” come as the three main organizational challenges for EBMOs in the near future. These are followed by lobbying/advocacy and staff retention.

Skills Needed over the next 2-3 years

- ▶ EBMO’s executives see “digital” and “research” skills as the two primary skills their staff need to improve for the next 2-3 years. Other important skills highlighted were “lobbying/advocacy” and “communication”.

Training Needs

- ▶ The findings support a strong training need and interest for specific training activities such as “EBMOs financial sustainability,” “Digitalization and management of AI,” and “Membership development and retention”.
- ▶ In relation to policy areas, “skills development,” “employment”, “industrial relations and labour law,” “social protection,” and “productivity” are the top five.

Preferred Training Modality, course duration & workload

- ▶ The blended modality, meaning a combination of face-to-face (F2F) and distance learning (DL), came as the preferred training modality with 77% of respondents.
- ▶ For the blended activity, more than 50% of the respondents expressed a preference for, 4-6 weeks of online learning plus 4-5 days of F2F.
- ▶ For purely online learning, EBMOs leaders preferred the training to last between 3-4 weeks (40%), 1-2 weeks (33%), and 4-6 weeks (28%). For the number of learning hours per week, respondents preferred fewer hours, with 58% choosing 1-3 hours/week and 42% 4-6 hours/week.

Cost-sharing of courses by EBMOs

In this year’s survey we included some questions regarding the possibility of EBMOs co-funding our training activities. These are the findings:

- ▶ For pure Distance learning: 49% selected no choice, which clearly mean they would not be in favour and/or cannot afford a minimum contribution for online courses. Around 50% of the respondents, nonetheless, mentioned they could partially contribute with around 120 EURO per participant.
- ▶ For F2F or blended activities: 31% selected they could cover the air travel and 18% said that they could pay a 500 euros standard fee. 47% did not answer the question, again hinting that EBMOs financial constraints might hamper the payment of travel costs and/or a standards fee to attend ITCILO courses.

The Team

I would never get tired of saying how proud I feel leading a team of highly committed and dedicated professionals that consistently delivers and achieves very good results. Participants, constituents and donors highly value and appreciate the effort we all put into delivering with quality and impact.

By the results outlined in this report you can see that, despite the rotation of our Senior Programme Officers and our supporting G-staff due to secondments to the ILO, it is evident the team's performance did not suffer. My sincere thanks those colleagues (P&G) that stayed on ensuring continuity in the delivery and for their commitment in helping the Programme reach its targets. To the colleagues joined the Programme temporarily, my deepest appreciation for their professional and valuable contribution.

To my team. In this past 7½ years, we have grown in number, you have acquired new skills and your professional grade classification is higher than what it was when I arrived. I made it my mission to, not only acknowledge your performance, but also rewarding it by successfully supporting your PDQ requests. In addition, I positively encouraged and supported your requests for professional development. I sincerely hope you have enjoyed “this ride together” as much as I have! Thanks for your professionalism, dedication, commitment and most importantly, your friendship.

Please join me in showing our appreciation and acknowledgment to my team for an excellent performance in 2022 and in very challenging 2023.

As a team, we would like to thank the ETC and ITCILO Board members, in particular to Mr. Harry Kyriazis for his dedication

in his role as the Group's Spokesperson.

Thanks to our Training Director Mr. Andreas Klemmer for his permanent support for new practices, ideas and products. Our open and constant communication has fostered a very positive and productive relationship between the Centre's Management and the Employers' Group.

A special thanks to Ms. Deborah France-Massin, Director of ACT/EMP Bureau in ILO HQ. Over the years I have deeply valued her support and above her trust. Also, the support of our colleagues in the ACT/EMP Global Team in Geneva and field has been crucial for us in achieving the extensive global outreach and impact we have.

As you all know, I will be leaving the Programme and the ILO at the end this month. Looking back to my 16 years in the Organization, I have to say that the “ride has

been fun”, productive and overall very positive. But, I'll let you all be the final judge of my tenure at the ITCILO.

With kind regards, I wish you all the best!

Good bye!

Jorge Illingworth
Programme Manager
Employers' Activities Programme
ILO International Training Centre

Turin, October 2023

Quotes from Participants



e-design

I really enjoyed the course, I learnt how to use several interactive and easy to master platforms that I didn't know about. I will try to apply everything I learned during this time and I want to thank ITCILO and everyone involved for this opportunity.



EOSH Burundi (FR)

We really appreciated the training. It's really very important and I'd like to thank the organizers of this training course because we learned a lot about OSH. They deserve a rating of 5/5.



Productividad and Productivity

Excellent course. Personally it awakened my interest in addressing regulatory challenges that are required in our country.



Malkia - Women Managers Rise Up: Skilling For Success - Empowering Women Managers In Egypt, Jordan And Lebanon

I've joined Malika program to expand my knowledge and improve my understanding in managerial skills. I've enjoyed all the courses especially piloting your team's performance. After my coaching sessions I've also learned how to assign tasks and roles and by that I can manage to have a work-life balance. I totally recommend this course to anyone who wants to be a successful manager."



Malkia – Women managers rise up: skilling for success

The training was timely and eye-opening. All modules were valuable, especially the case studies on challenges women leaders face. I highly recommend this course to other women managers. It raises awareness about gender biases and the importance of being better leaders. Personally, the training will help me contribute to achieving SDG 5.

Quotes from Participants



Digitalizacion

Very good course, very practical and concrete application, thank you very much to the whole OIT team!



Macro/Micro

The quality of the tutors and advisors has been impeccable. Excellent organization and follow-up, and the speakers have made the class interesting, clear and very useful.



Eypa

Overall, the training activities are very well designed and innovative. The real life sessions were much more useful and provided more possibilities to learn new skills and information.



“Agregando Valor a la Membresía efectivas y servicios relevantes” training in Spanish

I would like to take this opportunity to congratulate you all for the course. It has been very enriching and has allowed me to materialise in a better way many the ideas I had to improve the services of the Chamber of Industries of Guayaquil.



Strategic Lobbying & Communications (SP)

Extraordinary course, undoubtedly very well structured in content and quality of content. The part of the whole topic of digital communication and the evolution of communication strategies is something very valuable to address, train and develop in business organizations. The practical exercises on spokespersonship are very productive and instructive.



OUR 2022 AT GLANCE

MAIN ACHIEVEMENTS 2022



67 Activities

23 Distance 22 Advisory
2 in Turin 5 Training Material Dev.
15 Indirect



EBOs from 128 countries ↓



128 nationalities ↓



1057 participants ↓

631 participants in Distance Learning activities (54% Women)
114 participants in face to face Turin and field activities (54% Women)
312 participants in Indirect activities (49% women)
+11500 Online enrollement in eCampus learning platforms



4.53 Satisfaction

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



5 Audiences

EBOs' staff and Board members, company members and ILO and UN Staff

2022 GLOBAL IMPACT



LATIN AMERICAN & THE CARIBBEAN

548 (52%) ↑
294 participants in Direct Training activities
254 participants in Indirect Training activities

AFRICA

258 (24%) ↓
200 participants in Direct Training Activities
58 participants in Indirect Training Activities

ASIA

71 (7%) ↓
participants in direct training activities

EUROPE

117 (11%) ↑
participants in direct training activities

ARAB STATES

63 (6%) = ↑
participants in Direct Training Activities



LATIN AMERICAN & THE CARIBBEAN

- ▶ EOSH
- ▶ ILGO
- ▶ CAMEO
- ▶ CRM (SP/ENG)
- ▶ Macroeconomía y microeconomía
- ▶ Creation and implementation of local platforms (SP/ENG)
- ▶ Digitalization
- ▶ Productivity



AFRICA

- ▶ CRM (ENG & FR)
- ▶ Ripaque (FR)
- ▶ EOSH ToT (FR)
- ▶ Skills mobility (ENG)
- ▶ Coaching for EOSH Implementation (ENG/FR)
- ▶ Creation and implementation of local platforms (ENG/FR/PT)



ASIA

- ▶ EOSH
- ▶ RBC
- ▶ Support to EFC Diploma



EUROPE

- ▶ EYPA
- ▶ Unlocking Change towards resilient EBMOs



ARAB STATES

- ▶ MALKIA
- ▶ EOSH



INTERREGIONAL

- ▶ EOSH
- ▶ Membership Strategy
- ▶ Digitalization
- ▶ EOSH
- ▶ Responsible Business Conduct
- ▶ MALKIA
- ▶ CRM
- ▶ eDesign
- ▶ EBMO
- ▶ Productivity
- ▶ Strategic Advocacy

AMONG OUR 2022 PARTNERS



International
Labour
Organization



ACT/EMP
The Bureau for Employers' Activities



A powerful
and balanced
voice for business

BUSINESSEUROPE



Multinational
Companies



AGENZIA ITALIANA
PER LA COOPERAZIONE
ALLO SVILUPPO



DUTCH EMPLOYERS COOPERATION PROGRAMME



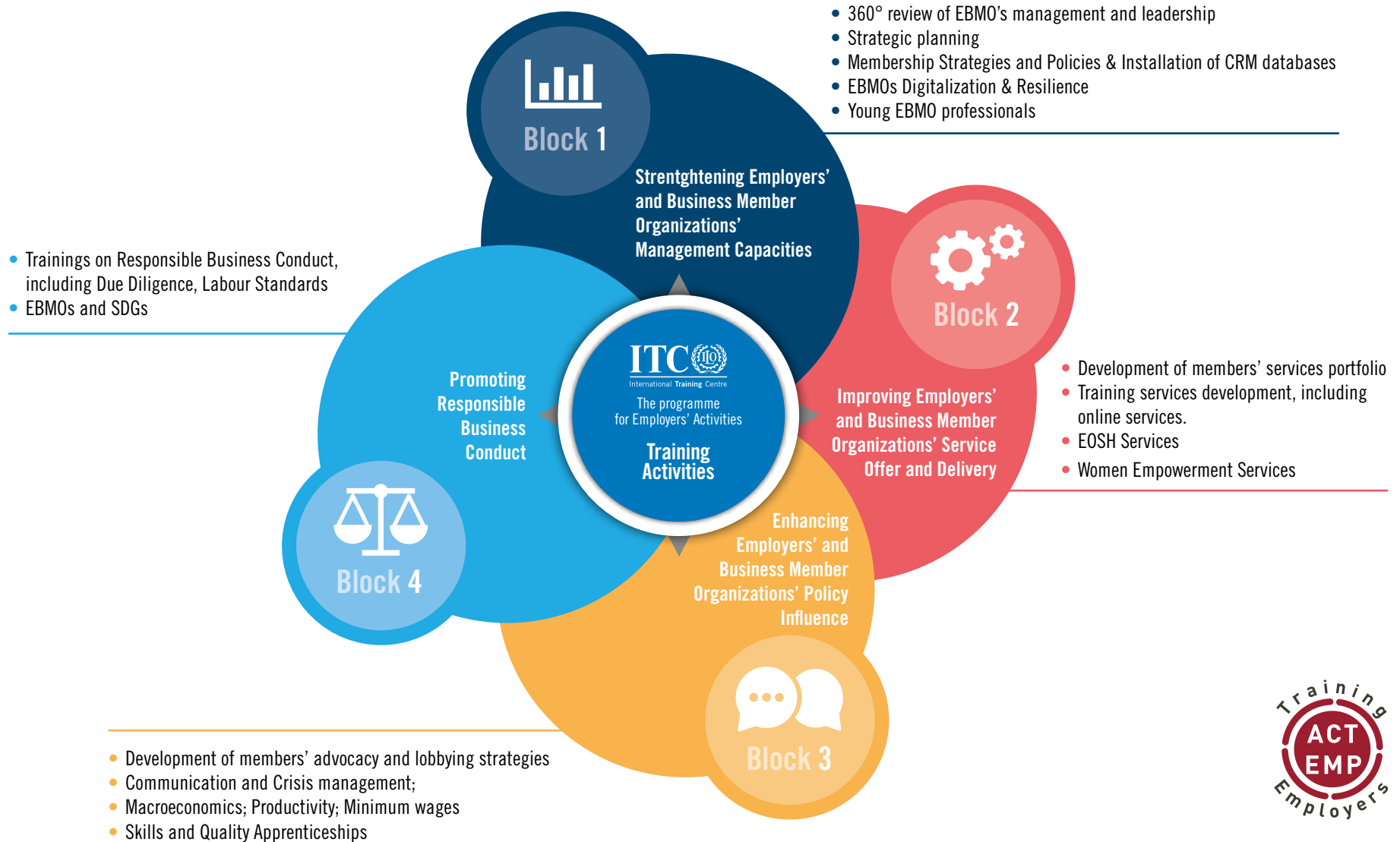
Employers'
Confederations



The background is a dense, abstract composition of overlapping circles and semi-circles. The colors are primarily shades of blue, orange, and yellow, with some lighter and darker variations. The circles are layered, creating a sense of depth and movement. The overall effect is a vibrant, textured pattern.

OUR SERVICES

Employers' Activities Programme Services Catalogue





Block 1 - Strengthening EBMOs' Management Capacities

- 360° review of EBMO's management and leadership
 - Strategic planning
- Membership Strategies and Policies & Installation of CRM databases
 - EBMOs Digitalization & Resilience
 - Young EBMO professionals

Key Services

Institutional capacity assessment

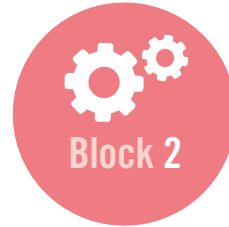
- Audit of EBMO's governance and management; Co-development of remediation strategies
- Audit of EBMO's membership baseline; Co-development of remediation strategies
- Building the capacity of EBMOs to deliver blended + fully digital EOSH and learning services
- Nurturing the «next generation»

Training services

- Online course on EBMOs' management for Executive Directors (Certificate of Achievement)
- Online course on membership strategies development (Certificate of Achievement)
- Online training course on EBMOs' change management for staff and Board members (Certificate of Participation)
- Online training courses for Young Professionals (Certificate of Participation)

Training Material Development & Advisory services

- Manual on membership management for EBMOs
- Installation of CRM databases in EBMOs
- Coaching on Unlocking Change towards Resilient EBMOs



Block 2 - Service provision 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
 - Women Empowerment Services

Key Services

Institutional capacity assessment & Development

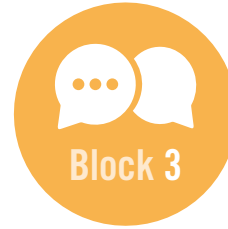
- Building the capacity of EBMOs to deliver Online & Blended EOSH services

Training services

- Online course on Digitalizing Training Services
- Mobile course on women manager's empowerment-MALKIA
- Online course on EBMOs service portfolio development
- EOSH Online & Blended ToT for EBMOs staff members
- Licensing of EOSH platforms to EBMOs

Advisory services

- Coaching on digitalization of training services
- Development of Online training platforms for EBMO + coaching
- Co-development of courses on women empowerment
- Coaching EBMOs on online delivery of services



Block 3 - Policy Influence

- Development of members' Advocacy and Lobbying strategies
 - Communication and Crisis Management;
- Macroeconomics for social negotiators; Productivity in the Workplace; Setting Minimum Wages;
 - Skills Policies and promoting Quality Apprenticeships

Key Services

Institutional assessment services

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

Training services

- Online course on Reputation and Crisis Management
- Online course on Evidence Based Strategic Lobbying
- Online course on Macroeconomics for social partners
- Online course on Why Productivity Matters?
- Online course on setting Minima wages
- 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)
- Coaching on Strategic Advocacy & Lobbying
- Communications, Reputation & Crisis Management
- Capacity building project on Quality Apprenticeships



Block 4 - Promoting Responsible Business Conduct

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

Key Services

Institutional capacity development

- Establishing a Training Service to promote responsible business conduct, including safe working conditions

Training services

- Online ToT on promoting responsible business conduct
- Online course on EBMOs engagement in SDGs

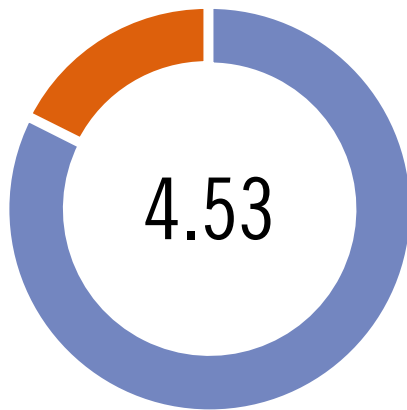
Advisory services

- Coaching EBMOs on online delivery of services

2022 DELIVERY RESULTS



CUSTOMERS SATISFACTION 2022 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.



Full Online delivery of training activities has not affected the quality and impact of our training Programme.



While participants appreciate very much having access to our trainings at no cost, the time they invest in quality, relevant and value added trainings; translate into better results at the personal and organizational level.



Highly praised training methods, staff and trainers.



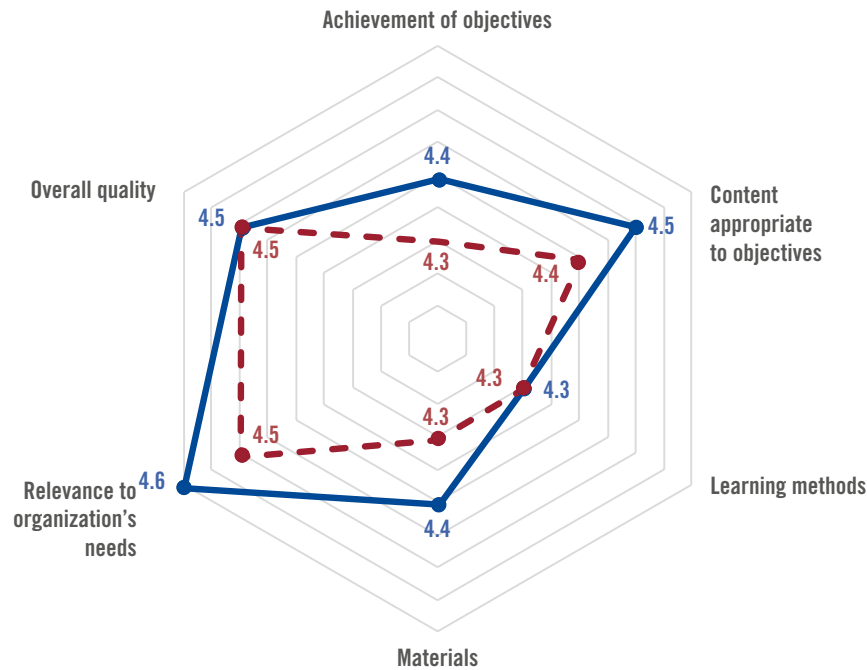
It's not just about scholarships. Participants acknowledge the great value, quality and relevance of our Programme's trainings, because the time they invest with us translates into better results for their EBMOs.

*ITCILO 2022 4.49

GENERAL EVALUATION 2022 RESULTS

ACT/EMP vs ITCILO 2021

—●— ACTEMP —●— ITCILO

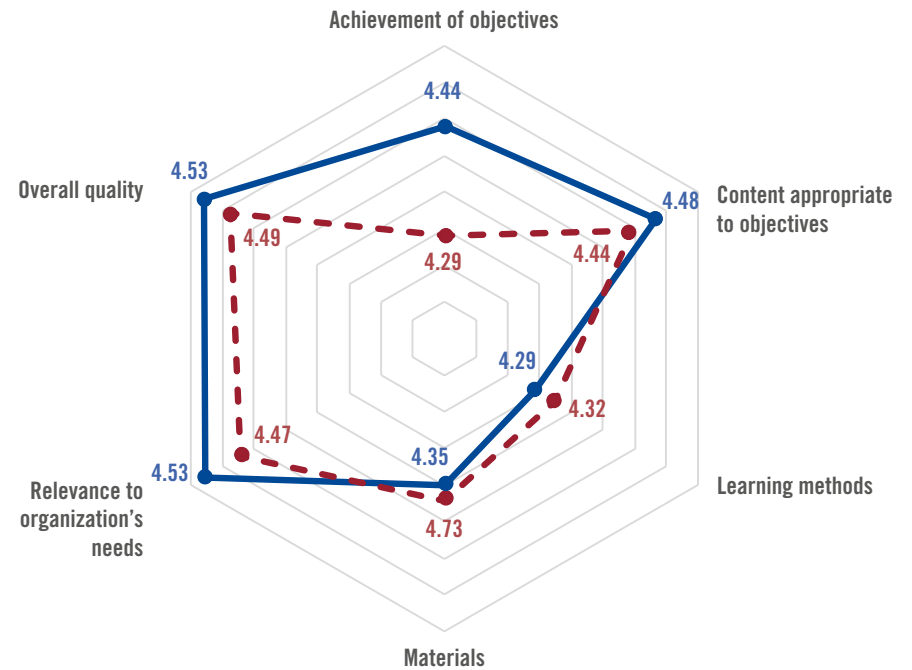


ACT/EMP 2021
4.5

ITCILO 2021
4.5

ACT/EMP vs ITCILO 2022

—●— ACTEMP —●— ITCILO

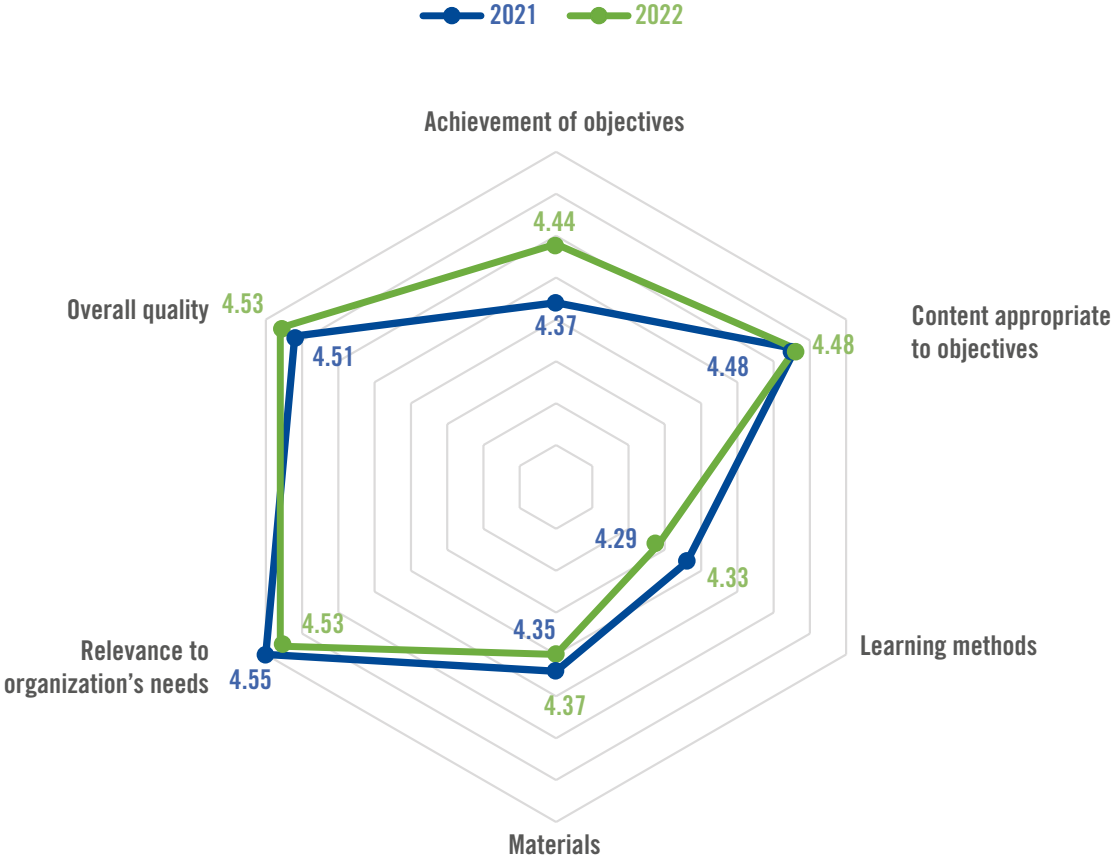


ACT/EMP 2022
4.53

ITCILO 2022
4.49

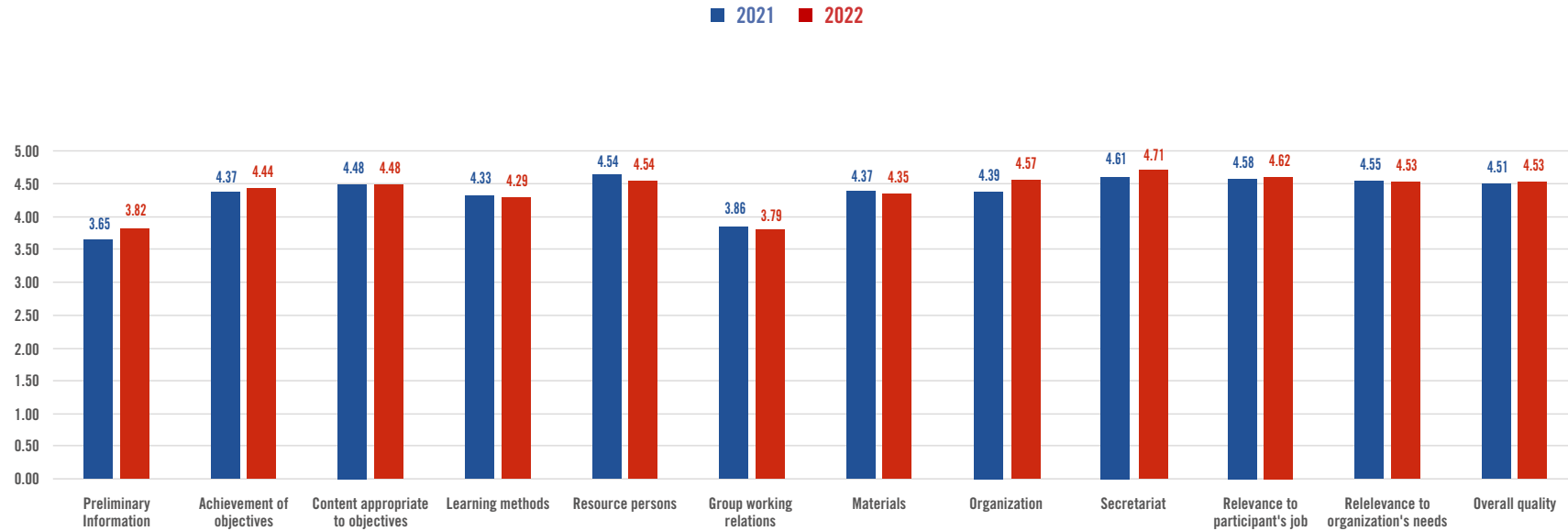
GENERAL EVALUATION 2022 RESULTS

ACT/EMP: 2021 vs 2022



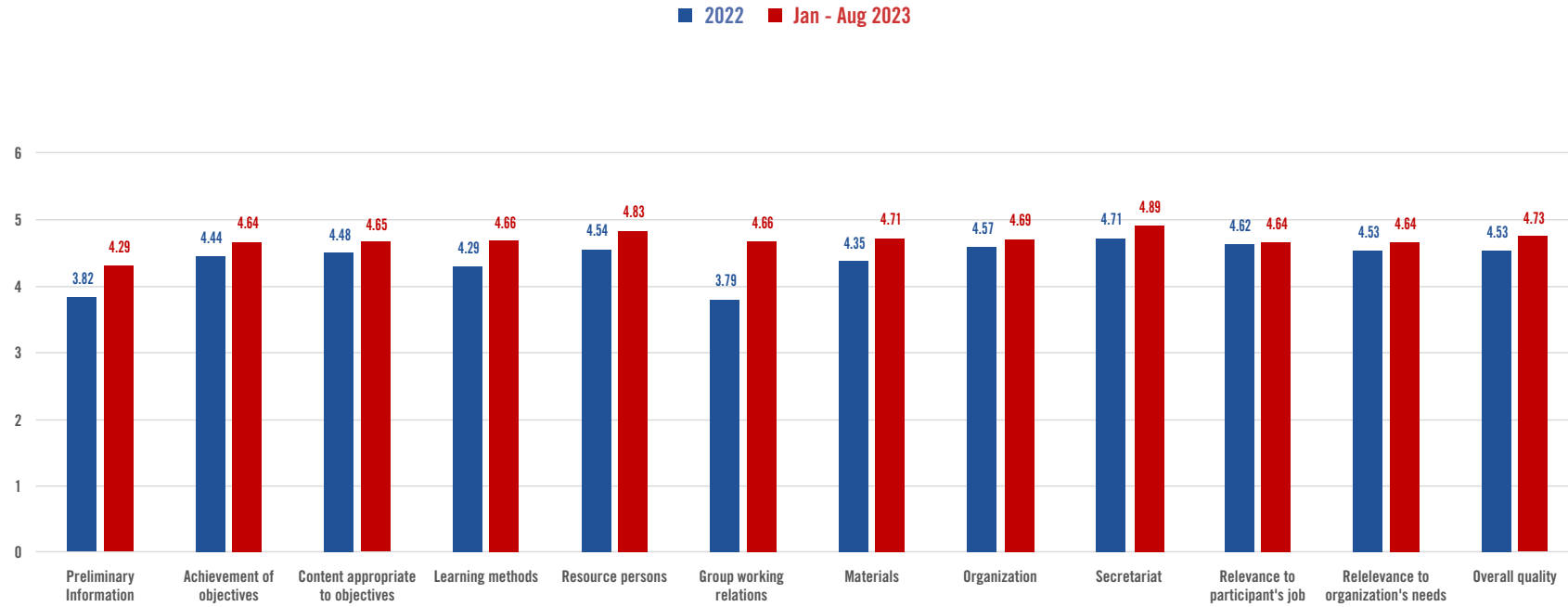
ACT/EMP 2021 **ACT/EMP 2022**
4.51 4.53

EVALUATION RESULTS ACT/EMP 2021 vs 2022



For 2022, the overall quality of our courses rated by participants reached 4.53/5.0. A slight but important increase, mainly due to the persistent “digital fatigue”. Most quality indicators remained stable. Nevertheless, thanks to the introduction of new training methodologies, tools and facilitation techniques, together with some blended trainings resuming in different regions, preliminary statistics show that we could potentially reach 4.70/5.0 for 2023.

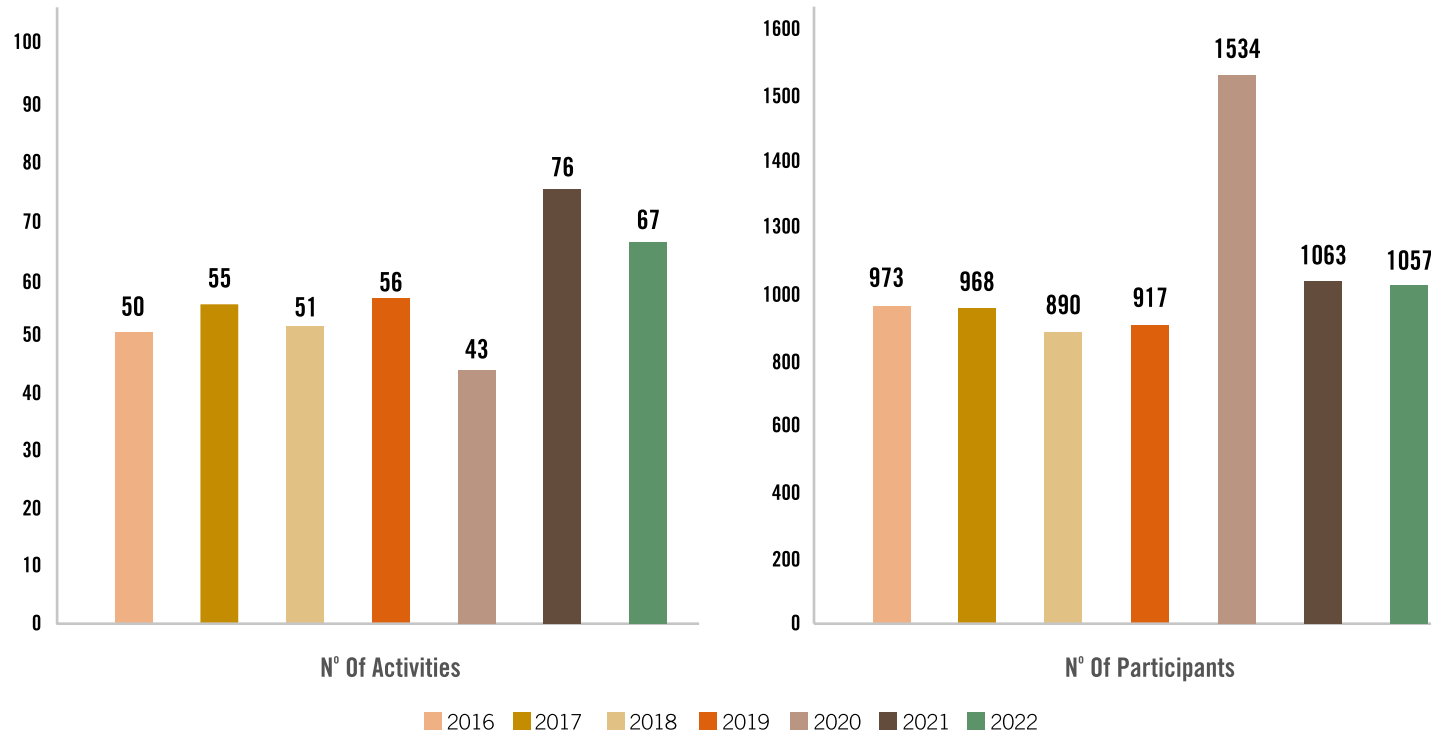
EVALUATION RESULTS ACT/EMP 2022 vs Jan - Aug 2023





2022 FACTS & FIGURES

I. PARTICIPATION ANALYSIS



II. PARTICIPATION BY GENDER

Gender Participation

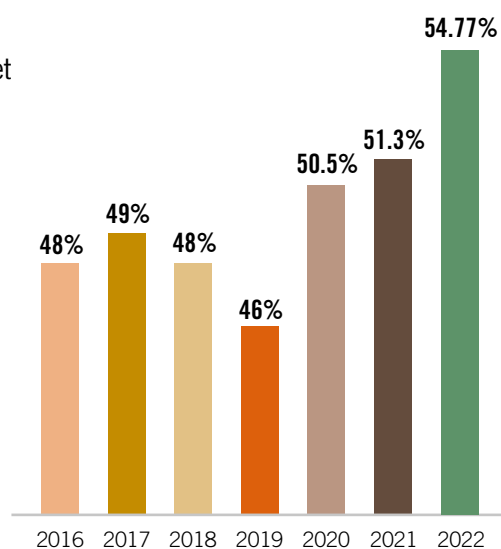


International Training Centre

2020 – 2022 women's target participation at ITCILO: **45%**

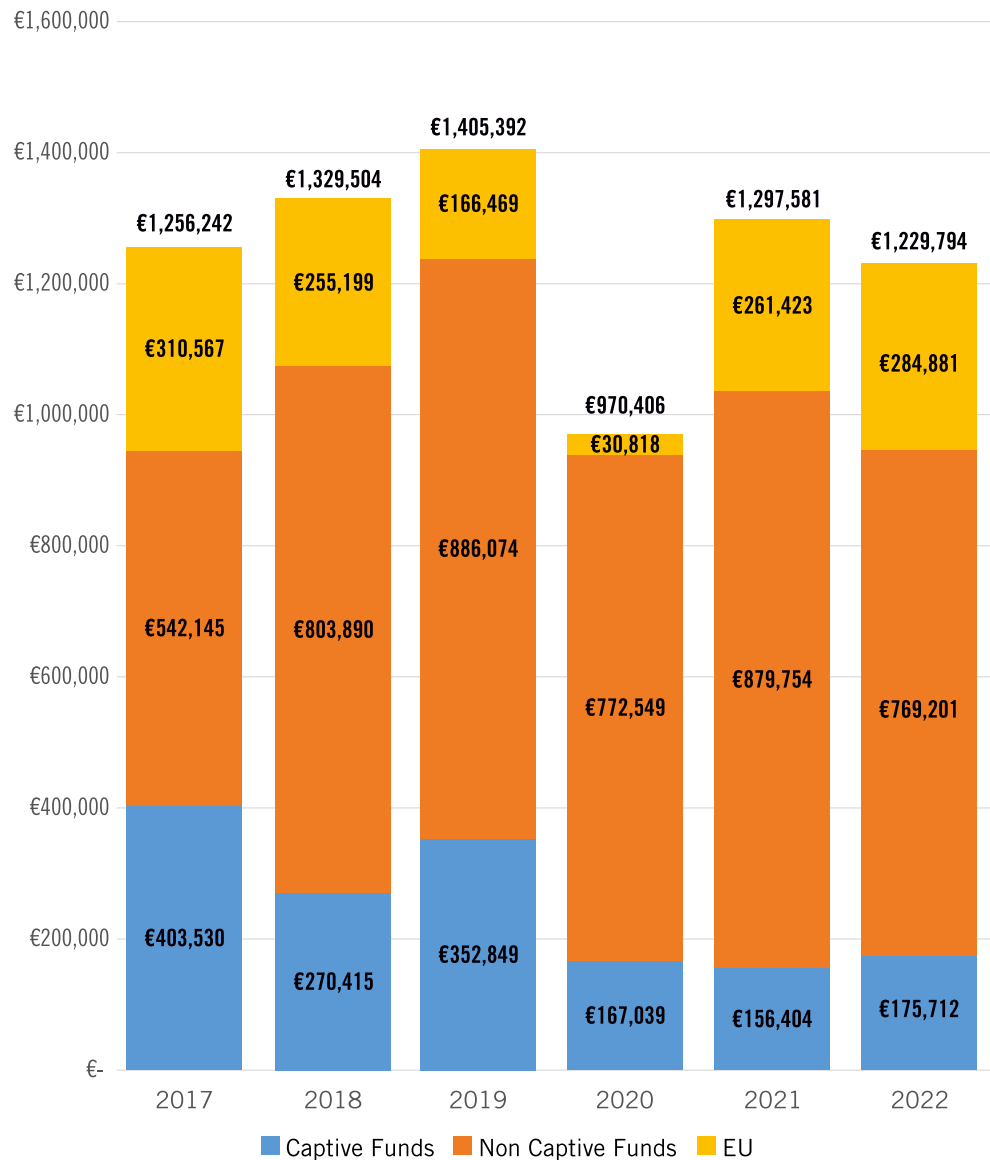


2022 women's participation at ACT/EMP: **55%**



2022 was a record year for women participation in our training activities reaching 55%, 10 percentage points above the Centre's target for the biennium of 45%. All but one region experimented growth concerning this gender indicator with respect to 2021. Arab States (33% to 73%), Americas (56% to 57%), Europe (56%=), Asia (46% to 55%) and Africa (34% to 46%)

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



Our Programme is funded mainly three different sources:

Captive Funds: the yearly variable allocation from the Italian Government, the Fellowship Fund allocation, as well as special allocations. For 2022, this amounted to 14% of our total income.

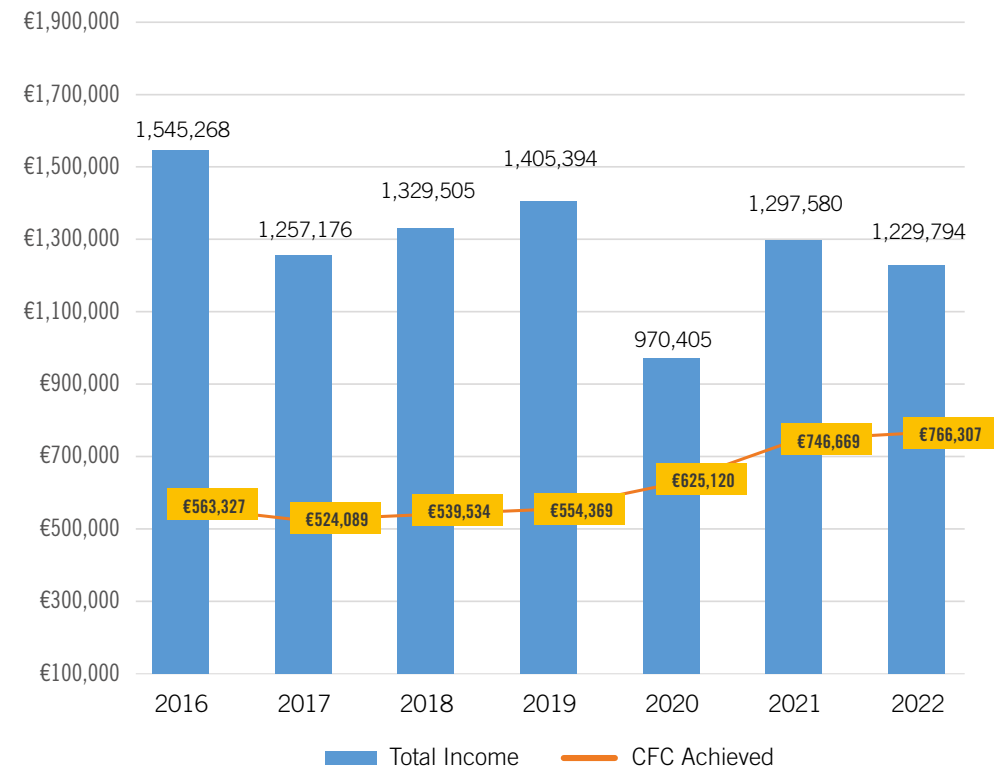
Non-captive Funds: this is the yearly variable income resulting from invoicing our training courses to sponsors, occasional projects, providing training services to the ILO via tapping into projects worldwide, Regional RBTC earmarked for ITCILO, ACT/EMP ILO RBTC, some EBMOs, private companies and such. For 2022, our main sponsors were the ILO (different sources) and the Dutch Employers' Cooperation Programme-DECP.

European Union – EU Funds: this is a 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. These grants, which ended in 2022, are used to fund the European Young Professionals Academy (EYPA).

In all, our resource mobilisation efforts amounted to €769,201, 13% more than in 2021 representing 63% of the Programme's total income.

Income & CFC

ACT/EMP	Total Income	CFC Target	CFC Achieved	CFC Target Achievement	CFC/Income
2016	€1,545,268	€590,000	€563,327	95.48%	36.45%
2017	€1,257,176	€600,000	€524,089	87.35%	41.69%
2018	€1,329,505	€575,000	€539,534	93.83%	40.58%
2019	€1,405,394	€600,000	€554,369	92.39%	39.45%
2020	€970,405	€600,000	€625,120	104.19%	64.42%
2021	€1,297,580	€660,000	€746,669	113.13%	57.54%
2022	€1,229,794	€690,000	€766,307	111.06%	62.31%
Total	€9,035,122	€4,315,000	€4,319,415	100.10%	47.81%



While our annual income has effectively decreased 20% since 2016, our CFC contribution has grown 36%. This is a clear demonstration of our Programme's continued commitment to the financial sustainability of Centre, with a 61% CFC/Income ratio for the last 3 years.



OUR TEAM

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Programme Manager
Jorge Illingworth

Programme Assistant
Rachida Zingara

Senior Programme Officer
Paolo Salvai

Programme Secretary
Irene Panizzolo

Senior Programme Officer
Sandro Pettineo

Jr. Programme Secretary
Francesca Gaglia

Associate Programme Officer
Eleonora Gonnelli

Temporary Programme Officers (2021-2022)

Programme Secretary
Laura Biscaro

Secondment

Jorge Ramírez Mata Marco Cunetto

Jeanne Schmitt Barbara Maino



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

Programme for Employers' Activities

E-mail: actempturin@itcilo.org

Phone: +39 011 693 6513

<https://www.itcilo.org/en/the-centre/programmes/employers-activities>

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