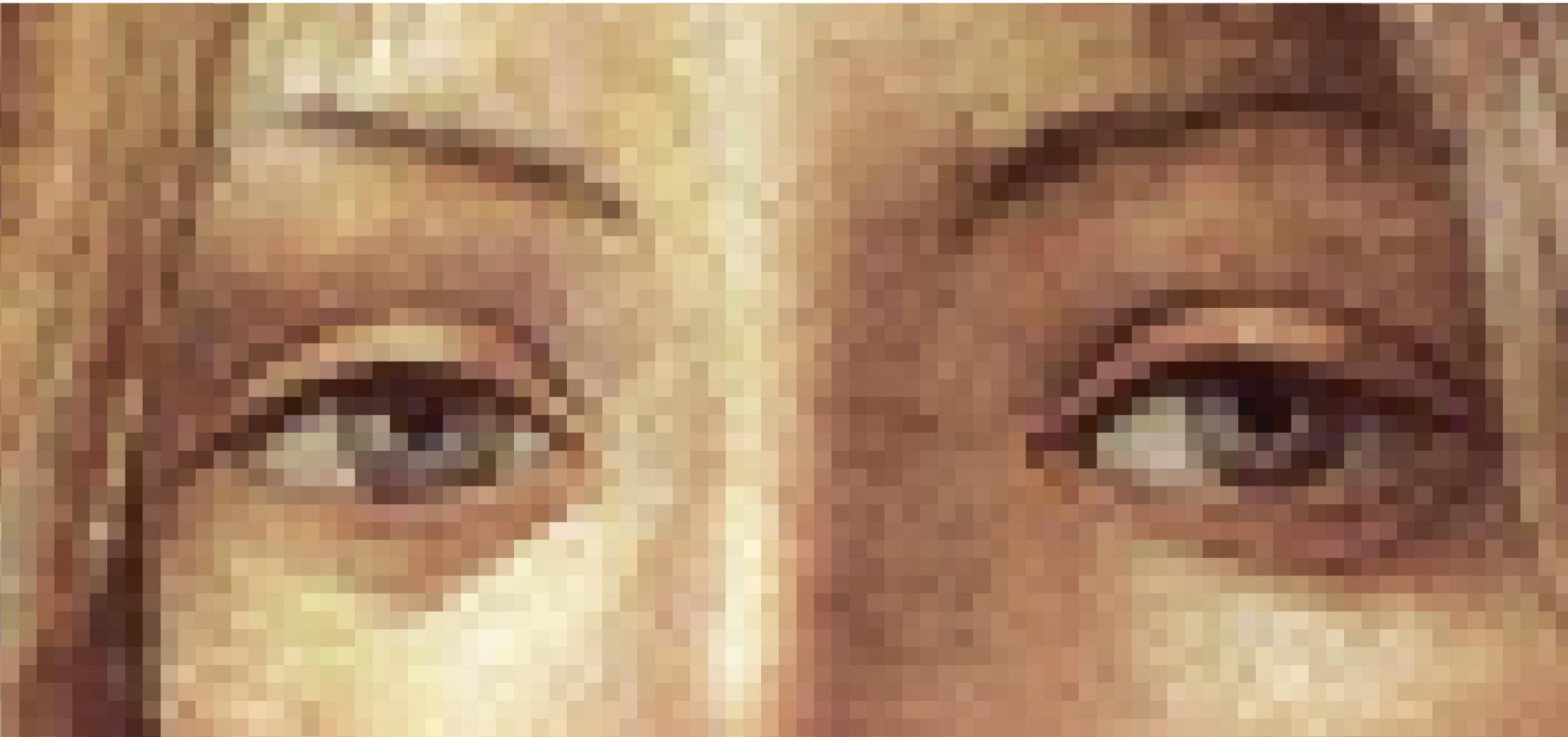


Evaluation of training and learning activities on the thematic area of “Strengthening Employers’ Organizations”

Michel Albertijn



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Executive summary

On this evaluation — The purpose of this evaluation is to provide insights into the effectiveness of the training provided by the International Training Centre in relation to the ILO objectives and more specifically those related to the reinforcement of employers' organizations in their capacity to be more representative, increase their policy influence and provide better services to their membership.

A sample of fifteen training activities of the Centre was selected among those which better represent the different categories of the training provided for strengthening the above-mentioned capacities.

During June and July 2016, a 'mixed methods' approach collected information, relying on desk review, interviews with ITC ILO staff and training representatives of employers' organizations, an online survey of participants and five case studies.

The information collected provided answers to 23 evaluation questions concerning the relevance and outreach of the activities, validity of the design, effectiveness, efficiency, impact and sustainability.

Conclusions —

1. *Relevance and outreach of the activities* — The programme officers reach out to employers' organizations when designing and programming a new training activity. They share a focus on assuring that the training activities answer the needs of employers' organizations. Participants are motivated to participate in the training activities, as they perceive significant professional advantages. Next to learning extra skills, ability to network is of prime importance. 78 percent of the participants claim that the content of

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the training activity met their professional needs. The training activities experiment with a number of innovative practices stimulating learning.

2. *Validity of the design* – The training activities of the Programme for Employers’ Activities receive high activity evaluation scores from their participants, consistently higher than the ITC ILO baseline scores. The Programme does not systematically assess the results and progress of employers’ organizations after the training. The duration and timing of the training activities are of concern to a minority of participants. Some participants suggest an extension of the duration of their training.
3. *Effectiveness* – The vast majority of the participants (85%) claim that their training provided them with knowledge of new ideas, theories or strategies to strengthen their employers’ organization. They make a plea for more focus on practical issues: examples, approaches, case studies. The training activities provide content that is new for the participant, but often also improve the knowledge base of the organization.
4. *Efficiency* – The roles and responsibilities of Centre officials were clearly defined, understood and appreciated.
5. *Impact* – Seventy percent of participants claim that they have personally used the knowledge they acquired and have achieved positive results while doing so. This effectively strengthened their employers’ organization. Sixty percent of the employers’ organizations have begun new initiatives as an outcome of a training activity. Content that is more adapted to the local context could, however, increase the long-term impact. Further, the impact on the national developmental process of the participating countries seems modest.
6. *Sustainability* – Virtually all projects initiated as an outcome of a training activity will be maintained. As they are perceived as successful, the vast majority of initiatives is

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expected to be upscaled. However, a high turnover of trainees might hinder capacity-building within employers' organizations.

Recommendations —

1. *A well-defined target group* — The Programme for Employers' Activities can establish a deep and almost personal relationship with its clients. The knowledge and familiarity with its customers is a major asset for the Programme and probably explains part of the high conversion to impact of its training activities.
2. *Accomplishing impact is difficult* — Generating impact should be the ultimate purpose of each training activity: a change in personal or organizational behaviour. This is, however, also difficult to achieve. The ITC ILO deserves credit for venturing on this difficult path. As neither the ITC ILO, nor any other training institution, has a decisive grip on these settings, one should be prudent with measuring, assessing and evaluating the impact of training activities.
3. *Involving participants* — The Programme for Employers' Activities embeds a number of innovative approaches in its training activities, often directed towards more active involvement of participants. Such innovative methods require (more) efforts from the participants, both while preparing for a training activity and during the training activity. It should be noted that the participants do not mind these extra efforts from their side and evaluate them favourably.
4. *A high turnover might hamper impact* — Over a period of one year, at least 19 percent of participants left the employers' organization they worked for. This could hinder impact and capacity-building considerably.

5. *The CRM collaboration as an exemplary impact generating training* — The development and approach of the CRM system and training package is a good example of the intense and fruitful collaboration between the Programme for Employers' Activities and its target group. Each participating employers' organization embarks on a training trajectory, spanning several months and contact moments. One cannot but note that 'impact' is almost self-evident.

Lessons learned and good practices —

1. *Establishing an intense contact with a well-delimited target group: interviewing a small number of participants to measure impact and evaluate training activities* — Becoming more acquainted with the impact and results of training activities does not necessarily imply a quantitative approach. The ITC ILO could opt for a qualitative approach and focus on deepening its learning on what aspects of a training were of particular use and what could be improved. Such information could be collected with a limited number of individual interviews. These interviews would, after for instance six months of implementation, provide both a detailed insight into the impact of the training activities and be on the outlook for suggestions on how to improve a training activity. The programme officers are well placed to carry out such (a small number of) interviews.
2. *Establishing an intense contact with a well-delimited target group: organizing post activity follow up* — Throughout this evaluation, participants stressed the importance of (informal) contacts between participants. Both during and after a training activity. This suggests that the ITC ILO could provide added value and “strengthen employers' organizations” by facilitating or stimulating such post-activity network building. For

instance, by installing an online forum or organizing other low-budget follow-up activities.

3. *Strengthening training components that facilitate impact* — While it is hard for the Programme for Employers' Activities to influence impact directly, it can nevertheless stimulate impact indirectly by adapting the format of its training activities. It can build on a number of innovations with which the Programme has already experimented and that could be partly responsible for the high impact measured in the survey.
4. *Involving participants* — Many participants state that the practical aspects of the training activities should be expanded. They suggest reserving more time for case studies, field trips and practical exercises.
Respondents highlight the benefits of interactive sessions such as discussions, role plays and team assignments. They suggest creating more room for interactivity in future training activities, as they felt that they learnt a lot during these interactive sessions.
5. *Countering the negative implications of turnover* — Another approach to generating impact would be to reduce the impact of the high turnover rate, by stipulating that several participants from the same employers' organization take part in a training activity. This would ensure that knowledge and skills remain current in the employers' organization, even in the event of a trainee leaving. Similar actions would include increased focus on local training activities (allowing for the participation of several persons from the same organization) and facilitating the dispersion of the content of the training within the employers' organization.
6. *The local installation and training workshop of a CRM* — One practical issue warranting some attention is the short time frame of the local installation and training workshop during a CRM project.

Master Training on the Effective Business Member Organization



I. Introduction

8 Background and justification

Business Member Organizations (BMOs) have an essential part to play in sound social and economic development.

With a diverse membership drawn from different sectors, regions and sizes of company, they have an important role to play in interaction with governments, etc.

- sources of information on the major constraints affecting private-sector development and the need to create a sound business environment to foster economic development and job creation;
- partners in discussing and co-designing a wide range of policies for private-sector development, including taxation, infrastructure, trade, social affairs and labour market reform.

Acting as employers' representatives, they play an important part in interaction with trade unions:

- as tripartite partners, alongside trade unions, on national social and economic consultation bodies;
- as negotiation partners in the framework of collective bargaining/social dialogue at national, sector or company level.

In most cases, they also have a very important role as providers of business development services: in exchange for membership fees, members increasingly expect, tangible, quality services such as information, advice and training in the areas of labour law, human resources management, access to finance, trade promotion and so on.

As member organisations, they are confronted with complex issues in managing their internal resources, balancing members' interests, managing their memberships and maintaining a sound revenue base.

In short, being on the professional staff of a Business Member Organization means having to master a set of competencies in order to face complex situations and play a demanding role.

Schools, universities and other training bodies seldom provide the unique mix of knowledge, competencies and skills needed for these functions. It is however the main focus of the Master Training for the Effective Business Member Organizations which takes a 360° look at BMO functioning. This training programme is run for the third time, after successful editions in 2012 and 2013.

8 Objectives of the training

To strengthen BMOs to perform more effectively by developing the skills of key personnel and the capacity of the business organization in the following areas:

- Effective lobbying, advocacy and social dialogue for a better business environment ;
- Sustainable services delivery;
- Efficient association management in the field of membership and revenue building;
- Good governance;
- Strategic planning for more effective BMOs.

At the end of the training, the participants will be able to:

- better understand the context in which BMOs function and the challenges with which they are confronted;
- develop strategies and planning for further development;
- assess and improve lobbying and advocacy strategies and techniques;
- develop insights and techniques in negotiation and social dialogue;
- develop further strategies in the field of services for their members;
- develop further strategies to improve the governance structure of BMOs.

8 Structure and methodology

PART 1 DISTANCE LEARNING (24 November 2014– 27 February 2015)

This part comprises a total of 40 hours' distance learning. On an individual basis, but with the opportunity of interacting with the group and with tutors, participants will receive e-learning modules and study material on key concepts regarding lobbying and advocacy, service provision and the general management of BMOs.

PART 2 TRAINING AT THE ILO HEADQUARTERS (6 – 13 March 2015)

The residential part of the course, held at the International Training Centre of the ILO in Turin, will be a 5-day face-to-face training and networking event. The training will consist of a combination of presentations of key elements, cases and interactive exercises. Interactive sessions will be used to review and share experience, compare practices and draw practical conclusions. We use cutting-edge, innovative training methods, based on participative training approaches.

8 Certification

Participants will be able to obtain a diploma certifying acquired knowledge and competencies at the end of the residential phase.



Contents

The following issues will be the central themes of the training:

The role of BMOs in improving the business environment: capacity building for effective lobbying and advocacy

- The business environment; analysis of the present situation;
- The advocacy and lobbying process;
- The BMO as the voice of its members;
- The main issues for lobbying and advocacy at national and sub-regional level;
- Research for well-prepared advocacy and lobbying;
- Communication as an essential skill in the lobbying process;
- The BMO as an actor in negotiation and social dialogue.

BMOs and sustainable, quality delivery of services for members

- Why BMOs should offer services to their members;
- The type of services BMOs can offer;
- The essential steps in putting services in place: market analysis, different roles in services delivery;
- How to deliver quality services. Pricing, promotion and product quality policies.

Association management: achieving members' involvement, good governance, stable revenue and a sound secretariat management system

- Good governance of BMOs: the different systems and tools available, tricks and tips;
- Membership policies: ICT-based member management; policies for retention and recruitment;
- Revenue creation and management.



1. About this project

An external evaluation on “strengthening of employers’ organizations” – This report is an assignment of the International Training Centre (ITC) of the International Labour Organization (ILO). The International Training Centre is the training arm of the ILO. The Centre delivers training, learning and capacity development services to governments, employers’ and workers’ organizations, and other national and international partners, in support of decent work and sustainable development. Each year, it delivers over 400 training and learning activities for around 15,000 people from over 180 countries.

The Centre’s Results-based Strategic Plan for 2016-17 refers to the importance of the evaluation function and states that excellence in training and learning will be promoted through continuous quality improvement measures, greater use of online surveys, and more systematic independent evaluations. Each year, the Centre will commission an external independent evaluation of a cluster of activities linked to one of its thematic areas of expertise. In line with the ongoing efforts of the Centre to boost its outreach among employers’ organizations, the thematic area selected in 2016 for this independent evaluation is “strengthening of employers organizations”. This report is the result of this evaluation.

The Programme for Employers’ Activities is the unit primarily responsible for training and capacity-building for employers’ organizations within the ITC ILO. It is guided by the orientations of the Employers’ Training Committee, which is composed of the GB members of the Employers’ Group.

The Programme has been developing capacity-building and training activities in four areas:

Sections 1 to 3 of this report transcribe or summarise the terms of reference of this assignment, as issued by the ITC ILO. This report, the research activities carried out and the presentation of the results adhere to the guidelines set out in these terms of reference.

- Strengthening the organizational development of employers' organizations to increase representativeness, good governance and strategic planning of employers' organizations
- Strengthening the policy influence of employers' organizations in national and international debates related to the world of work and for the creation of a sustainable business environment
- Strengthening the services delivery capacity of employers' organizations to their company members
- Strengthening the capacity of companies and employers' organizations in the field of global industrial relations, CSR and supply chain issues

The Programme works in a very close relationship with the Bureau for Employers Activities (ACT/EMP) in Geneva. The programme now organizes between 60 to 70 face-to-face or blended training activities per year, for about 1,300 employers' organization participants.

In addition to the specific activities of ACT/EMP ITC ILO, employers' representatives are also trained by other units of the ITC ILO, for instance when fellowships are granted for participants with an employers' background to be trained in academies or open courses. Annually about 300 employer participants in addition to the 1,300 mentioned above take part in such so-called tripartite training activities.

List of abbreviations

ACT/EMP	Bureau for Employers Activities
CAMFEBA	Cambodian Federation of Employers and Business Associations
CPO	Country Programme Outcome
CRM	Customer Relations Management
CSR	Corporate Social Responsibility
DWCP	Decent Work Country Programme
EO	Employers' Organization
EoAQ	End of Activity Questionnaire
EOSH	Essentials of Occupational Safety and Health
EU	European Union
GB	Governing Body
HQ	Headquarters
ILO	International Labour Organization
ITC ILO	International Training Centre of the International Labour Organization
P&B	Programme and Budget
TOR	Terms of Reference

2. Purpose, scope and clients of evaluation

The purpose of this evaluation is to provide insights into the effectiveness of the training provided by the Centre in relation to the ITC ILO objectives and more specifically those related to the reinforcement of employers' organizations in their capacity to be more representative, increase their policy influence and provide better services to their membership.

A sample of the Centre's training activities was selected among those which best represent the different categories of the training provided for strengthening the above-mentioned capacities. In particular, the criteria adopted for this selection were:

- Location and/or modality of training delivery (training provided at the Centre, in the field, at a distance or through a mixture of distance and face-to-face approaches)
- Specific strategic areas of training such as Occupational Safety and Health, and Corporate Social Responsibility
- Training on general capacities of employers' organizations
- Training provided in the framework of tripartite events and/or together with participants not pertaining to employers' organizations

Indeed, while the first three groups of training activities were implemented by the ACT/EMP ITC ILO, and specifically tailored to the needs of employers' organizations, the latter was delivered by other technical Programmes of the Centre on subject matters of interest to employers' organizations.

The main clients of this evaluation are:

- The Board of the Centre
- The Training Department of the Centre
- ACT/EMP ILO Geneva
- ACT/EMP ITC ILO

The evaluation findings will be used in order to take relevant decisions on the future programming of the Centre with regard to the training for employers' organizations and to extrapolate lessons learned and good practices for their improvement and scaling up.

The objectives of the evaluation are:

- To provide the Centre with evidence of the relevance, validity of design, effectiveness, efficiency, impact and sustainability of its training and learning activities related to the theme of 'strengthening employers' organizations.
- To assess which modalities of training among those offered by the Centre are the most effective and efficient in terms of improving the capacities of employers' organizations.
- To extrapolate good practices, lessons learned and recommendations for the improvement or scaling up of the training activities conceived for employers' organizations.

23 Evaluation questions — The evaluation focused on the relevance of a number of sampled activities to beneficiary needs (and where applicable the institutional sponsors financially supporting their participation), the validity of the activity design, the activities' efficiency, their effectiveness and the impact and sustainability of the results. The box in the margin details the 23 evaluation questions.

Evaluation questions

Relevance and outreach of the activities

1. To what extent the activities are based on the needs of employer constituency and how these needs are identified?
2. Outreach: did you reach the right people to be relevant and effective?
3. What factors were considered in designing the activities?

Validity of the design

1. How did the design and contents contribute to achieving the intended results?
2. Did the end of activity evaluation and (where applicable) the follow-up activity evaluation effectively measure results and progress?
3. Was the design of the activities in terms of duration and timing valid?

Effectiveness

1. To what extent have the training objectives been achieved in relation to the training activities selected for the evaluation?
2. Which one were more effective and why?
3. Which gaps remain and how could these be addressed through follow-up activities?
4. To what extent have the activities contributed to strengthen the institutional capacity of employers' organizations?
5. How and to what extent did the training contribute to the ILO Programme & Budget targets?

Efficiency

1. Were the intended capacity results of the activities logical and realistic in terms of addressing needs?
2. Have the resources invested into the delivery of the activities been used in the most efficient manner? How economically were resources and inputs (funds, expertise, time etc.) converted to results? Did the results justify the cost?

—continued

3. Methodology

Combining the results of six different research methods — The evaluation relied on several data collection techniques. This ‘mixed methods’ approach combined both hard and soft evidence and involved multiple means of analysis. The terms of reference proposed:

1. *Desk review.* Analysis of the documentation related to the training activities under evaluation: flyers, training needs analysis, former evaluations reports, End of Activity Questionnaires, follow-up surveys and other documents reporting evidence on the training covered by the evaluation.
2. *An online questionnaire,* asking participants about their impressions or experiences of the activities.
3. *In-depth and face-to-face interviews with ITC ILO staff:* the Programme Manager, Activity Managers and Programme Assistants in the Employers’ Activities Programme, as well as staff from other training programmes who contributed to and/or participated in the selected activities.
4. *In-depth interviews with at least ten institutional clients (employers’ organizations)* who sponsored participants linked to technical cooperation projects, to explore tangible and non-tangible changes resulting from the activities.
5. *A focus group discussion* in the field with at least one group of former participants to explore tangible and non-tangible changes resulting from the activities.
6. *At least five case studies of participants met during the focus group discussion,* documenting the changes resulting from the activities.

Evaluation questions

3. Which time and cost efficiency measures could have been introduced without impeding the achievement of results?
4. Were the roles and responsibilities of Centre officials, including programme management, who were responsible for the implementation of the activities, clearly defined and understood?

Impact

1. What are the employer constituents’ perceived benefits from the activities (differentiated by groups)?
2. What evidence exists of constituents benefiting from the activities?
3. What actions might be required for achieving long-term impact?
4. How the programmes contribute to strengthening the capacity of EOs overall to play an effective role in the national development process
5. How well did the activities under evaluation operationalize the 2012-15 strategic plan of the Centre, the ILO Outcome 9 strategy, 2014-15 ACT/EMP ITCILO and ACTEMP HQ workplans?
6. How well the activities contribute to the CPO’s 801 of DWCPs? (CPOs 801 series are designed to specifically deliver outcomes and activities to develop institutional capacity of employer organizations and directly contribute to the results reported under Outcome 9)

Sustainability

1. To what extent can the capacity developed through the evaluated activities be maintained/replicated?
2. How likely is it that the results of the activities will be maintained or upscaled by the participants?

4. Review of implementation

A selection of fifteen training activities — A sample of training activities of the Centre was selected by the ITC ILO, comprising twelve training activities organised by ACT/EMP and three activities that were organised by other units but involved the participation of employers' representatives. These training activities were selected because they are a viable mix and representative of the activities of the Programme for Employers' Activities during 2015.

The evaluation focuses on these fifteen activities. Given this selection, this report does not evaluate the organization and functioning of the Programme for Employers' Activities in general. However, focusing on a limited number of training activities allowed a better understanding of the training activities, participants and impact of the activities.

A mixed methods approach — The data collected for this evaluation report follow the mixed methods approach outlined in the terms of reference and in chapter 3 of this report. The following paragraphs elaborate on the data collection. During the evaluation, several minor changes were implemented to the proposed methods. Where applicable, these changes are justified in the following paragraphs.

Desk review — The ITC ILO Evaluation manager supervising this research project and the programme manager for employers' activities provided all documentation needed for the desk research and as input for preparing the other research activities. For each training activity the invitational flyer, the list of participants and the end of activity questionnaire results were delivered. If available, other documents on the training activities were provided — notably a report with an overview of CRM activities, the final report on the training of

Training activities involved in the evaluation

Activities by ACT/EMP

- Setting up new training services on the essentials of Occupation Safety and Health. Training of trainers (A908487)
- CRM para las OOOE (A258267)
- CRM local installation and training (Barbados) (A258271)
- CRM twinning Nigeria (A150320)
- CRM Instalacion y capitacion (Argentina) (A258274)
- Employers Young Professional Academy (A408258-A408259-A408260)
- Master training on the Effective Business Member Organization (A977573 and A978569)
- Women empowerment through business member organizations. Training of trainers (A978538)
- Enhancing employers' involvement in social protection policy debates (A908488)

Activities organised by other units where employers' representatives participate via fellowships

- Academy on Sustainable Enterprise Development (A958165)
- Academy on Rural Development (A908119)
- Transition to formal economy – a global knowledge sharing forum (A908305)

Trainers on Women Economic Empowerment and the final report on the Train the Trainers course on setting up new training services on the essentials of Occupational Safety and Health. During the interviews in Turin (see below), additional policy documents were provided.

An online survey asked participants about the impact and results of the training activities. The online survey questioned participants in June 2016 on the impact of a training activity undertaken in 2015. Given that a period of time of at least half a year had elapsed since the training took place, it can be expected that any impact would have materialised by then.

The web survey collected information between Monday 20, June and Tuesday 29, June. After the manager of the Employers' Activities Programme had announced the survey to the sample group of participants, the researcher mailed each potential respondent an invitation to participate and two subsequent reminders.

While preparing the survey, the originally proposed sample size of 150 participants was expanded to 410 participants to increase methodological robustness. Additional participants were selected from similar training activities to those that were originally part of the survey (and being trained in 2015). A subsequent data cleaning exercise removed 80 entries, notably respondents without a known email address and filtered people who had participated in several of the training activities. This reduced the net survey size to 330 individuals, who were invited to participate in the online survey.

To be noted is that the respondents were contacted, if available, on both work and personal email addresses. This ensured that people who had changed jobs would still be reached by the survey.

The survey consisted of 23 questions. 151 people answered the survey (46%), of which 135 (41%) answers were viable for the analysis. Most of the rejected answers are from people

Online survey: sample and response

training	answers		sample	
	N	%	N	% response
academy on rural development	6	4,4	10	60%
academy on sustainable enterprise	1	0,7	5	20%
CRM for EOs - local installation and training	6	4,4	30	20%
CRM para las OOOE - master users workshop	3	2,2	11	27%
CRM twinning Nigeria NECA-ZFE	1	0,7	14	7%
EO and the social protection floor	7	5,2	14	50%
employers young professionals' academy	14	10,4	43	33%
master training effective business member org.	43	31,9	66	65%
mini/ILGO Bolivia	2	1,5	30	7%
the effective employers' organization	16	11,9	50	32%
training of trainers on EOSH	18	13,3	28	64%
transition to formal economy	5	3,7	9	56%
women empowerment through buss. member org.	13	9,6	20	65%
total	135	100%	330	

claiming that they did not participate in any of the training courses, thereby ending the survey immediately.

While the survey invited participants from different training programmes, this evaluation reports solely on the total group of respondents. It does not break the survey down into different groups. This is due to the fact that in most training activities, only a limited number of people attended. Of these, 41 percent answered the questionnaire. Most training activities ended up with fewer than ten answers in the survey. As such, an analysis per training would not be statistically appropriate.

In-depth and face-to-face interviews with the ITC ILO staff — During a site visit to the Turin campus (11-13 June), exploratory personal interviews took place with the director of training, the programme manager, five programme officers (two officers of the Employers' Activities Programme and three officers from other training programmes that included participants of employers' organizations) and three programme assistants from the Employers' Activities Programme. The final meeting was a group interview. A list of the interview participants can be found in annex 3.1.

On 15 June, an additional interview took place with the recently retired programme manager.

In-depth interviews with at least ten institutional clients (employers' organizations) — Telephone and skype interviews explored tangible and non-tangible changes resulting from the training activities. The interviews augmented the quantitative data of the survey with a qualitative layer. A list of these interview participants can be found in annex 3.2.

The interviews took place between 29 June and 7 July.

A focus group was replaced by seven interviews — An intended on-site focus group with participants from one CRM training in the field was replaced by seven telephone and skype interviews with technical managers and general managers of employers' organizations that installed the CRM package and went through the different training sessions. This methodological adaptation was initiated by the evaluator, on the basis that collecting experiences from different employers' organizations would result in more (different) experiences and extra material for the case studies. It should be noted that two of the interviewees were representatives of the organization that would have hosted the focus group that was originally planned. The interviews took place between 27 June and 5 July. A list of the interviewees can be found in annex 3.3.

Enhancing employers' involvement in Social Protection policy debates

8 Background and justification

Social protection becomes a key issue in socio-economic policy

One of the key roles of Employers' Organizations (EOs) is to take part as social partners in bipartite and tripartite dialogue, thereby representing the interests of their members.

Social protection is one of the fields in which social partners are engaging with governments, notably in tripartite settings. Social protection policies are closely linked to other economic and social policies as they have an impact e.g. on workers' income and employability as well as companies' productivity and (para) fiscal spending, not to mention that social protection policies may represent an important part of State expenditure.

Since 2009 and the launch of the UN Social Protection Floor initiative, the importance of social protection discussions have grown in many countries. Social protection is also a development priority in the post-2015 UN development agenda. Furthermore, the ILO Recommendation 202 adopted in 2012 recognizes the role of social partners in setting up and extending an national social protection floors.

Concrete initiatives at national level for the development of social protection floors are currently going on under different formats and phases: i) assessment based national dialogues such as in Zambia, Malawi and Mozambique ii) design of social protection systems such as in Egypt, Tunisia, Malaysia or finally iii) operational discussions for implementation such as India, Pakistan, Nigeria.

Business' involvement in the development of social protection floors is crucial, notably because:

- These floors are part of the global outlay of economic and social policies and influence directly and indirectly the business environment in which companies operate
- Social protection floors can provide a stabilising mechanism in general and in particular in times of crisis and can help address integration, diversity and migration challenges
- Employers will either directly or indirectly be a major funder of social protection measures
- The implications of extension of social protection floors on labour cost, competitiveness, productivity, turn over/flexibility of the labour market, and more general the balance between growth and social protection
- Provision of social protection floors services and the available funds can provide business opportunities for EO members to provide services alongside the public sector

However, in a number of countries Employers' Organizations' involvement in social protection debates has been poor for different reasons among which:

- lack of available business representatives leading to unequal participation in consultations and negotiations;
- poor involvement of EOs in the social protection policy making field leading to scarce policy setting and guidance given to both representatives and members;

- lack of understanding of the linkages between social protection debates and the fiscal, employment and social policy debates at national level, leading to reactive positions instead of EOs being able to devise proactive policy proposals reflecting the interest and possibilities of the local business community;
- the very technical nature of certain elements in the discussion, for which expertise may not be available in EOs.

This course offers a tailor-made training for employers' organizations' staff and board members potentially involved in national dialogues on social protection floors that are taking place in the context of the development of national social protection strategies.

The training offer builds on the work already undertaken by the ILO and ITCILO, by focusing more directly on a number of countries which may live amongst the business community on the one hand, and on the role of EOs in social policy component of national policy. It is aligned with ILO's new *Flagship programme on social protection floors*, which inter alia aims at changing employers' perceptions of social protection and social protection floors and behaviours by building the business case for social protection; raising awareness among private sector enterprises and employers organizations, and developing public-private partnerships to invest in the social protection floor in countries of operation.

Objectives and Expected Outcomes

A unique opportunity as employers representative to acquire knowledge and new ideas

The objective is to provide training that enables officials from the representative EOs to understand and master the Social Protection Floor concept and its implications, and to equip them with knowledge and tools to become more active and have more constructive impact in national discussions on social protection schemes and their extension.

The training material and training course will enable participants to:

- Understand the concept of the Social Protection Floor and in general how it fits within the ILO strategies and international debates on Decent Work ; post 2015 development agenda, poverty reduction, formalization, whilst preserving also the private sector development and the sustainable enterprise approach.
- Understand and be able to focus on the issues and interests in the social protection floor debate and implementation at national level from an employers' viewpoint, with specific attention for its sustainability and affordability, the impact on economic development from a macro and micro viewpoint, the linkages between the Social Protection Floor and other policy fields notably fiscal

- and employment policies; productivity and income setting; firm competitiveness, fight against absenteeism, fight against turn-over, and the formulation and implementation of coherent economic and social policies in social protection which duly take on board the business priorities.
- Boost the involvement of employers as social partners in for the development of national social protection floors.
- Benefit from discussions, exchange and debates with colleagues from other countries and organizations including from multinational enterprises that may promote social protection as part of the HR and CSR policies.
- Acquire knowledge on the importance of social protection in the codes of conducts of several sectors of industry (mining, oil extraction, cosmetics, luxury, agro-food, wholesale and retail, textile, banking, pharmaceuticals, telephony, etc.) and practical ways to check access to social protection for workers along the value chain.
- Build within EOs the capacity to develop an global and specific employers approach related to priorities from employers side to be respected / achieved in the discussion on the introduction, extension or modification of SPF systems, with as possible specific outcome the creation of a national business agenda or position paper on SPF.



Structure and content

An extensive coverage of the social protection themes via e-learning and face to face training

CONTENTS – e LEARNING PHASE
(20-30 Hrs. starting from August 10th)

In this phase, the main focus is to ensure an important knowledge transfer on the SPF from a technical viewpoint, so that the participants master, when arriving for the face to face phase with a good technical background on the concepts, and basic distinctions in the social protection situation.

3.2 CONTENTS FACE TO FACE (Turin, Italy at ITC ILO campus, September 1st – 4th, 2015) – Overview

Session 1 (2 per day) and social contents	Training materials on main vital
Session 1 Welcome	General introduction and programme goals presentation
Session 2 – 3 Why social protection floor as part of development design for country's growth	1) Facts and figures on the underlying assumptions for the need for investment: slow growth rates in SPF 2) The comparative higher value of "non-elastic growth" investment in SPF as opposed to other alternatives 3) The contribution of SPF to macro and micro-economic environment : effects on growth, employment, competitiveness, firm productivity, on the basis of facts and figure

Session 4-5-6 SPF : the specific policy approach and some basic concepts	1) Assess why SPF should be a coverage : results of existing index of coverage (into phase 1) based on accounts, estimates and surveys ; progressiveness (social security assessment etc) 2) What SPF policy choices have positive labour market outcomes ? How to promote policy process and trade-offs? 3) Maximize opportunities and minimize risks for negative impact : dependency ; lower activation, and the issue of reciprocity, obligations and incentives to activation
Session 7-8 Financing challenges and financing of SPF	1) Concepts such as contributory – non contributory schemes 2) Facts and figures and background to understand commonly used financial parameters : % against GDP, relationship with income, tax wedge, etc. 3) Critical examination of budgets 4) Overview of leaders learnt related to financing issues and challenges
Session 9-10 The institutional design, orientation, monitoring, administration and management of SPF systems	The institutional design, implementation, monitoring, administration and management of SPF systems 1) Critical examination of key issues (branch vs branch and types of social security schemes) 2) General rules on principles such as transparency, adequate social dialogue, monitoring
Sessions 11-12-13 What can employers do as Eos and MNEs?	1) Case collection: Which data would Eos and companies need and where can they be found 2) Assessment of SPF proposals and define EOs counter proposals and companies, taking into account their HR and CSR strategies Definition of the general position of EOs and companies Analysis of financing alternatives, and attempt to define positions which reply to employers' concerns Analysis of other factors of risk and definition of measures to mitigate possible negative effects : adequacy ; dependency ; with particular emphasis on employment risk (UE branch, parents) 3) Analysis of risks that are specific to MNEs-Definition of accompanying measures and analysis which may increase Eos' and MNEs' role in designing, managing, administering and monitoring SPF systems 4) Early start overview of possible commercial and business opportunities for EOs or their members.
Session 14 Conclusions	Preparation on key messages.

II. Results

1. Relevance and outreach of the activities

1.1. To what extent the activities are based on the needs of the employer constituency and how these needs are identified

Mapping the preliminary involvement of employers' organizations — The Programme for Employers' Activities acts upon demands and needs expressed by the Employers' Training Committee and general ITC ILO guidelines and policy decisions. These address the concerns of employers' organizations on a strategic level. But an effective design of training activities, meeting the needs of the employer constituency, requires additional effort. In order to examine whether the training activities of the Programme for Employers' Activities are based on the actual needs of the employer constituency for each training activity, an outline was traced for each training activity, focusing on when and how employers' representatives were involved in the design of the training activity. This exercise was carried out during the interviews with the programme officers, focusing on the training activity/activities managed by each programme officer.

The programme officers reach out to employers' organizations when designing and programming a new training activity — This exercise led to a broad and rather diverse number of approaches relating to how the needs of employers constituency were inventoried and handled when designing or updating a training activity. The following techniques were mentioned:

1.1. To what extent the activities are based on the needs of the employer constituency and how these needs are identified. The ILO programme officers reach out to employers' organizations when designing and programming a training activity.

- Formal contact with representatives of employers' organizations, including a request to suggest themes and approaches
- A semi-formal qualitative discussion with participants on how to improve a training activity, often taking place in the aftermath of a training activity
- A formal evaluation meeting discussing possible changes to a programme and/or additional activities
- Drawing up and launching a proposal or idea for an activity, accompanied by a request to comment on, to assess the need for and suggest relevant approaches
- Ongoing changes to the content and approach of a training activity, following informal experiences and evaluations while delivering the training
- An (indirect) needs analysis through consultation with ITC ILO colleagues in the field. This delivers additional local in-depth knowledge in addition to the more formal involvement of employers' organizations
- Organising a web survey to collect and assess learning needs

The scope and level of detail of the needs analysis vary — Given that the programme officers rely on such diverse data-gathering techniques, it is no surprise that the scope and level of detail of their needs analysis varies considerably. It ranges from general advice on possible content, to focusing on specific issues and making detailed adjustments. This latitude follows partly from the fact that the training activities of the Programme for Employers' Activities are rather diverse. Some training activities focus on technical issues (CRM, EOSH); others acquaint trainees with a broad number of topics (e.g. employers young professionals' academy); some build upon or repeat a previous training activity, whereby the programme officer benefits from existing experience; others venture into new themes and topics. It is questionable whether one single approach to needs analysis would be possible, let alone appropriate, in tackling all these heterogeneous environments.

Case study: CAMFEBA Cambodia

CAMFEBA Cambodia uses the CRM system mostly for membership management and keeping track of services it offers. The employers' organization now has an easy way to trace the number of contacts with each member and which services the organization has delivered to each member. "The CRM system also points us to members that are not or hardly using our services", says CRM manager Tep Sophoan. "That allows for remedial interventions. Members that are underusing our services now receive additional information. For instance training or services of our employers' organization that might be of interest to them. Reaching out actively has reduced our number of resigning members considerably."

The use of the CRM is seen as a key issue for CAMFEBA Cambodia. The implementation of the CRM has changed its internal organization. As a consequence, using and developing the system is of central organizational importance and seen as an ongoing process. Currently, the employers' organisation is experimenting with processing bulk emails to its members.

"We still experience some difficulties", says Tep Sophoan. "Setting up a user forum discussing the CRM might improve things. Close to fifty employers' organizations should be using the CRM by now. If CAMFEBA encounters a technical problem, chances are that another employers' organization experienced a similar or identical problem. Exchanging information could help us out and discharge the help desk of the ILO."

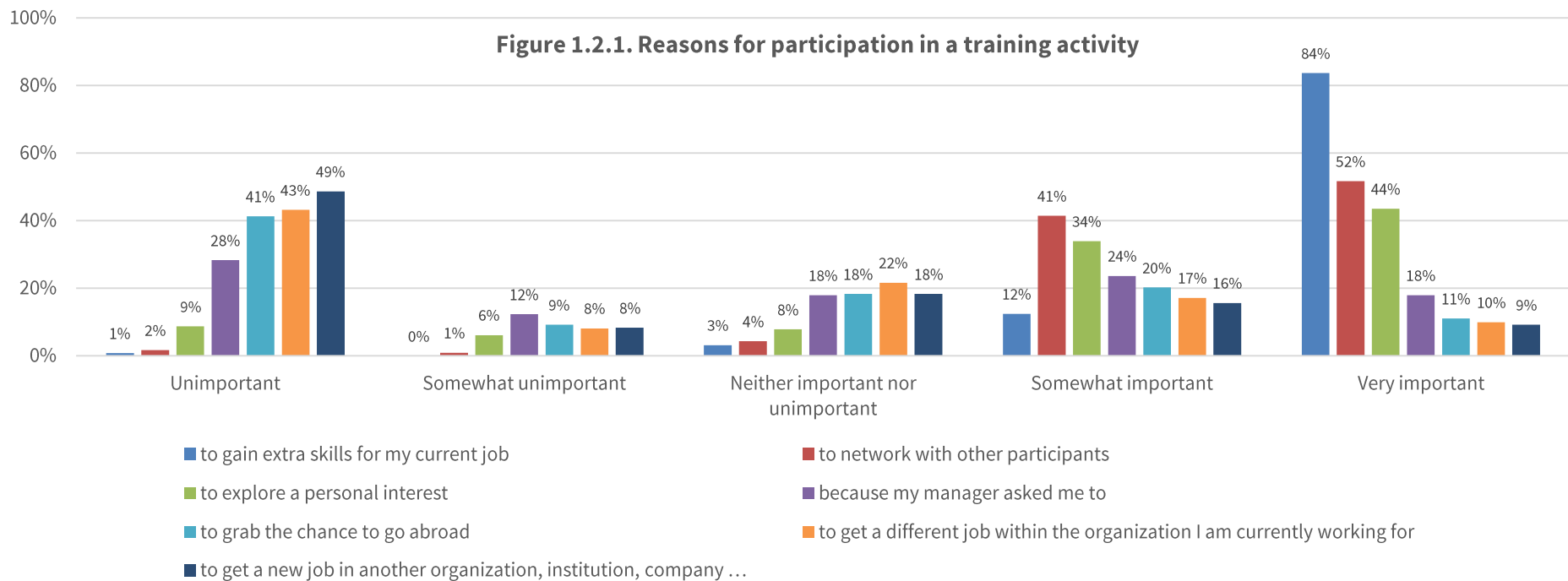
The CRM manager has a number of other issues that he wants to take up in the near future, including several customisations. More local knowledge on installing, management and backup of the CRM would be welcome. "Our CRM is really important for CAMFEBA. We want to assure that we are independent in the management of the CRM."

Programme officers share a focus on assuring that that training activities meet the needs of employers' organizations — The programme officers in charge of training activities for employers' organizations reach out sufficiently to these employers' organizations when designing and programming a new training activity or adjusting the content of an existing activity. For each training activity, the activity manager provides a strategy annex list of preparatory activities, which leads to the development of the approach and content of the training activity. Employers' organizations and their constituency were thus actively involved in the design of each training activity and the programme officers value their input. In the case of a repeat training, each training incorporated some kind of mechanism — albeit different ones — to involve evaluations of past activities and opinions of participants in the redesign of the activity.

1.2. Outreach: did the training activities reach the right people to be relevant and effective?

The initial reason for participating in a training activity — Almost all survey respondents (84%) describe 'to gain extra skills for my current job' as 'very important' in their decision to participate (figure 1.2.1). That result could be expected — albeit high, hardly anybody values

1.2. Outreach: did the training activities reach the right people to be relevant and effective? Participants are motivated to participate in the training activities, as they perceive significant professional advantages. 78 percent of the participants claim that the content of the training activity met their professional needs. Next to learning extra skills, the ability to network is of prime importance.



‘to gain extra skills for my current job’ lower than ‘somewhat important’ — given the target group and the specialised nature of most of the training activities of the Programme for Employers’ Activities. Moreover, 55 percent cites ‘to explore a personal interest’ as ‘very important’. The theme and content of the training activities are obviously of prime relevance to the participants.

A telling result is that the second most important reason for participation is ‘to network with other participants’ (52%). Participants in the training activities of the Programme for

“The training was very useful to me. It gave me an overview of the important issues for employers’ organizations. It was also very interesting to learn about the experiences of my fellow-trainees, their struggles, the services they offer, the initiatives they take, ... It inspired me and gave me ideas to develop in my own employers’ organization.”

Participant of the Master training on the effective business member organization
(interview by telephone)

Employers' Activities look not only to gain new insights and skills, but also to build connections with their international colleagues.

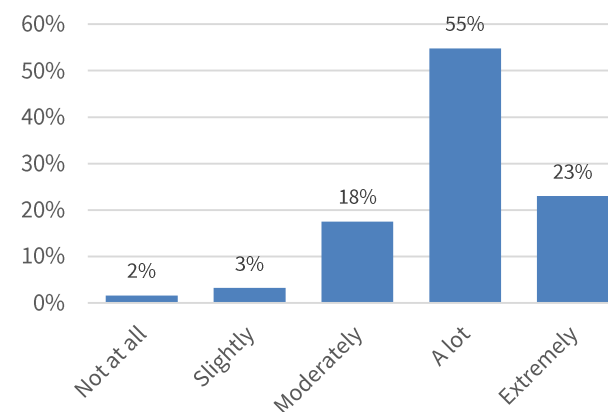
Other reasons for participation are much less valued. To be noted is the fact that participants scored each possible reason to attend independent from the other reasons. One high mark does not imply that other arguments had to be less important. Yet not one participant chose in the online survey for instance 'to grab the chance to go abroad' as the most important reason for participation. Once again this can be seen as an indication of the ability of the Programme for Employers' Activities to reach out to the right people for its trainings.

The training meets professional needs — Another measurement of outreach is to what extent the content of the training meets the professional needs of the target group. Participants should demonstrably gain from their participation in order for a training activity to be evaluated as reaching the right people.

Contrary to the reason for participation — a decision made before the training — this is an 'after the fact' approach, measuring whether participants were satisfied with the content of the training activity and the learning that took place. It is, however, a similar 'passive' approach to impact (measuring learning) and does not imply any active impact or results of the training activity.

78 percent of the participants claimed that the content of the training activity met their professional needs 'a lot' or even 'extremely' (figure 1.2.2). Almost a quarter of the respondents answered the question with 'not at all', 'slightly' or 'moderately'. However, one can conclude that the vast majority of participants look back with satisfaction on the learning opportunities offered. Especially, given the fact that the formulation of the response

Figure 1.2.2. Professional needs met (%)



options sets the bar high for a training activity, implying that the content of the training — most spanning less than one week — would answer all professional needs on a topic.

1.3. What factors were considered in designing the activities?

A mix of learning practices — The themes and targets of training activities for employers' organizations are heterogeneous: technical training, capacity-building or agenda-setting. Nevertheless, several views and concepts were shared by the programme officers. Most training activities mix learning methods and the importance attached to interactive learning techniques is evident. Notwithstanding the diversity in training activities, the programme officers experimented with a number of learning practices, aiming to improve the learning experience of the participants.

Activities require preparatory work from the participants — Training activities regularly demand preparatory work from participants. Examples are following an online distance-learning course prior to the actual training, studying a text or passing a preliminary online test. Setting such preparatory work helps to form a group of trainees with a similar (entry) knowledge level or a shared common framework regarding the theme of the training. As an additional advantage, in completing a preliminary trajectory— often requiring a considerable investment of time — participants prove their engagement and active interest in the training activity.

1.3. What factors were considered in designing the activities? The training activities experiment with a number of innovative practices stimulating learning.

Beyond one training moment — Training activities might extend over several learning moments, establishing a long-standing relationship with the trainee and their employers' organization. The most complex example is the implementation of a CRM project, which consists of preliminary contacts, a Master Training in Turin, followed by the installation of software, an onsite training session and further follow up with, for example, access to a help desk. Such a longitudinal approach, including several contacts with the trainees, requires more engagement from the participant and their employers' organization, but also more focus on training results.

More 'local' impact — When designing and providing a training activity, there is evidence of more impact from the local level. Training activities might take place in the field, lowering the threshold to participate. Local resource persons help developing activities and local consultants provide specific knowledge and experience during a training activity in the field.

Adding value to the training activities — Each of these innovations diverge from the more traditional open training activities. These interventions are supported by the programme officers, who stress their positive impact on the training practice. A consensus exists on the added value of these innovative practices: participants arrive better prepared and more interested, more meaningful contact with trainees and employers' organizations is established and local expertise adds value to a training activity.

"I really appreciated the online activity before the training. I liked it because we were already started before we arrived. It felt like continuing something rather than a start."

Participant of Women empowerment through business member organizations'
(interview by telephone)

2. Validity of the design

2.1. How did the design and content contribute to achieving the intended results?

End of activity evaluations — The Programme for Employers' Activities systematically collects, in common with other training departments of the ITC ILO, 'end of activity evaluations'. Participants answer a number of questions on various aspects of their training activity, answering each question or topic with a score between 1 (lowest value) and 5 (highest value). These systematic end of activity evaluations provide the ITC ILO with a valuable source of information on how participants experience a training activity.

The end of activity evaluations compare each result with a baseline 2014 for the same question. This provides an additional point of reference, although it has to be specified that a higher mark for an ACT/EMP training in comparison with the baseline might flatter as it does not necessarily mean a better result in comparison with other training departments: these could have experienced a similar increase in 2015.

An excellent evaluation from participants — The end of activity evaluations include three questions relating to how the design and content of a training activity contributes to the intended results:

- To what extent were the activity's objectives achieved?
- Given the activity's objectives, how appropriate were the activity's contents?
- Were the learning methods used generally appropriate?

The training activities of the Programme for Employers' Activities receive high marks from their participants. Figures 2.1.1 to 2.1.3 shows that mean scores for the trainings habitually reach 4.5 or higher. Given the maximum score of '5', these high mean scores can *de facto*

2.1. How did the design and content contribute to achieving the intended results? The training activities of the Programme for Employers' Activities receive (very) high evaluation scores from their participants. The scores are consistently higher than the ILO baseline scores. Interviewees confirm their appreciation of the design and content of the trainings activities.

only be attained if a majority of the participants rate the question with a maximum score of '5' and hardly any participants answer below '4'. These end of activity scores thus suggest a quasi-unanimously shared appreciation of the training activities.

A high-performing department – The scores of the activities of the Programme for Employers' Activities are consistently higher than the 'baseline 2014' for all the ITC ILO trainings. For instance, on the question *Given the activity's objectives, how appropriate were the activity's contents?* the activities of the Programme for Employers' Activities scored on average 4.53 (answers ranging from 4.25 to 5.00), compared to 4.29 being the ITC ILO baseline 2014 (figure 2.1.2). Ten out of twelve activities outscore the baseline on this evaluation topic. Similar conclusions can be made regarding the two other evaluation questions.

On the figures 2.1.1-2.1.3

Twelve activities with participants from employers' organizations, excluding the academies. The academies are open for representatives of employers' organizations, but typically attract only a minority of these participants. The evaluation score of an academy reflects mostly the opinion of other groups.

Source: end of activity evaluations. ILO

Figure 2.1.1.: To what extent were the activity's objectives achieved?

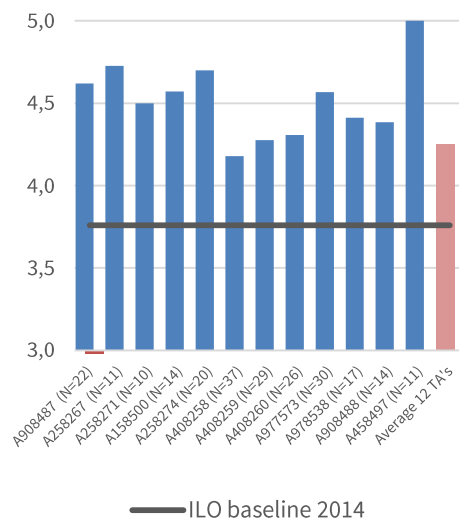


Figure 2.1.2: Given the activity's objectives, how appropriate were the activity's contents?

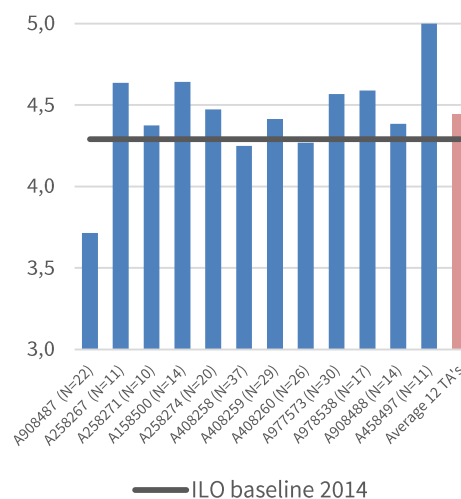
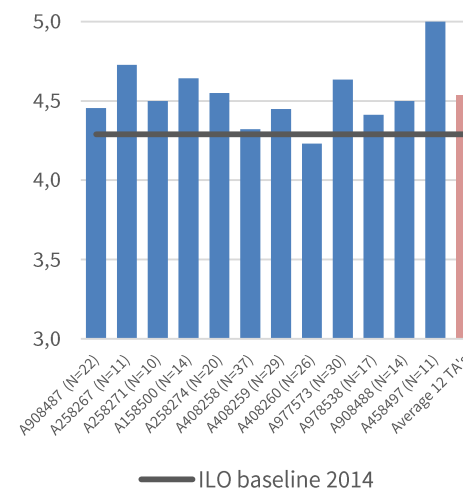


Figure 2.1.3: Were the learning methods used generally appropriate?



The large high levels of satisfaction with the content and results of the activities is confirmed during the in-depth interviews — The high marks of the training activities organised by the Programme for Employers’ Activities were validated in the telephone in-depth interviews with participants and representatives of employers’ organizations. The representatives of employers’ organizations invariably expressed their appreciation regarding the design and content of the training. Some examples:

- *“That training was extremely well prepared. They had thought it through on basically any aspect.”* (Participant of Employers young professional academy)
- *“I appreciated all the contributions, was given the right information. It was very educative and inspiring. The training has opened our minds and led to many changes.”* (Participant of the master training on the effective business member organization)

2.2. Did the end of activity evaluation and (where applicable) the follow up activity evaluation effectively measure results and progress?

The end of activity evaluation includes two questions measuring the (possible) results of the training:

- How likely is it that you will apply some of what you have learned?
- How likely is it that your institution/employer will benefit from your participation in the activity?

Given the moment when the evaluation takes place — immediately following the training activity — the answers on these questions are inevitably hypothetical. They measure

To be noted is that, compared with the ITC ILO baseline 2014, any further improvement is difficult to achieve. The baseline is situated close to the maximum value of ‘5’, implying that, statistically speaking, not much further improvement is realistically attainable. Reaching the high level of the baseline currently already requires that many people rate their training with the maximum score (which obviously cannot be improved upon). Any gain in the mean has to come from (the few) participants that value the training at less than the maximum. Improving upon the baseline implies progressing towards a semi-unanimous optimal valuation. With the current scoring system, the end of activity evaluations tend towards a check on maintaining a high standard, instead of progressing towards a better evaluation.

2.2. Did the end of activity evaluation and (where applicable) the follow up activity evaluation effectively measure results and progress? The Programme for Employers’ Activities does not assess results and progress of employers’ organizations after a training activity. The end of activity evaluations attempt to measure impact, but with hypothetical answers that are prone to socially desirable answers. The follow-up activity evaluations did not return enough answers to merit analysis.

intentions or an estimation of the participants that will apply in the (near) future some of the knowledge or skills that they have acquired.

On both questions, the training activities of the Programme for Employers' Activities receive considerably higher marks than the baseline 2014. Nine out of twelve training activities score higher than the baseline on the possibility that they will apply some of what they have learned (figure 2.2.1). Ten out of twelve training activities score higher than the baseline when stating that their institution/employer will benefit from their participation in the activity (figure 2.2.2).

Follow-up activity evaluation — Being essentially a prediction of future behaviour, intentional answers do not offer very reliable information on whether any change will take place following a training activity. Next to regular organisational decisions or constraints, all kinds of unforeseeable circumstances may prevent the intended behaviour from materialising. Moreover, many participants of a training activity may simply not be in a position to influence conclusively whether and how their employers' organisation will benefit from their participation in the training.

With an additional *follow-up activity evaluation*, the ITC ILO tried to correct this unavoidable weakness of the end of activity evaluations. Six months after a training activity, a follow-up activity evaluation measures the impact of that training. The reasoning is sound: six months allows enough time to elapse for any impact to materialise 'in the field', yet that same period is short enough to link the observed effects to the training (and not to other events). As such, the follow-up activity evaluation was an excellent idea to measure the results 'on the field' of the training activities.

Practical difficulties prevented the follow-up activity evaluations of the ITC ILO from delivering their full potential. The response to the surveys hovered around 30 percent. The

Figure 2.2.1: How likely is it that you will apply some of what you have learned?

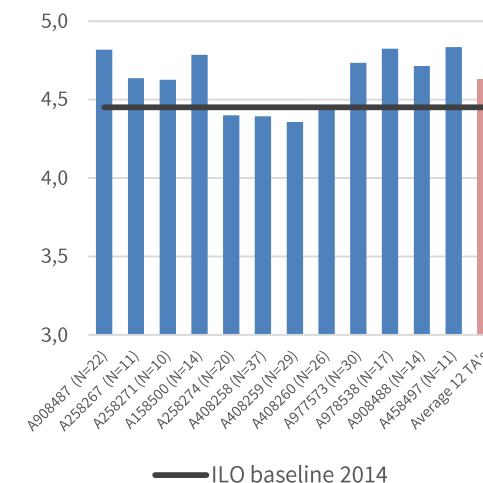
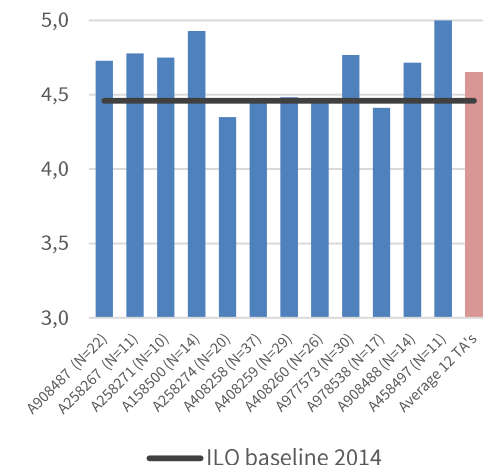


Figure 2.2.2: How likely is it that your institution/employer will benefit from your participation in the activity?



work on the follow-up activity evaluations has effectively halted, as the ITC ILO opted for external evaluations on the issue. Up until this evaluation, the systematic knowledge on the implementation results of the training activities of the Programme for Employers' Activities was limited to the hypothetical statements in the end of activity surveys without delivering any additional insights into the actual results and outcomes of the ITC ILO training.

2.3. Was the design of the activities valid in terms of duration and timing?

The duration and timing of training activities are a concern for the programme officers — During the interviews, the programme officers expressed uncertainty about the adequate length of the training activities and the intense schedules and wondered whether the training activities would benefit from a longer duration. Yet most training activities already last for up to one week. Any prolonging of this could hinder participation, as it would extend a training activity to over a week and thus require a considerable time investment from representatives of employers' organizations.

With an open question, the web survey asked participants for their main advice on how to improve the organization of the training activity. Note that this is a general question, not specifically targeting the issue of duration and timing. Out of 135 persons answering the survey, 58 persons (43%) provided advice on how to improve the organization of the training they attended. Compared with two similar open questions on the content and the applicability of the training, this question on the organization of a training activity attracted comparatively few comments.

2.3. Was the design of the activities in terms of duration and timing valid? The duration and timing of the trainings are of concern to participants. It is one of the most mentioned aspects for improvement. Moreover, participants invariably suggest an extension of the duration of a training. Yet, only a minority of the participants express organizational concerns. Duration and timing is a concern within the few organizational remarks regarding ITC ILO trainings.

The relatively small number of suggestions can be interpreted as an indication of a high satisfaction rate with the organization of the training activities. Indeed, 42 people even used the open question — while not mandatory to answer — to stress that they had no advice on how to improve the training or to praise the organization of their training.

Is duration and timing an issue for the participants? — A complete list of the remarks and suggestions is presented in annex 4.3. Many remarks consider training-specific issues and are of secondary importance to this evaluation. Therefore, the open answers were recoded into a limited number of thematic categories, each bundling one type of suggestion on how to improve the organization of the training activities. This allowed this evaluation to assess whether participants see duration and timing — compared to other aspects — as a major issue for improvement.

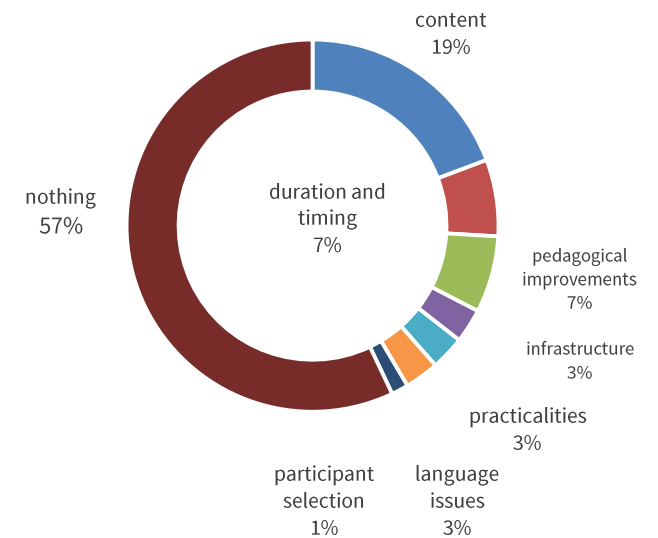
Figure 2.3 reveals that the duration and timing of the training is a substantial concern for the participants. While most respondents (26 individuals) suggest changes in the content of the training activities, nine raise issues regarding duration and timing. Issues on ‘duration and timing’ rank second in the list of thematic categories. Tellingly, these nine respondents followed six different training activities. Moreover, their message is identical: all nine of these respondents suggest that their training activity would have been improved, had it been longer.

However, while concerns about duration and timing are raised by a significant number of the web survey participants, these nine individuals still represent a minority. When the participants who left the open question empty are included, only 7 percent of the survey respondents point to duration and timing issues as their main advice for improving the training.

“I wish we had had more time for the activities. Some were handled real quick, others needed more explanation. It all went too fast to internalize it.”

participant of women empowerment through business member organizations
(interview by telephone)

Figure 2.3. Suggestions what to improve in the organization of the training



Only a minor issue — During the in-depth interviews with participants, the topic of duration and timing turned out to be a real issue with regard to local CRM trainings. Interviewees from three African countries remarked that the two-day period was not sufficient to train their staff on the use of the CRM, citing unfamiliarity with IT solutions and scepticism as hindering the progress of the training. These employers' organizations all ventured into an additional internal trajectory to train their staff.

During the interviews, two participants of the master training on the effective business member organization and the training on women empowerment through business member organizations also suggested a prolongation of the activities, in order to have more time for practical and interactive sessions.

All in all, the evaluation results in few hard indications that prolonging the duration and timing of training activities would improve the training activities considerably. One clear issue to be solved is the duration of the local CRM training activities for staff members, but these are rather atypical in terms of the activities of the Programme for Employers' Activities.

Case study: Kenya Employers' Federation

“An employers' organisation needs a CRM”, says CRM coordinator Arbogasti Odero of the Kenya Employers' Federation. “We were convinced about that. Our management had a clear understanding how it would improve our operations. We welcomed the initiative of the ILO.”

The local installation and training workshop acquainted the staff of the Kenya Employers' Federation with the CRM: it created awareness on what such a system could do for the organization. The workshop concentrated on outlining the basic use of the CRM. “It did not succeed in fully training our employees”, says Arbogasti Odero. “The time available was just too short to reach that goal.” Since installing the CRM, the Kenya Employers' Federation organized several additional in house training activities, with the CRM coordinator in charge of the training. “At the master user course I learned a lot on the technical side of the CRM, but I also picked up some pedagogical skills. This helps me to train our employees.”

Currently, 16 employees of the Kenya Employers' Federation are using the CRM (out of 53 employees). Mostly to maintain the membership database and to keep track of activities and services. The CRM is used primarily as an internal database, for instance to check on claims from companies that demand a service whether they are indeed members. Without the CRM, examine such a claim involved a manual procedure. Other companies enquire upon billing which services the Kenya Employers' Federation had provided to them. Answering this question used to involve several tedious queries, while the information is now readily available.

3. Effectiveness

3.1. To what extent have the training objectives been achieved in relation to the training activities selected for the evaluation?

Each training activity provides objectives and describes how they are to be achieved in the training — The objectives of most training activities of the Programme for Employers' Activities are outlined in the activity flyer for each programme. Some examples of such objectives are:

- “assess and improve lobbying and advocacy strategies and techniques” (Master Training on the Effective Business Member Organization)
- “be trained in adult learning methodologies necessary to perform as trainers in their own local contexts” (Women Empowerment Through Business Member Organizations)

Each activity flyer cites up to five different objectives. The scope of the objectives is delineated: it is clear which knowledge and skills a training activity aims to provide.

A comparison of these objectives with the agenda and content of the training programmes (not every training activity agenda was available for the evaluation), shows that the objectives materialise in the content and approach of the different sessions of a training activity. Illustratively, an example is presented in table 3.1, taken from the activity flyer of *Employers Young Professionals' Academy*. Each of the different objectives can be linked to one or more sessions of the training activity. The sessions detail and develop the objectives into learning issues. The flyer makes it very clear what to expect from the training.

The comparison between objectives and sessions limits itself to assigning the objectives of a training activity to the description of each session. A more detailed analysis would trace and

3.1. To what extent have the training objectives been achieved in relation to the training activities selected for the evaluation? A vast majority of the participants claim that their training provided them with knowledge of new ideas, theories or strategies to strengthen their employers' organization. The training activities successfully combine the provision of new knowledge with the delivery of tools and practical skills.

evaluate in detail how each objective was taught and whether each objective had been reached. However, this would be a time-consuming exercise with limited additional value.

Eighty percent of the participants acquired new ideas, theories or strategies — A more significant estimation of achieving training objectives is whether the training activity participants confirm that they acquired new knowledge and skills during that training. The survey of participants divided this issue in four different aspects, asking participants whether the training improved their:

- knowledge of new ideas, theories or strategies to strengthen your employers' organization
- use of tools, useful for strengthening your employers' organization
- practical skills, useful for strengthening your employers' organization
- professional network

Figure 3.1 shows that the training activities of the Programme for Employers' Activities succeed in delivering new knowledge to the trainees, with which they can strengthen their employers' organization. Well over 80 percent of the participants claim that their training gave them 'much' or even 'extremely much' new knowledge of new ideas, theories or strategies (85,2%). Note that the questionnaire opted for the term 'extremely' as its highest value, given the widespread practice of training activity participants to give high appraisals. The label 'extremely' attempted to raise the threshold for a training activity. Even so, over 40 percent of participants in the training activities of the Programme for Employers' Activities picked this category.

“It inspired me and gave me ideas” — Participants who were personally interviewed confirmed that they had gained many new insights during the training. They pointed out that

Table 3.1. Objectives and sessions of the Employers Young Professionals' Academy

Objective	Outcome
To enhance skills and knowledge of high-potential professionals and hence to contribute to EOs' organizational development in Europe	Training Programme 1: Being the Voice of Business The expected outcomes of this workshop are for participants to: <ul style="list-style-type: none"> • Develop an understanding of the structures and challenges facing EOs in the EU/world and of the changing expectations from companies; • Learn about the internal functioning of EOs and their relations with members; • Gain a systematic insight into the advocacy and lobbying processes to influence policy development at EU and national levels; • Practise verbal and written communication skills for effective lobbying
...	...
to promote an understanding of the European dimension of industrial relations and of the business environment among future EOs leaders	Training Programme 2: Advocating for growth The expected outcomes of this workshop are for participants to: <ul style="list-style-type: none"> • Develop a profound understanding of the current debates in Europe on fiscal balance, competitiveness, growth and labour market reforms; • Be confronted with cases of national reforms in order to learn how different responses can be devised in practice; • Master basic economic concepts to be used in debates on fiscal balance, competitiveness, growth and labour market reforms in order to be able to use them and apply them better when analyzing and developing business proposals/comments; • Be introduced to a number of International research tools and databases.

this new knowledge influenced their way of thinking about their profession and how to act during their work. All interviewees felt that their training covered what was promised and said that all major topics were covered. They not only highlighted their appreciation of the contributions of the trainer and guest speakers, but particularly emphasized how much they had learned from other trainees. Some examples of change that participants noticed through the training activity:

Better communication with members and other parties

- *“We minimize the distance to our members. Currently we are planning to facilitate our members with a new website. They will be able to log in on the website and see their personal information. The content of the website will be members only. Employers can look up the information they need on the website, so they no longer have to call us. There will also be an online forum, a chat function and a FAQ section.”* (Participant of the Master training on the effective business member organization).
- *“It was my first international training, I learned a lot. For example, how to use social networks and mobile technologies to inform our members.”* (Participant of the Master training on the effective business member organization)
- *“Last Saturday one of our prime ministers died. Our head of PR had written a piece about him and sent it to the board. Our team leader has given him permission to send it to the press. On Sunday it was already published. We were fast in our communication and faster than other organizations. That is important if you want to be noticed. Time is of the essence. We used to act more slowly; we would not have reacted until Monday.”* (Participant of the Master training on the effective business member organization)

Offering new and/or improved services or training activities

- *“I learned more and new methods and approaches for training, and how to structure them. We also got some compass cards, which you can use for training away from the classroom. I include the things I learnt in my training activities here in Uganda. Examples of techniques*

I apply in my training activities are the fish bowl, the critical witness. Also as a consequence of the things I learned during the training, we started to describe the objectives of our training activities, so members know what to expect from training. In our description we try to use the right language, using the right verbs. Clients now know better what to expect and are more satisfied. Nowadays, we even have a queue for our training activities. That's because the training is very useful, clients are happy and they keep coming back. (participant of women empowerment through business member organizations')

- *We build partnership with other institutions. We work together to offer more services and trainings to our clients (Participant of the Master training on the effective business member organization)*
- *“The services on accountancy we used to deliver were very limited. Thanks to the training we have come to understand which services we can deliver. As a result, we are now organizing training programmes on deliverance, procedures and formulation of employment contracts; Employment determination procedures and Understanding labour law. Moreover, we are still developing more training programmes, in different disciplines, not only in HR, but also about information technology.” (Participant of the Master training on the effective business member organization)*

Enhancing recruitment and retention of members

- *“We changed some of our practices. For example, we started reviewing our services, and started thinking about branding and marketing our employers' organization. As a result, we are expanding. (...) We are planning to learn much more about branding our employers' organization. That will become one of the key areas. For example, how do you expand your organization through media.” (Participant of the Master training on the effective business member organization)*
- *“I got a better understanding of membership recruitment. Now I can recruit members more effectively and our number of members is going up. We are growing.” (Participant of Master training on the effective business member organization')*

Restructuring the organization and developing strategic plans

- *“As an organization, we are now developing a trajectory of change, thanks to the efforts of our new manager. I will apply the things I learned during the training, in order to renew the organization”* (Participant of the Employers young academy)
- *“We developed a new structure that will be implemented next month. The new structure will be more efficient and is designed to have a more proactive response to our members.”* (Participant of Master training on the effective business member organization’)

Increasing lobby and policy influence

- *“We have used the things I learned. For example, to share our views with the parliament”* (Participant of EOS and social protection floor)
- *“We definitely have more policy influence than before. For example, we react differently when we are consulted during the preparation of legislation changes. Now we are able to respond kindly, in time, to give our proposals, and indicate which changes should be made from our viewpoint.”* (Participant of Master training on the effective business member organization’)

The training activities also provide the participants with tools and practical skills – The answers to the questions regarding the ‘use of tools’ and ‘practical skills’ are similar to the more passive ‘knowledge of new ideas, theories or strategies’. Eighty percent or more of the participants claim that their training improved much or extremely much their use of tools (82%) or practical skills (80%). The training activities of the Programme for Employers’ Activities thus also provide practical value for the participants.

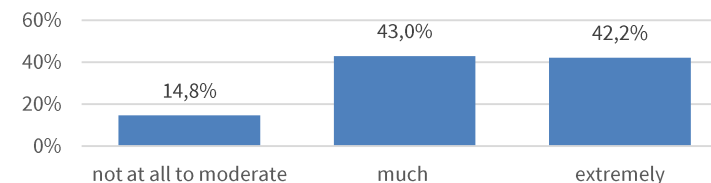
The strong scores of ‘use of tools’ and ‘practical skills’ may be influenced somewhat by the presence of the local CRM workshops, focusing on the operation and implementation of a CRM in an employers’ organization. Yet, such workshops form only a minority of the survey

(9% of the participants) and thus cannot decisively influence the results. The opinion that the training activities provide their participants with ‘use of tools’ and ‘practical skills’ is shared among all or most of the training activities of the Programme for Employers’ Activities.

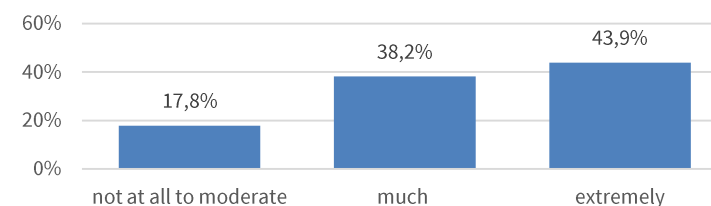
The in-depth interviews by phone confirmed these web survey findings. Participants particularly emphasized how much they had learned during the practical exercises and how much it had helped them to enhance their own performance and the performance of their organization. As the training activities under evaluation cover different topics, skills and tools, interviewees all refer to different skills, techniques and tools they have learned. Some telling examples are:

- *“I learned some skills for advocacy. We learned some practical aspects during the role playing and we learned the importance of preparation: research, planning, confidence”* (Participant of the Master training on the effective business member organization)
- *“I have come to understand how to effectively deliver services to members; and to advocate and lobby on their behalf. And how to improve the financial situation of the members of the employer organization.”* (Participant of the Master training on the effective business member organization)
- *“I learned many things, like how to deliver better services, how to formulate short and long term goals, how to expand your business organization. I also learned practical skills for the CRM. We were one of the first countries to use the ILO CRM. Now we are expanding it. For example, nowadays we register which services a member has used and how much they have paid.”* (Participant of the master training on the effective business member organization)
- *“Most importantly, I improved my lobbying skills”* (Participant of the Employers young professional academy)

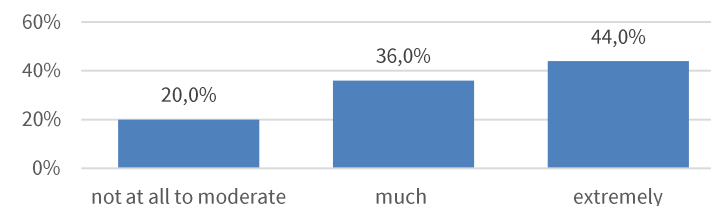
Figure 3.1. The training improved your ... **knowledge of new ideas, theories or strategies** to strengthen your employers' organization (N=128)



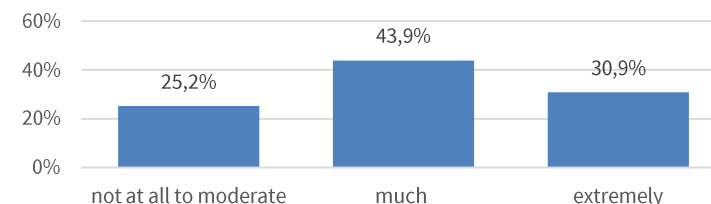
the training improved your ... **use of tools**, useful for strengthening your employers' organization (N=123)



the training improved your ... **practical skills**, useful for strengthening your employers' organization (N=125)



the training improved your ... **professional network** (N=123)



- *“I learned new methods and approaches for training, and how to structure them. The technique we learned to analyse and understand the needs of your client is powerful. I did not think about such issues during the preparation of a training activity. For me, this was new.”* (Participant of Women empowerment through business member organizations)
- *“I learned how to apply the model in a different context, I learned about good practices in other countries and improved my decision-making skills.”* (Participant of the EOS and social protection floor)

3.2. Which training activities were more effective and why?

The end of activity evaluations do not distinguish sufficiently between the training activities for employers' organizations — ‘Which training activities were more effective and why’ is a question that can be answered only partially. The end of activity evaluations do not provide information, as almost all the trainings of the Programme for Employers' Activities score substantially above the (already high) baseline results. Hardly any differences exist between the training activities. One or two participants scoring slightly differently is enough to explain the divergent scores of two training activities. It would be bordering on false precision to use such minor differences to distinguish between the training activities of the Programme for Employers' Activities.

The small sample size impedes comparisons between training activities — The online survey does not permit any distinguishing between training activities. Although the survey consists of answers from thirteen different training activities, most of these were delivered to a small group of participants. Notwithstanding the acceptable response rate of 46 percent, the survey had many training activities providing ten or fewer answers. Even bundling training activities into homogeneous categories does not help, as only 12 participants from different CRM training activities and only 14 participants of academies (organized by other ITC ILO departments) answered the survey. These quantities are too small to permit a separate analysis.

Trainees value the practical exercises in particular — Both during the telephone interviews and in the answers to the open questions, participants expressed high levels of overall satisfaction with the training activities, but were particularly enthusiastic about their

3.2. Which training activities were more effective and why? Both the end of activity evaluations and the web survey do not allow to compare the effectivity of different training activities. The in depth interviews suggest that the trainings tend to be more effective when they pursue specific goals and include practical exercises, adapted to the specific context in which the trainees operate.

“The training is good. Very good. But I would like to suggest to make it more practical. Participants should be able to come back home and easily implement their new knowledge. The ITC ILO could include simulations of situations that allow participants to practice how to approach potential members, how to handle members who are unhappy with the services, how to manage the data of the members, ... It was too theoretical. When a training becomes too academic, it loses relevance.”

Participant of the Master training on the effective business member organization
(interview by telephone)

practical aspects. Participants stated that they learned the most during the practical exercises. Respondents also suggested, however, that these sessions could be even more effective if the exercises and examples were more applicable to the context in which the trainees operate (see also chapter 5).

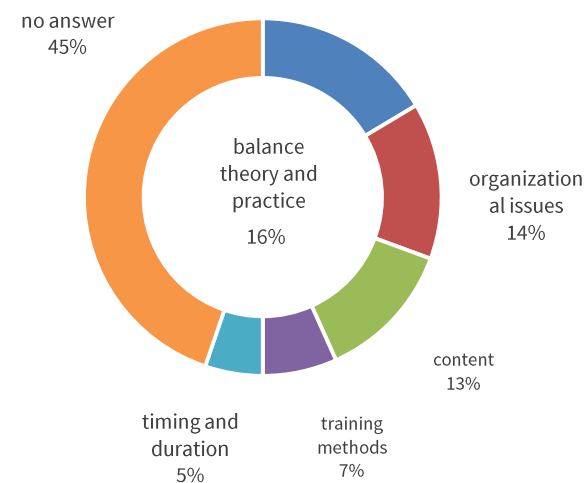
3.3. Which gaps remain and how could these be addressed through follow-up activities?

Half of the participants provided advice on how to improve the training — With an open question, the web survey asked participants for advice on how to improve the content of the training they attended. Out of 135 persons answering the survey, 74 persons (55%) expressed their “main advice” (figure 3.3). This implies that almost half of the participants could not formulate any advice on how to improve the training they attended (or at least preferred not to express their opinion). Several even took the trouble to compliment the quality of the training — for analytical purposes, these remarks were recoded as ‘no answer’. Given these unsolicited positive statements, it can be assumed that many non-answering participants indeed cannot think of any tangible improvement to the training they attended.

Respondents prefer more focus on practice — Given the fact that the survey was sent to participants in different training activities and that for most activities, only a few participants answered this question, an analysis of the comments per training activity would be superfluous. But summarizing all 74 answers, one remark stands out clearly: 22 persons

3.3. Which gaps remain and how could these be addressed through follow-up activities? The participants of the training activities plea for more focus on practical issues: examples, approaches, case studies, ...

Figure 3.3. How to improve the content of the training (N=135)



commented on the balance between theory and practice and all 22 of these remarks make a plea for more attention to be paid to practical experiences (see box). Moreover, the remark was expressed in each training activity, bar one that had only one respondent answering the survey.

Additionally and maybe on a similar note, eight respondents said that they would find a more participative approach to the sessions helpful, with for instance more role-playing and interactivity. Nobody wanted to reduce the importance of participative approaches during the sessions.

A considerable number of other remarks was collected, most advising on the content of the training or detailing some organizational issues to improve (apart from language difficulties, many are minor issues). These answers lack consistency and bundle a number of diverse advices. Annex 4.1 bundles all answers.

Advice from survey participants on the balance of theory and practice in the trainings

Excellent classroom training but needs field exposure • In my opinion less simulation games for the next course and more practical experience from external experts • add practice issues • The content should cover some of the important activities in practice which were covered during the online period from November to February such as Communication and strategic planning • Incorporate more case studies in the training • it should more focus on the practical approach and practical utilisation of the CRM as a useful tool • More class rooms practical activities • Put more practical work related to organisational by conducting a pre need assessment session before launching the program • The content is good but need to do some practical work during training • The content is largely relevant, the training is well researched to provide participants with all the necessary skills needed. The only thing I would like to see happening is having guest facilitators from some of these continents whose employers bodies are still struggling, they would provide a more practical overview • Use more hands-on case studies • visitas al campo, para una mejor comprensión de la teoría • Should be more practical cases • By providing more countries evidences / cases which can enrich our discussion domestically for comparison database • Content was really good. More case studies will certainly add value • It's possible to add more actual cases, and data base which have done successfully in under developing and developing, developed countries • should cover the actual problems in developing countries • use more case studies • make it simpler and more detailed with practically training • Practice more, for example, when we were in Turin, it would be possible to organize visits to the enterprises that have already implemented standards OSH • if possible enhance contents which participant can later use • Allow more practice of the content during the training

3.4. To what extent have the activities contributed to strengthen the institutional capacity of employers' organizations?

Dispersing the content of a training activity — This section inquires whether the content of a training stretches beyond the individual participant. A training obviously focuses on improving the skills and knowledge of each individual participant (as section 3.1 illustrated). As such, it enforces by definition his or her employing organization. But a training activity might contain approaches or insights of broader value and use for an employers' organization, having the potential to strengthen other persons, departments and initiatives of the organization.

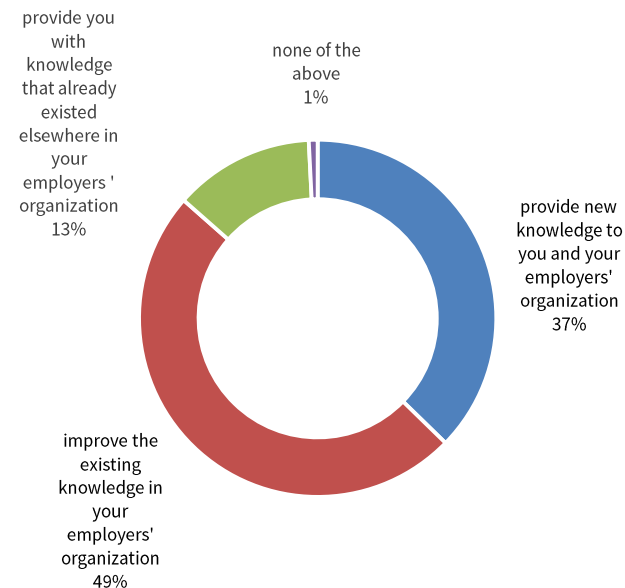
Other employees and departments of the employers' organization would benefit from the information of the training activities — Determining how the content of the training relates to the existing knowledge base of the organization is a first question that needs to be answered. The survey asked participants whether the content of their training was new (or improved) only for them or whether it contained information that was new or improving the knowledge base of their employers' organization.

37 percent claimed that the training brought new information to their organization (figure 3.4.1). An additional 49 percent said that the content of the training was not new for the organization, yet that it improved upon the available knowledge of the organization. The training thus contained information, skills or tools of value to other departments of the employers' organization.

Only 13 percent of the respondents stated that the training did not contain any new content for their employers' organization. In these cases, 'personal' learning took place in its most

3.4. To what extent have the activities contributed to strengthen the institutional capacity of employers' organizations? The trainings provide content that is new for the participant, but often also improve the knowledge base of the employers' organization. Facilitating this internal knowledge transfer could be a bonus outcome.

Figure 3.4.1. Did the training activity mostly... (N=126)



pure meaning: a respondent learned new information, while similar knowledge on a similar level was readily available elsewhere in the organization.

86 percent of participants claiming that the training contained new information of value for their employers' organization, is a remarkable result. As such, most training activities from the Programme for Employers' Activities do not only strengthen the skills of an individual participant, but provide information that is not elsewhere available in his/her employers' organization. Apart from situations where the participant is the only person within the organization concerned with the theme of the training, the content of the training would be valuable to other members and departments of the employers' organization.

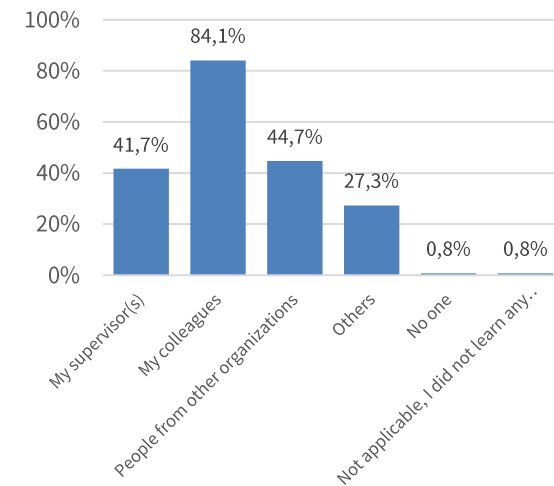
Sharing information with other persons of the employers' organization — A related question is whether participants have the possibility to disperse the training insights within their employers' organization. This question delivers mixed answers. When asked with whom they have shared the results and insights of their training (figure 3.4.2), over 80 percent state that they discussed the training results with co-workers. Remarkable is however the much lower percentage of trainees (42%) who shared the content with their superior(s). Actually, slightly more people discuss the training with people working for other organizations than with their superior.

While the survey posed identical questions for knowledge, use of tools and practical skills, the results for the use of tools and practical skills are very similar to the ones for knowledge of new ideas, theories or strategies. These results are not reproduced. An explanation for these similar results could be the approach of the trainings by the Programme for Employers' Activities, mixing knowledge, use of tools and practical skills.

"I shared the things I learned with my colleagues. After an international training we always give a presentation for the other staff members about what we have learned. They picked up this knowledge."

Participant of the Master training on the effective business member organization
(interview by telephone)

Figure 3.4.2. With whom have you shared the knowledge of new ideas, theories or strategies you learned during the training or learning activity? (N=132)



How to disseminate the training insights — The training activities of the Programme for Employers' Activities contain information that is often new for employers' organizations or that improves upon the existing knowledge base in the organization. Additional organizational impact could be reached if the content of a training activity trickled through to other parts of an employers' organization. Given that most training activities of the Programme for Employers' Activities are high-end intense activities, disseminating such information within the employers' organization would be an enviable bonus effect.

This is particularly the case as it may well be that the trainees are, within their employers' organization, in a suitable position to assure dissemination to other departments. It might therefore be worthwhile experimenting with approaches that facilitate dissemination of information within employers' organizations, for example, by allowing several representatives of an organization to participate in the training.

3.5. How and to what extent did the training contribute to the ILO Programme and Budget targets?

The Programme and Budget for 2014–15 is a crucial planning instrument for the ITC ILO, outlining the strategic framework of the organization and the outcomes of that framework, as well as strategies and actions to achieve in the next two years.

The analysis in this paragraph limits itself to the twelve training activities directly organised by the Programme for Employers' Activities, as these are the direct results of the decisions and strategy of the Programme for Employers' Activities. It excludes the three academies

“We started using the CRM to keep track on which issues we helped each client. That information goes to our managers, the training managers and researchers.”

Participant of the Master training on the effective business member organization
(interview by telephone)

“We are implementing what we have learned. Gradually. Bringing in a new idea slowly, but eventually that leads to changes. I changed how to recruit members. My colleagues all noticed what I was doing, they saw that this new approach of interacting with members is effective. They noticed the value of it and they follow my example.”

Participant of the Master training on the effective business member organization
(interview by telephone)

3.5. How and to what extent did the training contribute to the ILO Programme and Budget targets? All training activities that form part of this evaluation can be clearly situated within one or more of the outcomes of the Programme and budget. Each activity helps to reach the intended results and adds to the indicators specified.

International Labour Organization (2014) *Programme and budget for the biennium 2014–15*, Geneva, ISBN 978-92-128163-4

which are organised by other departments of the ITC ILO and where an employers' representative participates alongside other participants.

As these twelve training activities are a selection from the 2015 activities of the Programme for Employers' Activities, the analysis cannot determine whether other training activities fit into the strategy, outcomes and indicators of the Programme and Budget 2014-2015, nor whether the total package of training activities is a balanced approach to the strategy of the Programme and Budget 2014-2015.

Outcome 9: Employers have strong, independent and representative organizations –

The activities of the Programme for Employers' Activities are central for outcome 9 of the *Programme and Budget 2014-2015*. Outcome 9 aims for “employers having strong, independent and representative organizations, with a strategy to deliver value through targeted activities and services that their member enterprises cannot provide on their own.” (p. 40) (...) “In 2014–15, the strategy will focus on strengthening the capacity of business and employer organizations to: operate as representative and responsive organizations that apply modern governance practices and provide relevant and useful services to their members“ (p. 41) (...) “Capacity development will continue to be an essential element of the strategy. In collaboration with the Programme for Employers' Activities at the Turin Centre, generic training material and curricula will be customized to individual organizational needs. The ILO will also provide advisory services and technical support, including facilitating exchanges of experience, knowledge and know-how between organizations to build capacity and expertise.” (p. 41).

The *Programme and Budget 2014-2015* details three indicators to measure progress on the strategy towards outcome 9:

Case study: Zambia Employers' Federation

“Our CRM intensifies the contacts with our member organizations and allows a much better follow up of these contacts”, says Mr Harrington Chibanda, executive director of the Zambia Federation Of Employers. “Another crucial feature is the report generating capabilities. For instance, I use the report generating capabilities regularly to analyse the performance of our organization.”

The Zambia Employers' Federation adopted the CRM completely, using all five available modules. The CRM thus became an important part of the work of each of the twelve employees of the organization. “A daily tool”, explains IT Manager Pondani Phiri. “Everybody's working day starts with logging on to our CRM.”

In addition to an internal efficiency boost, the CRM allows the Zambia Employers' Federation to detail to each member every service and intervention it has delivered over the past year. A list of services is attached to the membership invoice, ending overnight the time consuming habit of some members upon receiving their invoice of enquiring ‘what did your employers' organisation do for me to justify this invoice?’ The CRM “drastically improved our financial situation”, claims Mr Pondani Phiri. “We did deliver services to our members, but could not easily prove them in the past, due to the different sources where we stored that information.”

The employers' organization aims to use the CRM for additional activities. “We are preparing to launch a training programme open to the general public. Not only our members. And we will use the database tools of the CRM to keep track of this training programme”, says Mr Harrington Chibanda.

The Zambia Employers' Federation can be described as a forerunner in the region. IT manager Mr Pondani Phiri has delivered additional CRM training sessions in several African countries. In the region, the two-day local installation and training by the ILO is seen as rather short to effectively train employees in the use of the CRM. Mr Pondani Phiri also established a WhatsApp group, that allows African employers' organizations to exchange information and solve difficulties on the CRM.

- 9.1: Number of national employers' organizations that, with ILO support, adopt a strategic plan to increase effectiveness of their management structures and practices
- 9.2: Number of national employers' organizations that, with ILO support, create or significantly strengthen services to respond to the needs of existing and potential members
- 9.3: Number of national employers' organizations that, with ILO support, have enhanced capacity to analyse the business environment and influence policy development at the national, regional and international levels

Training activities designed close to outcome 9 — Most of the twelve training activities of the Programme for Employers' Activities perfectly implement the ideas and strategy of outcome 9:

- the CRM-related activities (A258267, A258271, A150320 and A258274) offer and implement a CRM system, providing a strong stimulus for employers' organizations to increase effectiveness of their management structures and practices (indicator 9.1). Indisputably, the use of a CRM leads also to strengthened services for members (indicator 9.2)
- employers young professionals' academy (A408258, A408259, A408260) and master training effective business member organizations (A977573, A978569) strengthen services for members (indicator 9.2) by offering opportunities to professionalise the staff of employers' organizations.

Other activities adhere to several outcomes — the three other training activities have clear links with outcome 9, but cross reference also to other outcomes:

- training of trainers on essentials of Occupational Safety and Health (A908487), next to relating directly to outcome 9.2, EOSH fits also indirectly into outcome 6: workers and enterprises benefit from improved safety and health conditions at work (especially indicator 6.2)
- employers' organizations and the social protection floor (A908488) has links with several outcomes: 4, 5, 8, 12 and 18
- women empowerment through business member organization (A978538) has links with outcome 5: women and men have improved and more equitable working conditions (especially indicator 6.2) at work (especially indicator 5.1)

4. Efficiency

4.1. Were the intended capacity results of the activities logical and realistic in terms of addressing needs?

See §1.Relevance and outreach of the activities and §2. Validity of the design

4.2. Have the resources invested in the delivery of the activities been used in the most efficient manner? How economically were resources and inputs (funds, expertise, time etc.) converted into results? Did the results justify the cost?

The material available for desk research and the format and content of the other research activities carried out do not allow us to formulate an adequate answer to this question.

4.3. What time and cost efficiency measures could have been introduced without impeding the achievement of results?

The material available for desk research and the format and content of the other research activities carried out do not allow us to formulate an adequate answer to this question.

4.4. Were the roles and responsibilities of Centre officials, including programme management, who were responsible for the implementation of the activities, clearly defined and understood?

The participants who were personally interviewed expressed satisfaction with how the programme officers took charge of the organization of the training, the help provided by the programme secretariat and the training environment provided by the ITC ILO. Several interviewees went as far as to stress that a programme officer “did a fine job” or “was exceptional”.

The survey did not contain explicit questions on the role and responsibilities of the ITC ILO staff. However, it can be noted that, out of the 201 ‘advices to improve’ detailed by the participants, not one mentioned an aspect regarding the role of Centre officials.

5. Impact

5.1 What are the employer constituents' perceived benefits from the activities?

On a personal level: impact for a large majority of participants— When questioned about whether they could apply the content of their training for the benefit of their employers' organization, 70 percent of participants claimed that they already used their newly-acquired knowledge and with favourable results (figure 5.1). These individuals stated that they applied new ideas, theories or strategies in their job and that this produced 'some positive results' or even 'predominantly positive results'. The question explicitly linked the behaviour and results to 'strengthen your employers' organization'. It may be concluded that a large majority of the participants in the training activities of the Programme for Employers' Activities experienced a substantial professional impact.

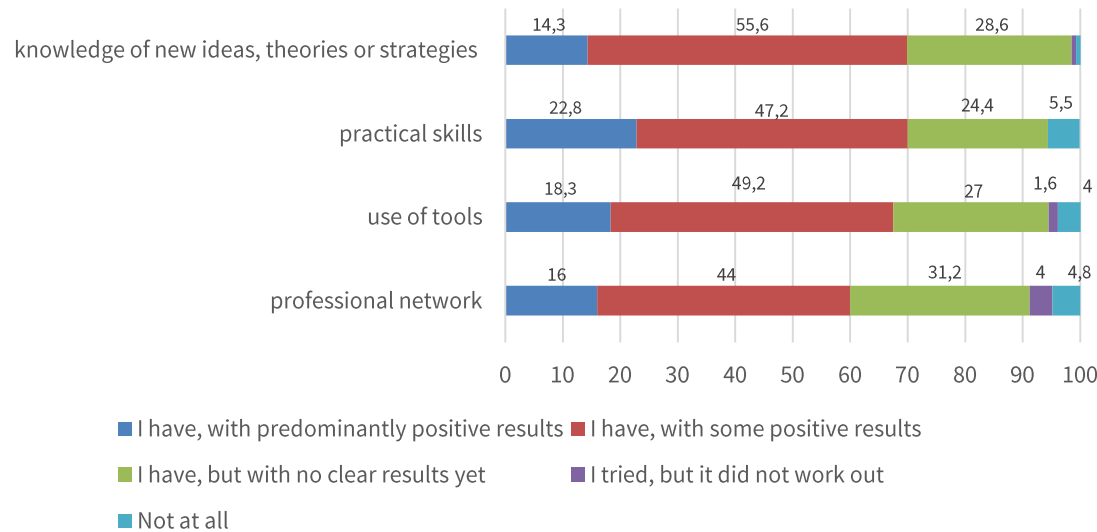
In addition to the seventy percent of participants who indicated positive results, almost all other participants stated that they did (try to) use their newly-acquired knowledge for the benefit of their employers' organization. However, these participants did not indicate any clear results or even failed.

5.1 What are the employer constituents' perceived benefits from the activities? 70 percent of participants claim that they personally used the knowledge they acquired and with positive results. This effectively strengthened their employers' organization.

"My mindset has changed. I now try to transmit that to my staff. To let them think more client centered. To take members not for granted... The importance to give clients appropriate services..."

Participant of the Master training on the effective business member organization
(interview by telephone)

Figure 5.1: use of acquired knowledge to stenghten the employers' organization
 (% , N=127)



“I learned new techniques for trainings and additional presentation skills. Even though I already work as a trainer.”

Participant of the Master training on the effective business member organization
 (interview by telephone)

Participants apply skills and tools from their training — Identical questions in terms of the use of newly-acquired knowledge were asked about the use of tools, practical skills and contacts with other participants. Each question resulted in very similar results, in line with the answers for applying new ideas, theories or strategies. For instance, almost every respondent (120 out of 127; 94%) had tried to apply some practical skills learned during the training activity. In doing so, almost half of the participants (60 out of 127) have experienced ‘some positive results’ and 29 out of 127 respondents experienced ‘predominantly positive results’, resulting in a total of 70 percent of the participants using the newly-acquired skills with success.

“We maintain a WhatsApp group. Strictly for the people that followed the training on the effective business member organization. This allows us to communicate informally and on a frequent basis. It benefits all of us. We help each other out with problems and answer each other’s questions.”

Participant of the Master training on the effective business member organization
 (interview by telephone)

Similar but slightly lower results are noted for the use of tools (67% some or predominantly positive results) and benefitting from the expansion of their professional network (60% some or predominantly positive results). That last result is remarkable, as it is an secondary effect of a training activity. In addition to providing new skills and knowledge, a training activity significantly enables its participants to expand their professional network to individuals in similar positions in other employers' organizations. During the interviews with participants, several stressed the value of these informal contacts following a training activity, consulting each other on a local problem or approach.

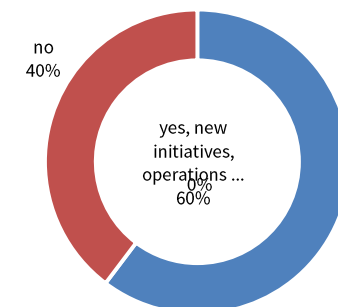
5.2. What evidence exists of constituents benefiting from the activities?

Organizational benefits: employers' organizations initiate new operations as a result of the training activities — 60 percent (N=79) of the participants indicated that, as an outcome of the training activity they attended, their organization started one or more new initiatives or operations (figure 5.2). These individuals could describe and elaborate on these initiatives, as 68 persons answered an open question providing more information on the content of these new initiatives or operations (11 persons ignored the question and failed to describe an initiative in the open question). The descriptions are quite a broad mixture of initiatives and operations, depending, among other things, on the content of the training. Examples are new services, new marketing materials and organizational restructuring. Annex 4.4 presents a list of all initiatives.

Another 16 participants claimed that their employers' organization had plans to start an initiative, but said that it was not yet operational. These intentions are of a somewhat more

5.2. What evidence exists of constituents benefiting from the activities? Sixty percent of the employers' organizations have started or are planning new initiatives as an outcome of the training activity.

Figure 5.2. Has your organization started new initiatives, operations ... as an outcome of the training programme? (N=131)



Examples of initiatives and operations that employers' organizations started after participation in a training activity. See annex 4.4 for more examples

- Targeted membership retention for organizations in rural areas and working towards the sustainability of regional offices
- As for now, I am the "Head Of Plantation Services" of the EFC. Plantation community in our country is about 1 million who live all their lives there. The knowledge gained from the workshop is an integral part of my work. It has changed my perceptions, my outlook and has positively influenced the delivery of services from me and my department
- As a result of the training, we have applied the methodology of having sectoral / trade bodies meetings with potential organizations to attract them into becoming members
- Better media coverage and image, better social media usage
- Intensive membership recruitment campaign and intensified revenue collection
- New marketing materials have been developed such as member information packs, brochures and profiles
- Use of social networks, bulletins and information to members. CSR with shrimp industry after Ecuador earthquake (April 16th)
- We are currently undertaking a membership Mapping Exercise, we are also developing membership recruitment Package and updating our website
- We are developing a new service
- We have restructured the organization to improve service delivery to members and the position of membership services has been strategically elevated to management level, thus reporting directly to the CEO instead of reporting to the Trade & Commerce Director. The programme made us realize that our major undoing was ineffective communication between the secretariat and members. In essence, the training made us realize that we have to get back to basics. We also developed new strategic partnerships for training delivery, to enable us to focus on our advocacy and lobbying activities
- We have more focus on services to our members by randomly visiting them to ask about their needs and problems
- We implemented a new method in conducting our general membership meetings. We consult our members and conduct surveys and share learning sessions aside from the usual meetings. We are also in the process of expanding our consultative services to include other relevant topics in HR aside from the usual advocacy and lobbying
- We produced a policy document on issues affecting Women Owned Businesses called National Women Business Agenda. This will be used as an advocacy document to lobby stakeholders for a better business environment

"We plan to upscale our efforts and expect even more positive consequences. For example, we will organize more training programmes for our members."

Participant of the Master training on the effective business member organization
(interview by telephone)

speculative nature. However, in total, 95 of the 131 (73%) respondents answering the question have started or are planning new initiatives due to the training activities of the Programme for Employers' Activities.

All training activities generate change — Almost all of the different training activities generated new initiatives or operations (see statistical annex 4.4 for examples for each training activity). Given the small number of answers concerning some training activities, the evidence is, however, anecdotal. Some training activities bring about fewer new initiatives than others, as themes and objectives of the training activities vary. For instance, only two participants of the Employers Young Professionals' Academy indicated that their organization had started new initiatives as a result of the training. The Young Professionals' Academy focuses on insights and techniques to enhance the performance of individual participants. The amount and direction of 'impact' depends on the aim of the training activity.

5.3. What actions might be required for achieving long-term impact?

Lack of funds and irrelevant content — In terms of several of the major reasons for not implementing change after a training activity, not a great deal can be done (see table 5.3). By far the most prominent reason for no impact is the precarious financial situation of some employers' organizations. 24 out of 46 respondents pointed to lack of funding as the reason why the training did not result in new initiatives or operations. A second reason is irrelevant

“An eye opener was how to lobby in Europe. And the advice to focus on a limited number of arguments, instead of as many as possible. I started to use that one immediately. For example, I applied this strategy during a project on privacy laws. In consultation with our members, I selected the most strong arguments and I only mentioned these during the debate in Brussels. I could feel that this had more impact than when I gave like hundred arguments at the same time.”

Participant of the Employers young professional academy
(interview by telephone)

5.3. What actions might be required for achieving long-term impact? Participants point to only one aspect that the Programme for Employers' Activities could improve to increase the long-term impact of the trainings in terms of leading to new initiatives: content that is more adapted to their local context.

content of the training, in terms of the initiatives the organization wants to take (6 participants).

Note that table 5.3 summarises the answers from respondents stating that their employers' organization did not start any new initiative or operation as an outcome of the training activity. This is a group of 52 participants (40%, see figure 5.2). Out of those 52 participants, 6 did not answer the question, which is (compared to other questions) a large non-response rate.

“Content not applicable in our context” — Only one other reason in table 5.3 warrants some attention: 6 respondents stated that the content of the training activity was not applicable in the context of their employers' organization. As these six persons represent only 13 percent of the employers' organizations without impact, the importance of this reason is relative, although it is nevertheless a substantial number. Moreover, the issue was also frequently mentioned in the answers to the open questions looking for suggestions to how to improve the training activities (see annex 4). Participants would like to discuss more topics with which their organizations are currently struggling, learn from examples situated in their own region, and hear from good practices that have already successfully been implemented in a comparable context. They also suggest using more examples from the participating countries and giving participants the chance to propose topics.

No other factor influences the long-term impact — All other reasons in table 5.3 are hardly mentioned (noteworthy, as the question allowed for several answers). While elsewhere this report participants claimed that their training could be improved with more focus on practical skills or longer duration, the results of table 5.3 hint that while the training activities might improve, this will not lead to more long-term impact.

Table 5.3. Reasons for not starting new initiatives or operations after a training (N=46). Multiple answers possible

My organization doesn't have sufficient funds to do so	24
Content of the training was not relevant for the initiatives we want to take	6
Content not applicable in our context	6
I did not feel I had sufficient practical skills to do so	3
I did not feel I had sufficient knowledge to do so	2
My organization is not convinced of their usefulness	1
We have plans to start new initiatives, operations ...	16

5.4 How do the programmes contribute to strengthening the capacity of EOs overall to play an effective role in the national development process?

Strengthening mostly service delivery and organizational development — Respondents of the web survey were asked whether what they had learned during the training activity had led to any of the changes listed in table 5.4. Service delivery capacity and organizational development were reported to receive a boost in half or more of the employers' organizations.

Other changes occur less often, including changes that might contribute to the national development process. For example, 22 percent of the employers' organizations note that the results of the training activity helped to strengthen the capacity of their organization in the field of global industrial relations. Such a moderate result should come as no surprise, given that by far not all training activities in the scope of this evaluation aim to have an impact on such aspects.

Impact on the national development process — One can, however, lower the threshold somewhat and reinterpret table 5.4. Four categories can be seen as having a possible direct impact on the national development process:

- an increased representativeness
- policy influence of the organization in national debates
- policy influence of the organization in international debates
- capacity in the field of global industrial relations

Summarizing each employers' organization that answered positively in at least one of these categories, there are 94 employers' organizations (75%) that signal one or more areas of impact on the national development process. A much higher figure, but one offering a

5.4 How do the programmes contribute to strengthening the capacity of EOs overall to play an effective role in the national development process?

The programme mainly brings about improvements in the way employers' organizations serve and represent their members. The impact in the national developmental process of the participating countries remains modest.

"I believe that our policy influence has increased, due to my participation in the training. That training developed my lobbying skills. But it remains difficult to measure the impact of lobbying."

Participant of Employers young professional academy
(interview by telephone)

probably rather theoretical indication of whether the training activities of the Programme for Employers' Activities might strengthen the capacity of employers' organizations in terms of playing an effective role in the national developmental process relates to more knowledge on a subject, access to literature and examples. However, the actual impact of this might be limited. During the telephone interviews with participants, respondents found it hard to give examples of how their initiatives had had an impact on the national developmental process.

Impact of the training activities. Some examples from the web survey:

- New board has been formed with clear representation and responsibilities (Participant of the master training on the effective business member organization)
- Initiative for changing and creating new legislation on the non-formal economy, and a voucher system for legalizing this kind of work (Participant of Transition to formal economy - A global knowledge sharing forum)
- Through the participation of our organization in the governing body of the National Institute of Social Security, we have added to its work plan for the year 2016 activities of training in enterprises in OSH to prevent/reduce occupational hazards and accidents. Our organization is very involved in this activity. (Participant of Training of trainers on EOSH)
- “Set up several conferences with Representative of FDI & Vietnamese Enterprises, Ministry of Labor, General Union, to get their contribution on changes and additions relating to labor law, trade union law, and social insurance law. From 1 June 2016, some changes and additions provisionals In labor law, trade union law, and social insurance law have come into effect.” (Participant of The Effective Employers' Organization)
- “One of our biggest objectives is to advocate, and to influence policy. We use this platform. For example, now we are reviewing labour rules. We ask our members what their view is and send these to our government. And then we tell them ‘these are our views on the minimum wage’. (Participant of The Master Training on the Effective Employers' Organization)
- Participation in the commission of the Central American Strategy for Rural Development (Participant of the Academy on Rural Development: Towards Decent Work in the Rural Economy)

Table 5.4. Has what you learned during the training activity led to any of the following changes in your organization?

	N (yes)	(%)	N
Strengthened the service delivery capacity of your organization to its members	91	72.8%	125
Strengthened the organizational development to improve strategic planning	71	56.8%	125
Strengthened the organizational development to increase representativeness	70	56.0%	125
Strengthened policy influence of your organization in national debates	52	41.6%	125
Strengthened the organizational development to improve governance	40	32.0%	125
Strengthened the capacity of your organization in the field of corporate social responsibility	40	32.0%	125
Strengthened the capacity of your organization in the field of global industrial relations	27	21.6%	125
Strengthened policy influence of your organization in international debates	17	13.6%	125
Strengthened the capacity of your organization in the field of supply chain issues	17	13.6%	125

5.5. How well did the activities under evaluation operationalize the 2012-15 strategic plan of the Centre, the ILO Outcome 9 strategy, 2014-15 ACT/EMP ITCILO and ACTEMP HQ workplans?

See 3.5.

5.6. How well have the activities contributed to the CPO's 801 of DWCPs? (CPOs 801 series are designed to specifically deliver outcomes and activities to develop the institutional capacity of employer organizations and directly contribute to the results reported under Outcome 9)

The material available for desk research and the format and content of the other research activities carried out do not allow us to formulate an adequate answer to this question.

Case study: Montenegrin Employers Federation

“We had discussed already for quite a while the upgrade of our databases”, says Slobodan Milatović of the Montenegrin Employers Federation. “Over the years, our organization had developed a number of different databases and programmes: members, media contacts, potential members. These allowed no joint access or exchange of information.”

The CRM initiative of the ITC ILO was welcomed by the Montenegrin Employers Federation. The implementation was swift. Tanja Ražnatovic and Slobodan Milatović both attended the master course in Turin, which explained the CRM operation in detail. Back home, they allowed themselves three months of practice, after which the local installation and training workshop went smoothly. “That local training held no secrets for us”, says Tanja Ražnatovic.

The actual implementation went without trouble. The Montenegrin Employers Federation opted for a restricted CRM policy: all employees can see and use the data, but only four people received an administrator account that allows them to add or change data. This discharges notably the legal department of the organisation of time-consuming data entry.

The CRM improved the administration of members and would-be members considerably. “We know now who opens a mail that we have sent, who reacted to our invitation, who opened a link”, says Tanja Ražnatovic. “And when outreaching to potential members, the CRM assures a strict follow-up.”

The Montenegrin Employers Federation speaks highly of the CRM system. “Obviously, we do not have experience with another CRM system”, says Slobodan Milatović. “Strictly speaking, I cannot claim that this system is better than any other on the market. But the CRM of the ITC ILO completely fulfils our needs.”

6. Sustainability

6.1 To what extent can the capacity developed through the evaluated activities be maintained/replicated?

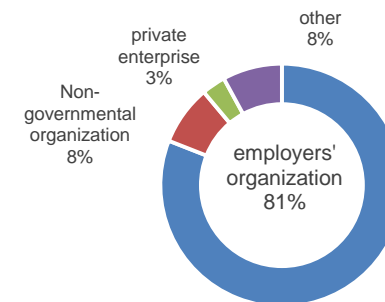
Several trainees subsequently left their employers' organization — Strengthening the institutional capacity of an employers' organization might be hampered by career switches from participants of a training activity. Each participant opting for a job with another employer takes with them much of the acquired information and skills. While this transfer of skills might be advantageous for the new employer; the job switch leaves an employers' organisation — the target group and raison d'être for the training of the Programme for Employers' Activities — empty-handed, reducing the impact of the training.

As employers' organizations most likely designate high-potential employees to attend ITC ILO training activities, the risk of them changing jobs could be substantial and was therefore investigated in the survey of participants. Currently, the vast majority, 81 percent of the participants, works for an employers' organization (figure 6.1). Strictly speaking, this does not necessarily have to be the same organization as one year previous to the training. As long as the participant is employed by an employers' organization, the training of the Programme for Employers' Activities reaches its target group and capacity is maintained.

A considerable annual turnover. The result in figure 6.1 implies a considerable annual turnover. An average respondent participated close to one year ago in a training activity (at some point in 2015). As 81 percent of the participants is currently working for an employers'

6.1 To what extent can the capacity developed through the evaluated activities be maintained/ replicated? A high turnover might be hindering capacity-building within employers' organizations.

Figure 6.1. Current employment by organization, participants in the web survey (N=126)



The study points out that four out of five participants in a training activity (both ACTEMP and non ACTEMP training activities) currently work for an employers' organization. This result might slightly overvalue the real situation. A number of participants received the invitation for the survey solely at their professional email address. If the individual had changed jobs, these invitations might have bounced or might have been handled by another recipient. This could lead to an underestimation of the number of individuals who have changed jobs: those that had left for another job were not able to answer the survey.

This possible selection bias was partly countered by the survey efforts to reach out to all participants. Wherever possible, the invitation to participate was also mailed to private email addresses. Close to half of the possible participants (160 of 330) received the invitation to participate at two or even three email addresses. Individuals who had changed jobs would have read the invitation in their private email.

organization, this implies a yearly turnover of 19 percent. That is a considerable figure that could threaten the long-term capacity-building of the training activities.

6.2 How likely is it that the results of the activities will be maintained or upscaled by the participants?

The initiatives that were implemented are successful and will be maintained — Chapter 5 concluded that a substantial number of training activities relating to the Programme for Employers' Activities resulted in the creation of at least one new initiative on the level of the employers' federation. In the web survey, 79 respondents (60%) claimed that a new initiative had started following their participation in the training activity.

These respondents were confident that their employers' federation would maintain this new initiative. Asked to assess the likelihood that *the most important* of these new initiatives or operation would be maintained, a majority stated that this would be likely (43%) or even very likely (55%) (figure 6.2). Hardly any participants doubted their new initiatives' chances of survival.

“Last week alone, we recruited 80 to 90 new members” —The trust in the viability of the new initiatives was shared by the participants who were interviewed on the telephone. All participants who established as an outcome from their training a new initiative or operation resulting from their training stated that this initiative would be maintained. This can be

6.2 How likely is it that the results of the activities will be maintained or up-scaled by the participants?

As new initiatives have quickly proved their value, virtually all initiatives are expected to be maintained. As they were perceived to be successful, the vast majority of initiatives is expected to be upscaled.

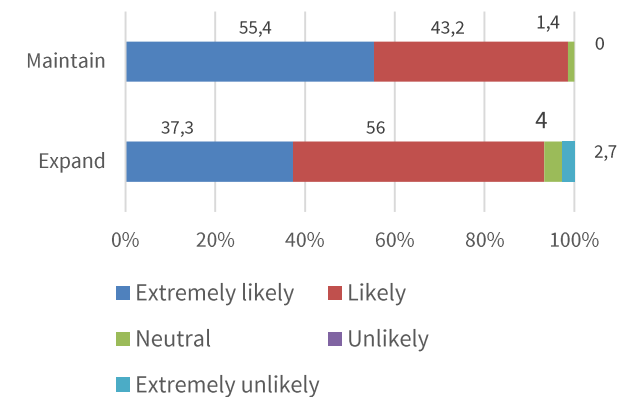
attributed to the fact that they feel that they have proven their success. Some examples on an organizational or a personal level are:

- *“Thanks to our improved understanding and skills on how to recruit members, our membership rate increases. Last week alone, we recruited 80 to 90 new members.”*, Master training on the effective business member organization
- *“I have improved my lobbying skills. That is something I use daily”*, Employers young professional academy
- *“We have been trying to recruit new clients, and now we even have a queue for our trainings. That’s because the training is very useful, clients are happy and they keep coming back.”*, Women empowerment through business member organizations

The initiatives are likely to be expanded — Consistent with the positive outcome regarding the chance of the new initiatives being maintained, almost all respondents whose employers’ organization had begun one or more new initiatives stated that “the most important one” is likely (56%) or extremely likely (37%) to be expanded (see figure 6.2). This could be expected as the result is consistent with the positive messages from chapter 5.2, showing that the new initiatives yield positive results, and chapter 6.1, showing virtually all initiatives to be maintained by the employers’ organizations.

Respondents of the telephone survey emphasized the fact that their organization planned to expand the new services, activities and training activities they are offering. Once again, they are motivated to do so as the initiatives have already proven to be successful in attracting more members, retaining members, collecting revenue, attracting media attention or influencing policy.

Figure 6.2: Likelihood of maintaining and expanding the new initiatives (N=74)



Why CRM FOR EO?

In the policy to attract and retain members, a professional membership database can make a world of difference and lead to:

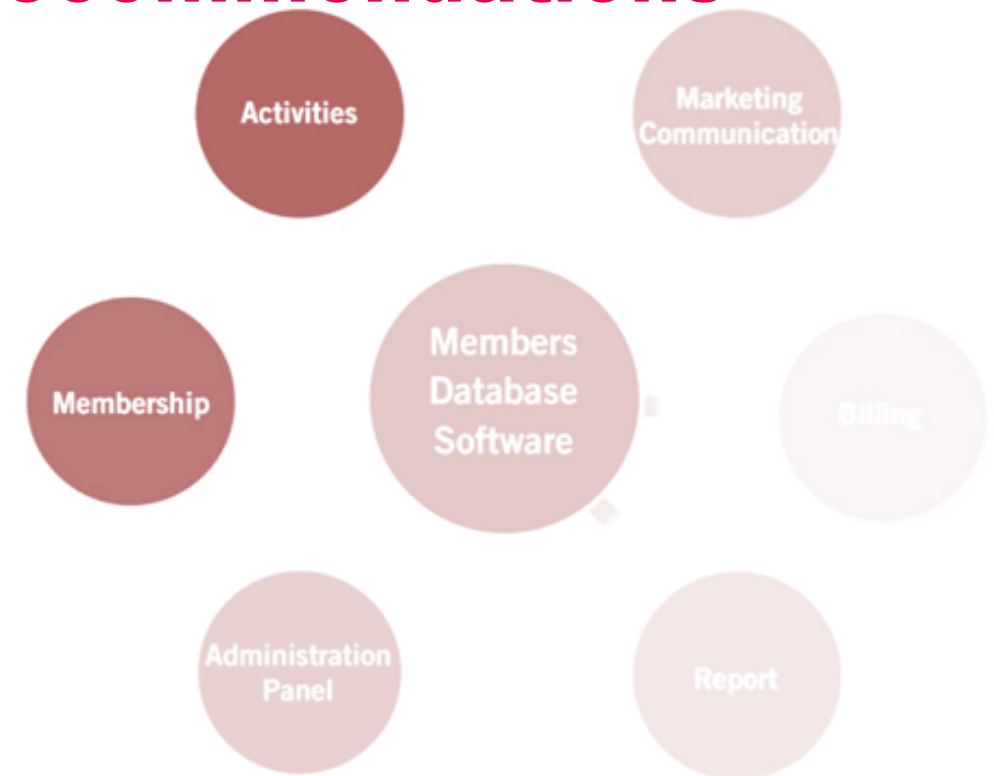
- ✓ more efficient membership management
- ✓ improvement in the delivery of services for members
- ✓ increase in visibility through personalised communication
- ✓ segment marketing campaigns
- ✓ less labour intensive work
- ✓ forecast which will be your members' needs
- ✓ better share of information amongst colleagues
- ✓ automatization of billing procedures
- ✓ **increase of membership through maximization of members retention and recruitment of new members!**

III. Conclusions and recommendations

Which functionalities?

CRM for EO provides for 5 integrated modules:

- **Membership module:** all data related to the member companies, potential members and their features can be stored.
- **Activities module:** all services (including services for individual companies or group activities like training) rendered to members and communication with them can be managed and stored
- **Billing module:** monitoring payment of membership fees, automatizing the billing of membership fees and setting automatic reminders for membership renewals.
- **Marketing / Communication module:** allowing sending out emails to selected groups of companies/contacts and target marketing actions to members and non-members (useful for LOBBY: Survey, Communications; SERVICES: Invitation, Promotion to segmented targets; MEMBERSHIP: recruitment and retention campaigns).
- **Report module:** automatizing the creation of reporting for internal management with relevant information about members features and activities realized by the EO.



1. Conclusions

Relevance and outreach of the activities — The programme officers reach out to employers' organizations when designing and programming a new training activity. They share a focus on assuring that the training activities answer the needs of employers' organizations.

Participants are motivated to participate in the training activities, as they perceive them to offer significant professional advantages. Next to learning extra skills, the ability to network is of prime importance. 78 percent of the participants claim that the content of the training activity met their professional needs. The training activities experiment with a number of innovative practices for stimulating learning.

Validity of the design — The training activities of the Programme for Employers' Activities receive high evaluation scores from their participants, which are consistently higher than the ITC ILO baseline scores. However, the Programme does not systematically assess results and progress of employers' organizations after a training activity.

The duration and timing of the training activities are of concern to a minority of participants. Some participants suggest an extension of the duration of their training.

Effectiveness — A vast majority of the participants (85%) claim that their training provided them with knowledge of new ideas, theories or strategies to strengthen their employers' organization. They make a plea for more focus on practical issues, such as examples, approaches and case studies. The training activities provide content that is new for the participant, but often also improves the knowledge base of the organization.

Efficiency — The roles and responsibilities of Centre officials were clearly defined, understood and appreciated.

Impact — Seventy percent of participants claim that they personally used the knowledge they acquired and experienced positive results while doing so. This effectively strengthened their employers' organization. Sixty percent of the employers' organizations have started new initiatives as an outcome of a training activity. Content that is more adapted to the local context could, however, increase the long-term impact of the training activities. The impact in the national developmental process of the participating countries seems modest.

Sustainability — Virtually all projects initiated as an outcome of a training activity will be maintained. As they are perceived as successful, the vast majority of initiatives is expected to be upscaled. However, a high turnover of trainees might hinder capacity-building within employers' organizations.

2. Recommendations

1. A well-defined target group — A considerable advantage for the Programme for Employers' Activities are the very specific contours of its target group:

1. *the target group is homogeneous*, as the group of employers' organizations (and their needs) is well demarcated
2. *the target group is small* as the number of employers' organizations is limited

This is an enviable situation, as it allows the Programme for Employers' Activities to establish a deep and almost personal relationship with its clients. The knowledge and familiarity with its customers is a major asset for the Programme and probably explains part of the high conversion to impact of its training activities. Illustrative of this relationship are the words of a programme officer relating to an employers' organization: "I spent some time there during another training activity. The organization is not that big, so I know everybody working there. I can even advise the employers' organization on who to send on a training activity." The Programme for Employers' Activities should make as much use as possible of the privileged situation in which it finds itself.

2. Generating impact is difficult — Generating impact should be the ultimate purpose of each training activity: a change in personal or organizational behaviour. It is, however, also difficult to achieve:

- Impact materialises 'after the fact': impact happens in the working environment of the trainee, takes a while to realise and is as such outside the range of influence of the trainer

- Achieving impact depends on the outcome of a number of local circumstances, events and decisions, once again outside the range of influence of the trainer
- Impact has many different viable outcomes and depends on the targets of the training activity. An academy might aim to create awareness and knowledge on a theme, while the CRM programme aims for technical and organizational changes in an employers' organization
- Impact materialises in very different forms, such as personal improvement, organizational changes, new skills or raised awareness
- Impact depends on the goals and motivation of the trainee to attend the training and to act upon the learning

The ITC ILO deserves credit for venturing on this difficult path. As neither the ITC ILO nor any other training institution has a decisive grip on these settings, one should be prudent in measuring, assessing and evaluating the impact of training activities.

3. Involving participants — The Programme for Employers' Activities deserves credit for embedding a number of innovative approaches into its training activities. A good example is the training of trainers approach of different activities, thereby multiplying the local impact of training activities.

These innovative approaches are often directed towards more active involvement of participants. For example, several training activities are conceived as a trajectory. A preliminary distance-learning course is combined with an on-site training activity in the International Training Centre. Other examples require participants to prepare a case or a business plan, study a preliminary reading list or pass a preparatory test.

Such innovative methods all require (more) effort from the participants, both while preparing for and during the training activity. It should be noted that the participants do not

mind this extra effort and evaluate it favourably. In fact, a frequent comment from trainees about the Programme is that it should include even more participative training techniques.

While these are recent developments, the Programme officers share positive experiences concerning these experiments. For instance, a shared preliminary distance-learning trajectory provides the participants with a more homogeneous background. Requiring preliminary efforts also results in a group of more motivated participants, as each has already invested considerable effort in the training. Ensuring impact might begin with motivation.

4. A high turnover might hamper impact — One cause of concern is the relatively high turnover of participants. Over a period of one year, at least 19 percent of participants left the employers' organization they worked for. This could hinder impact and capacity-building considerably. This is particularly the case as the survey shows that the training activities of the Programme for Employers' Activities contain information that is often new not only for a participant but also for the employers' organization, or that improves upon the existing knowledge base in the organization. The departure of the prime source of that information within the employers' organization, inevitably hampers the development of the organization.

5. The CRM collaboration as an exemplary impact-generating training — The development and approach of the CRM system and training package is a good example of the intense and fruitful collaboration between the Programme for Employers' Activities and its target group. The CRM software was developed after a needs analysis with employers' organizations. Each participating employers' organization embarks on a training trajectory

spanning several months and contact time and consisting of a master user training, a local installation and training and an implementation phase with helpdesk facilities.

Delivering and implementing a technical tool spans a long period of time, is combined with intense training efforts and allows frequent contacts between an employers' organization and the Programme for Employers' Activities. The obvious appreciation throughout the case studies in this report convincingly demonstrates the value of this approach. Here, 'impact' is almost self-evident.

Case study: Business Botswana

When the ITC ILO contacted Business Botswana to present the CRM programme, the employers' organization was immediately interested. "The advantages were obvious", says CRM coordinator Keolepile Phingie Motshusi. "Most of our data were not readily available for the majority of your employees. Being an employers' organization, you just know that that is suboptimal."

Business Botswana is currently using the membership database, the activities module, and the billing module, but occasionally also the marketing and reporting facilities. The impact on the internal organization is considerable. For departments such as accounting, membership and marketing, the CRM has become a crucial tool in their job. Other collaborators are using the CRM system incidentally, for example to access data while on mission. "That is a huge difference from the old situation, when our database was basically a local Excel-sheet."

Has something changed for the members? "A total yes", says Keolepile Phingie Motshusi. "While our members may not know that we implemented a CRM system, they see the difference in the services we provide. They notice that something has changed within Business Botswana."

One important advantage of the readily available membership data is closing the loophole under which non- or slow-to-pay members continued to demand services from Business Botswana. Now, every employee of the organization can easily check the payment status of a member. As services are provided to paying members only, the amount of paying members has increased significantly.

3. Lessons learned and good practices

1. Establishing intense contact with a well-delimited target group: interviewing a small number of participants to measure impact and evaluate training activities — The ITC ILO stresses the importance of impact analysis. Getting more acquainted with the impact and results of training activities does not necessarily imply a quantitative approach. Instead of relying on a quantitative survey, which by its standardized nature cannot grasp the details and characteristics of each target group and training activity, the ITC ILO could opt for a qualitative approach and focus on deepening its learning relating to which aspects of a training activity were of particular use and what could be improved.

This type of information could be collected with a limited number of interviews. These interviews could be used, after for example six months of implementation, to question the participants on whether the training has resulted in any impact, ask them to describe the impact in detail and how the training helped with that, ask about obstacles to impact, enable them to elaborate on any deficiencies of the training or modules that need improvement. As such, these qualitative interviews would provide both a detailed insight into the impact of the training activities and be able to suggestions on how to improve a training activity.

The programme officers are well placed to carry out such interviews. Not only do they have an intimate knowledge of the training programmes and are in charge of updating them, but they also have an almost personal connection with each participant. It is hard to imagine a participant refusing a demand for an interview by the programme officer who managed a training activity for them. Moreover, the interview provides a valuable new or additional personal contact between the ITC ILO and its constituents.

Such an occasional round of interviewing imposes an extra task on the programme officers, who in the case of the Programme for Employers' Activities already face a large workload. Obviously, this extra workload has to be taken into account. One way to reduce it would be to limit the amount of interviews for each training activity. As this is qualitative data collection, there is no need to interview all participants. The interviews can be limited to, for example, five participants per training activity. As these interviews do not aim for any representativeness but are looking for qualitative and in-depth information, one is at liberty to select the (few) participants to be interviewed: employers' organizations that are not well-known to the ITC ILO, employers' organizations with whom one has a well-established relationship, employers' organizations that could be seen as role models, or a random selection. Whatever the criteria applied, the resulting qualitative information and understanding will always be of value in terms of evaluating a specific training activity and its impact.

The focus on qualitative data collection could be complemented with, for example, a biannual quantitative survey initiated by the evaluation department, aimed at measuring the impact of the ITC ILO training activities by use of a more standardised quantitative approach.

2. Establishing intense contact with a well-delimited target group: organizing post activity follow up — Throughout this evaluation, participants stressed the importance of (informal) contacts between participants, both during and after a training activity. Participants claim it to be very valuable to meet people from other countries who share a similar professional position. The networking aspect is that important for participants that it turns out one of the main advantages of joining a training activity.

Consequently, respondents express their desire to keep in touch with their co-trainees, to find out about their accomplishments, share information, discuss common problems and help each other. During the interviews, participants occasionally referred to such prolonged contact after a training activity, both informal and ad hoc or somewhat more formalised in, for example, a WhatsApp group. Continued learning is important and these contacts are in itself proof of impact.

This suggests that the ITC ILO could provide added value and “strengthen employers’ organizations” by facilitating or stimulating such post-activity network building. For example by installing an online forum or organizing other low-budget follow-up activities. This especially makes sense given the fact that the target group of the Programme for Employers’ Activities is a highly specialised and a relatively homogeneous groups of participants. Some training activities of the Programme for Employers’ Activities even invite such follow-up contacts, relating to issues such as technical CRM issues, young people working for employers’ organizations, and EOSH and employers’ organizations.

3. Strengthening training components that facilitate impact — Almost by its nature, the impact of its training activities is situated outside the reach of the Programme for Employers’ Activities and the ITC ILO. Impact takes place after the end of a training activity, within employers’ organizations and by employers’ organizations.

While it is hard for the Programme for Employers’ Activities to influence impact directly, it can nevertheless stimulate impact indirectly by adapting the format of its training activities. It can build on a number of innovations with which the Programme has already experimented and that could be partly responsible for the high impact measured in the survey. Examples of such formats are:

- Stretching training activities to comprise several contact moments, thereby positioning the training as a medium-term relationship and including time for feedback and adjustments
- The training the trainer approach of several courses, nurturing a local multiplication effect
- Developing a training activity into a long-term solution. An excellent example is the CRM offer of the Programme for Employers' Activities
- Contributing local expertise to assure that a training activity answers local demands
- Being selective in the choice of participants and demanding an engagement (preliminary online course, test) from possible participants

Instead of focusing directly on impact, the key is to focus on aspects that can be controlled by the ITC ILO and could stimulate impact.

4. Involving participants — Representatives of employers' organizations are enthusiastic participants in the training activities of the Programme for Employers' Activities. They are eager to learn and willing to engage themselves actively during a training activity and in the preparation phase prior to that training activity. The training activities of the Programme for Employers' Activities should take advantage of this precious positive and active orientation of their participants:

- *Participants ask for (even more) practical skills and exercises.* Although some respondents stressed that the content of the training activities is already quite practical, many others stated that the practical aspects of the training activities should be expanded. They suggested reserving more time for practice, and including more field trips, practical exercises and case studies. The telephone interviewees emphasized that

they learnt the most during these practical exercises and wished that they could have spent more time on them.

- *Increase the interactivity of training activities.* Respondents highlighted the benefits of interactive sessions such as discussions, role plays and team assignments. They suggested creating more room for interactivity in future training activities, as they learnt a considerable amount during these interactive sessions. Moreover, the interactive sessions contributed greatly to network building. Participants still keep in touch with other trainees with whom they shared a subgroup or task. Training activities that devote more time to interactive activities would facilitate such connections.

5. Countering the negative implications of turnover — The relatively high turnover of participants could hinder impact and local capacity-building considerably. Preventing the negative effects of turnover might be especially important in the case of the Programme for Employers' Activities, as its training activities are intense and high-end activities, often providing participants with skills and knowledge that are not available elsewhere in their employers' organization. An employee leaving the organization causes a considerable loss of information and possible impact.

While the ITC ILO cannot influence individual job choices, it can design its training activities in such way as to minimise the possible impact of an imminent job switch of a participant:

- *training several participants in the same organization.* One approach to stimulating impact would be to reduce the impact of the high turnover rate by stipulating that several participants from the same employers' organization take part in a training activity. This would ensure that knowledge and skills would remain in the employers' organization even in the event of a participant leaving.

The additional cost of allowing several participants of the same employers' organization would be huge for a training activity in Turin, but that extra cost would be reduced considerably in the case of a local training activity.

Moreover, several trainees participating in the same training activity might tip an employers' organization towards impact, as the trainees become a team of change agents instead of one individual. It may be that the current trainees are not always in a suitable position to assure the dissemination of what they have learnt to other departments of their employers' organization. Conversely, several trainees within the organization would facilitate dissemination of skills and knowledge within the employers' organization and therefore bolster the impact of the training activity.

- *More focus on local training activities.* Another innovative approach often mentioned is an extra focus on 'local' training activities, for one organization or in one region and often organized in collaboration with a local resource person. Advantages are:
 - the threshold to participate is often much lower for participants, given the vastly reduced costs in terms of budget and time
 - a larger attendance due to the participation of several persons from the same organization
 - local trainers can be used, adding local content, experiences and relevance

The Programme for Employers' Activities already opts for a considerable number of local training activities. Participants supported this policy during the interviews. Local trainers are mentioned favourably and an abundance of references to local circumstances is seen as a plus. Put differently: the interviewees did not mention many arguments in favour of organizing training activities in the training centre in Turin.

- *"Sharing the experience" and a "course pill".* Two additional suggestions by the team of the Programme for Employers' Activities are:

- “a ‘sharing the experience’ commitment by the participants so that once they return, they report to the highest executive officer (HEO) of the employers’ organization on the conclusions and best practices that they have taken away from the training activity. This could be done relatively easily with an email to the HEO informing them that the training has concluded successfully and that its delegate has the commitment to share the acquired knowledge with relevant colleagues in the EO.”
- “putting together a ‘course pill’ (a synopsis) of the training, collectively prepared by the participants to take home to share with colleagues.”

6. The local installation and training workshop of a CRM. One practical issue warranting some attention is the short time frame of the local installation and training workshop during a CRM project. Interviewees from three African countries remarked that the two-day period was not sufficient to train their staff in the use of the CRM, citing unfamiliarity with IT systems and scepticism as hindering the progress of the training. These employers’ organizations all ventured into an additional internal trajectory to train their staff.

Capacity building project • Setting up new training services on the essentials of Occupational Safety and Health

Background

Delivering quality services to members is one of the key aspects of value-added attributable to employer and business organizations. By providing services they help member-companies to cut transaction costs, optimize regulatory compliance and improve their overall performance, thus contributing to sustainability and growth of their business. From the institutional perspective it is an essential strategy for retaining existing members and attracting new ones, leading to greater representativeness and influence.

In recent years a growing number of employer and business organizations have started to, or aim to offer, a range of services in the area of Occupational Safety and Health.

To help employers' organizations achieve this objective, the Programme for Employers' Activities of the ITCILO has recently developed an innovative training package on the Essentials of Occupational Safety and Health (EOSH). The EOSH package could easily be used by employers' organizations to set up new training services on the Essentials of Occupational Safety and Health for their member-companies. In the same way it could easily be used by companies aiming to introduce, or upgrade an existing, internal OSH training system.

EOSH is composed of 25 training modules which cover the essential aspects of Occupational Safety and Health in two parts: General OSH Concepts and Specific Risks.

The originality of this package consists in its flexible and multi-tool approach, allowing, first, a choice of the most appropriate learning path, depending on the training needs and sector of activities of each trainee; and second, the possibility of using it to train not only workers, but also supervisors and line-managers for whom there exists only very scarce availability of educational products on OSH in the market.

The Spanish version of the package (EMPRESAS SEGURAS) is currently used by ten employers' organizations in Latin America to organize training courses on the essentials of Occupational Safety and Health for their members.

The English version of the EOSH package is currently used by 13 employers' organizations in Asia and Africa and in 2014 around 50 training courses were realized by employers' organizations in 2014 with at least 1500 workers and supervisors trained using EOSH material.

The EOSH package is now available in French, Russian, Arabic, Bengali and Vietnamese.

IV. Annexes

Contents

Introduction to safety and health at work	Hoist, lift and bear
Management of prevention	Trip, slip and fall
Hazards identification	Work at height
Prevention and Reporting	Electricity
Leadership and supervision	Radiation
Motivating Workers	Asbestos
Work permits	Noise and vibrations
Internal emergency plan	Ergonomics
Hazardous substances	Personal Protective Equipment
Fire and explosion	Safety and Health signalization
Confined spaces	Emergency responses
Tools, machines and appliance	Drug and alcohol awareness
	Harassment and violence at work

The EOSH Training package

Main features:

- 25 learning modules covering the essential aspects of Occupational Safety and Health for workers and supervisors (on average 1.5 hours per module).
- Modular and customizable approach with the possibility of selecting the most relevant modules and training path.
- Each module composed of the following: Top quality Tutorial Films; Animations; useful brief printable documents, for example Checklist for daily use, ILO Documentation, Interactive Exercises, End-of-Module Self-Assessment.
- Facilitator Guide with suggested training methodology for each module.
- Three types of course:
 - for workers – 10-hour courses with different curricula for office, industry and construction workers
 - for supervisors and line-managers – 20 hour courses plus the possibility of a single module, average duration 1.5-hours.

Objectives of the EOSH package

- Support employers' organizations in setting up new top quality training service on the Essentials of Occupational Safety and Health, targeting member companies so as to increase their reputation as service providers in the OSH area and help generate stable income;
- Support interested companies in setting up or upgrading their internal OSH training systems using the EOSH package;
- Generate benefits for companies, for example reduction in insurance premiums; reduction in accidents and their associated legal costs; increased company reputation; and demonstrable concrete engagement in health and safety prevention as part of companies' Corporate Social Responsibility activities;
- Improve safety and health conditions for supervisors and workers through access to a top quality, practical and easy to-use training package.

Phases of the project

- Step 1: Nominations of a focal point in the organization for the project – normally the training manager of the employers' organization
- Step 2: Identification by the employers' organizations of the future EOSH trainers (2 or 3 per organization) who will attend the blended course (distance + face-to-face)
- Step 3: Distance learning course – around 30 hours for trainers
- Step 4: Development of Preliminary business plan by focal point in the organization
- Step 5: 3 day-face-to-Face course in Turin for trainers
- Step 6: Revision or confirmation of the business plan by focal point in the organization
- Step 7: Launch the first edition of the training

Distance learning course 29 June – 31 July

Learning objectives:

- Consolidate basic knowledge on OSH
- Create common ground of knowledge for the future trainers who will attend the face-to-face course.

The trainers will have access from 29 June to 31 July to an online self-learning package on basics of Occupational Safety and Health – approximate duration 30 hours. This online module is a component of the EOSH package.

On July 31st the trainers will have to attend an online examination. Only successful candidates will get access to the face-to-face component in Turin.

Face-to-Face course 12–14 August, Turin - International Training Centre of the ILO

Learning objectives:

- be knowledgeable of the different training modalities and options offered by the EOSH package;
- be able to deliver the EOSH training courses following ITCILO methodology.

The course will be a Training of Trainers course on the EOSH training package, structured as follows:

- Module 1: Overview on the contents of the EOSH package
- Module 2: Learning methods for teaching EOSH
- Module 3: Micro-teaching simulation EOSH modules
- Module 4: Practicalities for organizing courses using EOSH
- Module 5: Access to ITCILO certification

At the end of the face-to-face component, participants will undertake a final examination to test their knowledge on basics of OSH and training methodology. Participants who will successfully complete the exam will obtain the ITCILO certificate of achievement and officially become "EOSH trainers".

Help-desk support for business plan development

The focal point in the organization (in most cases it should be the training manager) will have access to a dedicated help-desk support and a specific community of practices platform who will help him/her in the development of the business plan to efficiently launch the new training service.

A preliminary business plan should be completed by 3 August 2015. The final business plan should be completed at latest at end-September 2015.

1. Terms of Reference

Evaluation of training and learning activities on the thematic area of “Strengthening Employers Organizations”

Terms of reference

About the International Training Centre of the ILO

1. The International Training Centre of the International Labour Organization (the Centre) is the training arm of the ILO, the Specialized Agency of the United Nations which promotes social justice and human rights in the world of work. The Centre delivers training, learning and capacity development services to governments, employers’ and workers’ organizations, and other national and international partners, in support of decent work and sustainable development. Its mission is to be the leading global provider of learning and training for the world of work. Each year, it delivers over 400 training and learning activities for around 15,000 people from over 180 countries. For more information about the Centre refer to www.itcilo.org.

Background

1. The Centre’s **Results-based Strategic Plan for 2016-17** refers to the importance of the evaluation function and states that excellence in training and learning will be promoted through continuous quality improvement measures, greater use of on-line surveys, and more systematic independent evaluations. More in particular, the Centre will upgrade its in-house quality assurance system, by refining the monitoring processes and tools to track participants’ satisfaction *during* the training delivery process. Furthermore, the Centre will introduce evaluation tools to validate *knowledge and skills acquisition* rates at the end of the training activity (immediate

outcome). This will be done consistently through end-of-course learning assessments using an online application for each training and learning activity.

2. The in-house quality assurance system of the Centre will be supplemented by ad-hoc external evaluations which will be used to verify *knowledge application* after training. In addition to these ad-hoc external evaluations of specific activities, the Centre will commission each year an external independent evaluation of a cluster of activities linked to one of its thematic areas of expertise, building on the practice established in 2015 with the evaluation of the Centre's training activities linked to *Promotion of gender equality and diversity*. The findings and recommendations of these independent evaluations will be presented to the Board to inform its discussion on the impact of the training and learning activities of the Centre in the selected thematic areas.
3. Taking the above into account, an external evaluation of the impact of the work of the Centre in one thematic area will be undertaken in 2016. In line with the ongoing efforts of the Centre to boost its outreach among employers' organizations, the thematic area selected for this independent evaluation is "strengthening of employers organizations."
4. The Programme for Employers' Activities is the unit primarily responsible for training and capacity building for employers' organizations within the ITC ILO. It is guided by the orientations of the Employers' Training Committee, which is composed of the GB members of the Employers' Group.

The Programme has been developing capacity building and training activities in four areas:

- Strengthening the organizational development of EOs to increase representativeness, good governance and strategic planning of EOs
- Strengthening the policy influence of EOs in national and international debates related to the world of work and for the creation of a sustainable business environment

- Strengthening the services delivery capacity of employers' organizations to their company members.
- Strengthening the capacity of companies and employers' organizations in the field of global industrial relations, CSR and supply chain issues.

The Programme works in a very close relationship with the Bureau for Employers Activities (ACT/EMP) in Geneva: the outcomes for the unit are oriented to those as defined by the P&B documents for ACT/EMP; the work plans are developed in close consultations, and are regularly reviewed and monitored by ACT/EMP Geneva; the design of training activities and the delivery is often implemented in a very close relationship with the ACT/EMP field staff.

The programme now organizes between 60 to 70 face to face or blended training activities per year, for about 1,300 employers' organizations participants.

The Programme is also active in the development of training material, which constitute the basis for further development or innovation, to be used in later training programmes (so-called C activities).

In addition to the specific activities of ACT/EMP ITCILO, employers' representatives are also trained by other units, in a number of cases, where fellowships are granted for participants with an employers' background to be trained in academies or open courses. In such cases, ACT/EMP ITCILO is informed and consulted on the granting of fellowships, but the design the delivery and the implementation of the courses is done by the other Programmes of the ITCILO. Annually about 300 employer participants up and above the 1,300 mentioned above, do take part in such so-called tripartite training activities.

Purpose, scope and clients of the evaluation

The main purpose of this evaluation is to provide insights about the effectiveness of the training provided by the Centre in relation to the ILO objectives and more specifically those related to the reinforcement of employers' organizations in their capacity to be more representative, increase their policy influence and provide better services to their membership.

The evaluation will cover a sample of training activities of the Centre selected among those which better represent the different categories of the training provided for strengthening the above mentioned capacities. In particular the criteria adopted for this selection were:

- Location and/or modality of training delivery (training provided at the Centre, in the field, at distance or through a mix of distance and face- to face approaches)
- Specific strategic areas of training such as Occupational Safety and Health, and Corporate Social Responsibility.
- Training on general capacities of employers' organizations
- Training provided in the framework of tripartite events and/or together with participants not pertaining to employers' organizations.

Indeed while the first three groups of training activities were implemented by the ACT/EMP ITCILO, and specifically tailored to the needs of employers' organizations, the latter was delivered by other technical Programmes of the Centre on subject matters of interest of employers' organizations.

The main clients of this evaluation will be:

- The Board of the Centre
- The Training Department of the Centre
- ACT/EMP ILO Geneva
- ACT/EMP ITCILO

The evaluation findings will be used in order to take relevant decisions on the future programming of the Centre with regard to the training for employers' organizations and to extrapolate lessons learned and good practices for their improvement and scale-up.

Objectives

The objectives of the evaluation are:

- To provide the Centre with evidence of the relevance, validity of design, effectiveness, efficiency, impact and sustainability of its training and learning activities related to the theme of 'strengthening employers' organizations.
- To assess which modalities of training, among those offered by the Centre are more effective and efficient for the improvement of the capacities of employers' organizations.
- To extrapolate good practices, lessons learned and recommendations for the improvement or scale-up of the training activities conceived for employers' organizations.

Evaluation criteria

The evaluation will focus on the relevance of the sampled activities to beneficiary needs (and where applicable the institutional sponsors financially supporting their participation), the validity of the activity design, the activities' efficiency, their effectiveness and the impact and sustainability of the results.

Evaluation questions.

Relevance and outreach of the activities:

1. To what extent the activities are based on the needs of employer constituency and how these needs are identified?
2. Outreach: did you reach the right people to be relevant and effective?
3. What factors were considered in designing the activities?

Validity of the design

1. How did the design and contents contribute to achieving the intended results?
2. Did the end of activity evaluation and (where applicable) the follow up activity evaluation effectively measure results and progress?
3. Was the design of the activities in terms of duration and timing valid?

Effectiveness

1. To what extent the training objectives have been achieved in relation to the training activities selected for the evaluation?
2. Which one were more effective and why?
3. Which gaps remain and how could these be addressed through follow-up activities?
4. To what extent have the activities contributed to strengthen the institutional capacity of employers' organizations?
5. How and to what extent did the training contribute to the ILO Programme & Budget targets?

Efficiency

1. Were the intended capacity results of the activities logical and realistic in terms of addressing the needs?
2. Have the resources invested into the delivery of the activities been used in the most efficient manner? How economically were resources and inputs (funds, expertise, time etc.) converted to results? Did the results justify the cost?
3. What time and cost efficiency measures could have been introduced without impeding the achievement of results?
4. Were the roles and responsibilities of Centre officials, including programme management, who were responsible for the implementation of the activities clearly defined and understood?

Impact

1. What are the employer constituents' perceived benefits from the activities (differentiated by groups)?
2. What evidence exists of constituents benefiting from the activities?
3. What actions might be required for achieving long-term impact?
4. How the programmes contribute to strengthening the capacity of EOs overall to play an effective role in the national development process
5. How well did the activities under evaluation operationalize the 2012-15 strategic plan of the Centre, the ILO Outcome 9 strategy, 2014-15 ACT/EMP ITCILO and ACTEMP HQ workplans?
6. How well the activities contributed to the CPO's 801 of DWCPs? (CPOs 801 series are designed to specifically deliver outcomes and activities to develop institutional capacity of employer organizations and directly contribute to the results reported under Outcome 9)

Sustainability

7. To what extent the capacity developed through the evaluated activities can be maintained/replicated?
8. How likely is it that the results of the activities will be maintained or up-scaled by the participants?

Methodology

The details of the methodology will be elaborated by the external evaluator on the basis of the present Terms of Reference (TORs) and documented in an inception report. However, it is expected that the evaluator will apply mixed methods which draw on both hard and soft evidence and involve multiple means of analysis. In principle the following methods are proposed

Desk review

Analysis of the documentation related to the training activities under evaluation: flyers, training needs analysis, former evaluations reports, EoAQ results, follow-up surveys and other documents reporting evidences on the training covered by the evaluation.

On line questionnaires

Responses from participants will be sought to questions designed to obtain in-depth information about their impressions or experiences of the activities. A sample of at least 150 women and men from the participant population will be extracted based on information in MAP. The questionnaires will be administered by way of an online survey on the basis of a pre-written and pre-coded questionnaire.

Interviews

- In-depth and **face-to-face interviews** with the Programme Manager, Activity Managers and Programme Assistants in the Employers' Activities Programme who have first-hand knowledge about the activities as well as Centre staff from other training programmes who contributed to, and/or participated in, the selected activities.
- In-depth **interviews via telephone or Skype** with at least ten institutional clients (employer organizations) who sponsored participants linked to technical cooperation projects, to explore tangible and non-tangible changes resulting from the activities.
- **A focus group discussion** in the field with at least one group of former participants (preferably linked to a technical cooperation project having sponsored the activity as part of a multi-step capacity building effort) to explore tangible and non-tangible changes resulting from the activities.
- At least five **case studies** of participants met during the focus group discussion, documenting the changes resulting from the activities.

Main outputs

The main output of the assignment will as follow:

- Inception report – May 2016
- Draft evaluation report - July 2016
- Final evaluation report - July 2016

The Evaluation Report will be structured as follows:

Cover page with key intervention and evaluation data

1. Executive Summary
2. Brief background on the project and its logic
3. Purpose, scope and clients of evaluation
4. Methodology
5. Review of implementation
6. Presentation of findings regarding project performance, organized by evaluation criteria
7. Conclusions
8. Recommendations
9. Lessons learned and good practices

Annexes

TOR, questionnaires, list of informant, statistical annexes and at least five case studies documenting good practices

All the above mentioned outputs will be delivered in English.

Management arrangements, work plan, and time frame

The evaluation will be managed by an evaluation focal point in the ITCILO in close coordination with the Director of Training of the Centre and with a focal point in ACT/EMP HQ. The evaluation manager will facilitate the evaluation process and guarantee that it will be conducted according to the highest technical and ethical standards, fulfilling the criteria of professionalism, impartiality and credibility, and the Code of Conduct for Evaluation on the UN System (UNEG 2008b)

The evaluator will have the following competencies:

- Knowledge of the ILO's and the Centre's role and mandate, tripartite structure and policies;
- Profound understanding of organized employer and business membership organizations and their operations, especially in developing countries;
- Demonstrated experience in the design and implementation of institutional capacity building interventions in general, and training interventions in particular, that focus on organizational development interventions targeted at employers organizations;
- Demonstrated experience in results-based management;
- Experience in the evaluation function of national and international organizations;
- Demonstrated experience and understanding of developing countries' context
- Ability to write concisely in English; knowledge of French and/or Spanish is an asset
- No relevant bias related to ILO or the Centre, or conflict of interest that would interfere with the independence of the evaluation.

The evaluation will take place in the period between **May and July 2016** and will include **20 working days** of the evaluator.

TASK	TIME FRAME	WORKING DAYS
Selection of the evaluator	May 2016 first week	N/A
Briefing with the evaluator	May 2016 - second week	1
Preparation of the inception report by the evaluator and its approval by the evaluation manager.	May 2016 – second week	2
Data collection, including a three days visit to the ITCILO in order to interview the activity managers of the training activity under evaluation and other stakeholders.	May 2016 – (third and fourth week) June 2016 (third and fourth week)	10
Data analysis and preparation of the draft evaluation report	July 2016 - first week	5
Preparation of the final evaluation report	July 2016 – fourth week	2
		TOTAL 20 working days

ANNEX1. Register of activities linked to the theme of ‘strengthening employers’ organizations

t.b.c.

ANNEX

List of activities selected for the evaluation

Activities by ACT/EMP

<i>Number activity</i>	<i>Title</i>	<i>Venue</i>	<i>Dates</i>
A908487	<i>Training of trainers on EOSH</i>	<i>Turin</i>	<i>12-14/08/2015</i>
A258267	<i>CRM para las OOEE</i>	<i>Field</i>	<i>23-26/03/2015</i>
A258271	<i>CRM local installation and training (Barbados)</i>	<i>Field</i>	<i>10-11/08/2015</i>
A150320	<i>CRM twinning Nigeria</i>	<i>Field</i>	<i>09-10/12/2015</i>
A258274	<i>CRM Instalacion y capitacion (Argentina)</i>	<i>Field</i>	<i>08-10/04/2015</i>
A408258-A408259-A408260	<i>Employers Young Professional Academy</i>	<i>Turin</i>	<i>27-29/04/2015; 29/06-01/07/2015; 07-09/09/2015</i>
A977573 and A978569	<i>Master training on the Effective Business member Organization</i>	<i>Turin</i>	<i>Distance learning (01/01/2015-07/03/2015) and face to face training (08-11/03/2015)</i>
A978538	<i>Women empowerment through business member organizations</i>	<i>Turin</i>	<i>12/10-13/11/2015 (distance and face to face together)</i>
A908488	<i>EOs and social protection floor</i>	<i>Turin</i>	<i>01/09-04/09/2015</i>

Activities organised by other units where employers’ representatives participate via fellowships

<i>A958165</i>	<i>Enterprise Academy on Sustainable Enterprise</i>	<i>Turin</i>	<i>31/08/2015-04/09/2015</i>
<i>A908119</i>	<i>Rural Academy</i>	<i>Turin</i>	<i>12/10-23/10/2015</i>
<i>A908305</i>	<i>Informal Economy Academy</i>	<i>Turin</i>	<i>23-27/11/2015</i>

2. Questionnaire for the web survey

1. Which training activity did you attend in 2015?

In case of more than one training activity: pick the most recent training activity

- Academy on Rural Development: Towards Decent Work in the Rural Economy
- Academy on Sustainable Enterprise
- CRM database for EOs - local installation and training / CRM para las OOEE - instalación y capacitación
- CRM para las OOEE - Master Users workshop
- CRM Twinning Nigeria NECA-ZFE
- Employers' organizations and the social protection floor
- Employers Young Professionals' Academy
- Master training on the effective business member organization
- Mini/ILGO Bolivia
- The Effective Employers' Organization
- Training of trainers on EOSH
- Transition to formal economy - A global knowledge sharing forum - GKSF
- Women empowerment through business member organizations
- None of the above

2. Why did you participate in the training activity?

Please indicate the importance of each of the following reasons in your decision to participate.

- a. to explore a personal interest
- b. because my manager asked me to
- c. to gain extra skills for my current job
- d. to get a different job within the organization I am currently working for
- e. to get a new job in another organization, institution, company ...
- f. to grab the chance to go abroad
- g. to network with other participants

- Unimportant
- Somewhat unimportant
- Neither important nor unimportant
- Somewhat important
- Very important

3. To what extent did this training activity improve your ...

- a. knowledge of new ideas, theories or strategies to strengthen your employers' organization
- b. use of tools, useful for strengthening your employers' organization
- c. practical skills, useful for strengthening your employers' organization
- d. professional network

- not at all
- slightly
- moderately
- much
- extremely

4. With whom have you shared **the knowledge of new ideas, theories or strategies** you learned during the training or learning activity?

Please select all applicable answers.

- a. Not applicable, I did not learn any new ideas, theories or models
- b. My supervisor(s)
- c. My colleagues of the employers' organization I work for
- d. People working for other organizations
- e. Others
- f. No one

5. With whom have you shared the **use of tools** you learned during the training activity?

Please select all applicable answers.

- a. Not applicable, I did not learn any new tools
- b. My supervisor(s)
- c. My colleagues of the employers' organization I work for
- d. People working for other organizations
- e. Others
- f. No one

6. With whom have you shared the **practical skills** you learned?

Please select all applicable answers.

- a. Not applicable, I did not learn any practical skills
- b. My supervisor(s)
- c. My colleagues of the employer organization I work for
- d. People working for other organizations
- e. Others
- f. No one

7. To what extent have you been able **to use** your improved ...

- a. **knowledge** of new ideas, theories or strategies to strengthen your employers' organization
 - b. **use of tools**, useful to strengthen your employers' organization
 - c. **practical skills** to strengthen your employers' organization
 - d. professional **network**
-
- Not at all
 - I tried, but it did not work out
 - I have, but with no clear results yet
 - I have, with some positive results
 - I have, with predominantly positive results

8. Has what you learned during the training activity led to any of the following changes in your organization?

Please select all applicable answers.

- a. Strengthened the organizational development to increase representativeness
- b. Strengthened the organizational development to improve strategic planning
- c. Strengthened the organizational development to improve governance
- d. Strengthened policy influence of your organization in national debates
- e. Strengthened policy influence of your organization in international debates
- f. Strengthened the service delivery capacity of your organization to its members
- g. Strengthened the capacity of your organization in the field of global industrial relations
- h. Strengthened the capacity of your organization in the field of corporate social responsibility (CSR)
- i. Strengthened the capacity of your organization in the field of supply chain issues

9. Has your organization started new initiatives, operations ... within your organization as an outcome of the training programme?

- Yes
- No

10. Can you describe the new initiatives, operations ... within your organization as an outcome of the training programme?

11. How likely is it that the most important of these initiatives, operations ... will be maintained?

- Extremely unlikely
- Unlikely
- Neutral
- Likely
- Extremely likely
- Not applicable: the initiative has been closed down

12. How likely is it that the most important of these initiatives, operations ... will be expanded?

- Extremely unlikely
- Unlikely
- Neutral
- Likely
- Extremely likely
- Not applicable: the initiative has been closed down

13. How come the organization you work for did not start new initiatives or operations as an outcome of the training activity?

Please select all applicable answers.

- a. The content of the training activity was not relevant for the initiatives we want to take
- b. The content of the training activity was not applicable in our context
- c. I did not feel I had sufficient knowledge to do so
- d. I did not feel I had sufficient practical skills to do so
- e. The organization I work for is not convinced of their usefulness
- f. The organization I work for doesn't have sufficient funds to do so
- g. The organization I work for has plans to start new initiatives, operations ... but these are not yet operative (please describe these plans)

14. Overall, did the training activity mostly ...

- provide new knowledge to you and your employers' organization
- improve the existing knowledge in your employers' organization
- provide you with knowledge that already existed elsewhere in your employers' organization
- none of the above

15. To what extent did the content of the training activity meet your professional needs?

- Not at all
- Slightly
- Moderately
- A lot
- Extremely

16. What is your main advice to improve **the content** of the training activity?

17. What is your main advice to improve **the organization** of the training activity?

18. What is your main advice to make the training activity more **practically applicable**?

19. Are you a...

- man
- woman

20. In what kind of organization do you work at the moment?

- Employers' organization
- Government / public institution
- Intergovernmental organization
- Non-governmental organization
- Private enterprise
- Training / academic institution
- UN organization
- Trade Union organization
- Ministry of Labour
- Currently Unemployed
- Other (please explain):

21. When did you quit working for an employers' organization? (month/year)

22. Has the content of your job changed since you participated in the training activity?

- Yes
- No

23. Is the content of the training activity still relevant for your current function?

- Not at all
- Slightly
- Moderately
- A lot
- Extremely

3. List of informants

3.1. ITC ILO staff

Mr Andreas Klemmer Mr Alessandro Patrone	Director of Training Evaluation officer	Monday, 13 June 2016
Mr Jorge Illingworth	Manager Employers' Activities	Tuesday, 14 June 2016
Ms Jeanne Schmitt	Senior Programme Officer	Tuesday, 14 June 2016
Mr Paolo Salvai	Programme Officer	Tuesday, 14 June 2016
Ms Barbara Maino Ms Rachida Zingara Ms Irene Panizzolo	Programme Assistant Programme Secretary Junior Programme Secretary	Tuesday, 14 June 2016
Mr Martin Gasser	Programme Officer, Enterprise, Microfinance and Local Development Programme	Tuesday, 14 June 2016
Mr Joel Alcocer	Senior Programme Officer, Enterprise, Microfinance and Local Development Programme	Tuesday, 14 June 2016
Ms Coumba Diop	Programme Officer, Employment Policy and Analysis Programme	Wednesday, 15 June 2016
Mr Arnout De Koster	Former Manager Employers' Activities (retired)	Friday, 17 June

3.2. Institutional clients (employers' organizations)

Mr Pondani Phiri	Information Technology Officer, Zambia Federation of Employers	Wednesday, 29 June 2016
Mr Amadou Massar Sarr	Vice President, Conseil National du Patronat du Senegal	Thursday, 30 June 2016
Mr David De Noo	Policy Staffmember, Confederation of Netherlands Industry and Employers	Thursday, 30 June 2016
Ms Rose Muthoni Kirori	Marketing and Business Development Manager, Federation of Kenya Employer	Thursday, 30 June 2016
Ms Fatmah Mulende Nsereko	Coordinator, Federation of Uganda Employers Women Executive Chapter	Friday, 1 July 2016
Mr Dasun Nalinda Kodithuwakku	IT Network Administrator, The Employers' Federation of Ceylon	Tuesday, 5 July 2016
Ms Joycelyn Andrea Francois Opadeui	Chief Executive officer, Employers Consulative Association, Trinidad and Tobago	Tuesday, 5 July 2016
Ms Zvezdana Oluic	Adviser for Women's Entrepreneurship / Head of PR & Marketing Sector, Montenegrin Employers' Federation	Wednesday, 6 July 2016
Mr Thompson Isaiah Akpabio	Industrial Relations and Legal Officer, Nigeria Employers' Consultative Association	Wednesday, 6 July 2016
Ms Eleonora Faina	QUADRO - Senior Policy Advisor, Confindustria, Italy	Thursday, 7 July 2016

3.3. CRM cases

Mr Tep Sophoan	CRM manager CAMFEBBA Cambodia	Monday, 27 June 2016
Mr Pondani Phiri	IT manager Zambia Employers' Federation	Monday, 27 June 2016
Mr Arbogasti Odero	CRM coordinator Kenya Employers' Federation	Friday, 1 July 2016
Mr Harrington Chibanda	Executive director Zambia Federation Of Employers	Friday, 1 July 2016
Ms Keolepile Phingie Motshusi	CRM coordinator Business Botswana	Monday, 4 July 2016
Ms Tanja Ražnatovic	Members support assistant Montenegrin Employers Federation	Tuesday, 5 July 2016
Mr Slobodan Milatović	Finance and administration officer Montenegrin Employers Federation	Tuesday, 5 July 2016

4. Statistical annexes

4.1. Answers to *What is your main advice to improve the content of the training activity?*

Only answers presented that included an actual advice to improve

Academy on Rural Development: Towards Decent Work in the Rural Economy (6 respondents)

- For this particular training, I think more content should be added, such as cold chain and after harvest. As to help in transporting the produce from the rural area for the villagers to earn money.
- I consider should focus more on what should be done, taking into account cultural differences of each country.
- keep doing it yearly, with real life cases of study of current situations
- Reduce content and make it less generic
- visitas al campo, para una mejor comprensión de la teoría.

Academy on Sustainable Enterprise (1 respondent)

- Some topics to be proposed by participants (organisations)

CRM database for EOs - local installation and training / CRM para las OOEE - instalación y capacitación (6 respondents)

- La unica sugerencia, es que se pueda arreglar algunas fallas que tiene el Sistema CRM. Porque la capacitación para el uso del mismo fue práctica, útil y comprensible.

CRM para las OOEE - Master Users workshop (3 respondents)

- About Communications
- I think that could be a good practice to maintain a support team to help the Organizations with the maintenance of the CRM to improve their results.
- Ya que es una actividad formativa en CRM considero que es importante trabajar más el acompañamiento así como las pruebas remotas para ver la viabilidad de la

implementación, por otro lado, sería excelente que se pudiera conectar la interfaz del CRM al portal web de organización para que puedan complementarse y agilizar los servicios ofrecidos, en mi caso se está trabajando en la integración para así ofrecer al afiliado una experiencia en el servicio, por ejemplo, inscripción a través de la web a los cursos y asesorías, entre otros.

CRM Twinning Nigeria NECA-ZFE (1 respondent)

none

Employers' organizations and the social protection floor (7 respondents)

- By providing more countries evidences / cases which can enrich our discussion domestically for comparison database.
- Excellent classroom training but needs field exposure.
- Increase more interactions in the groups so that we can learn from each other
- It would be great if we get involved in the training as often as we could.
- more training and longer duration as some of the participants found it difficult yo keep pace
- Simplify
- to explore other aspects of social protection including cultural and religious structures that are in place

Employers Young Professionals' Academy (14 respondents)

- Content is in general fine but the materials should be read before coming to Turin.
- In my opinion less simulations games for the next course and more practical experience from external experts.
- more role plays
- Working Group discussions are very important to exchange info and experience among countries. The second course of EYPA should be improved in that direction also, simulation game on its own is not enough for improving practical skills

Master training on the effective business member organization (43 respondents)

- Add more one day until that the all participants have time to adapt to jetlag. The second day morning was terrible!!!
- add practice issues
- Balance between formal sessions and interactive session A bit more time should have been spent on the interactive sessions which will bring out participants applications of the concepts thus preventing other participants from reinventing the wheel or modifying their approach
- Consider all perspectives (regional)
- content should cover some of the important activities in practice which were covered during the online period from November to February such as Communication and strategic planning.
- Contents are well organized, but time is short.
- Incorporate more case studies in the training.
- Instead of giving chapters of a book, it will be better to give the whole book.
- it should be more focused on the practical approach and practical utilisation of the crm as useful tool.
- It would be important to unify entities levels through preliminary questionnaire to detect problems in each region. Different regions having them go through different problems are more pronounced in some countries. The overall analysis of the same problem generated by the virtue of being able to fix it together, producing ideas work and implementation exercises.
- More class rooms practical activities
- More customized to local countries.
- More group work
- Most advanced knowledge may be provided based on what is practiced at the top Trade Organizations. It seems new TO are being more focused.
- Put more practical work related to organisational by conducting a pre-need assessment session before launching the program

- The content during the face to face in Turin needs more time for in-depth discussion and the PowerPoint need to be explanatory as they become reference materials.
- The content is good but need to do some practical work during training.
- The content is largely relevant, the training is well researched to provide participants with all the necessary skills needed. The only thing I would like to see happening is having guest facilitators from some of these continents whose employers bodies are still struggling, they would provide a more practical overview
- The content is ok, only that it's a little too packed especially in the face to face phase. Some of the content could be merged or scrapped all together.
- The content was ok. I prefer courses in Spanish (mother tongue). Or with a translator. Rethink the groups. Multicultural groups are wonderful, but the realities of BMOs are very different so that affects learning. Maybe focus by region? (only LA? only Asia? only Africa? and them a common space?)
- The size of BMOs and the population of their Countries should put into consideration in future editions
- The training offered should be followed by capacity building of the EOs for implementation
- Use more hands-on case studies.
- We can have webinars when doing a distance course.
- Your training is okay and participatory, you need to keep it up and if possible I urge you to establish a branch office in for instance East Africa to get more participants who couldn't be able to travel abroad

Mini/ILGO Bolivia (2 respondents)

- Be sure that instructors have applied previously some tools delivered
- Should be more practical cases.

The Effective Employers' Organization (16 respondents)

- budget
- Content was really good. More case studies will certainly add value.
- If given enough time of the training like 2 weeks so as to give every topic enough time

- It's possible to add more actual cases, and data base which have done successfully in under developing and developing, developed countries
- should cover the actual problems in developing countries.
- The content was quite comprehensive; however, it may need to be updated.
- use more case studies
- ***Training of trainers on EOSH (18 respondents)***
- add the modules for the psychosocial risks.
- As French speaking, I would like to suggest that videos in French should be multiplied
- I think is necessary to do more training in other languages, for example in French
- Make available the French full version video Vocam, this will help the trainees to understand easily the concept. Review the French hard documents translation.
- make it simpler and more detailed with practically training.
- More concentrate on the link between OSH and Quality
- New methods for learning on EOSH shere
- Practice more, for example, when we were in Turin, it would be possible to organize visits to the enterprises that have already implemented standards OSH.
- The contents should be reviewed periodically in order to ensure it is continuing to meet employers stakeholders needs and expectations.
- to adapt the content to the duration of the training

Transition to formal economy - A global knowledge sharing forum (5 respondents)

- if possible enhance contents which participant can later use
- There was no representation from the ILO's Bureau for Employers. This was unacceptable! The representatives from the different employer associations then had to come together at the last minute and work through what they could put together for the breakaway sessions. We managed to pull something but it would have been good to have ITC ILO guidance.

Women empowerment through business member organizations (13 respondents)

- Sharing from some experts are quite lengthy and passive. Would need more interactive sharing, short and sharp and hit to the points.
- Allow more practice of the content during the training.
- Content was A-Okay. Give handouts in CD or DVD form. And no bulky printed handouts, please, they occupy precious space in my luggage full of winter clothes already. As it is, I could not access the ITC ILO website, even with the painstaking help of my classmates and trainer.
- Early planning for better implementation
- Take more in consideration the local circumstances in developing countries: e.g. in the field of mobile technology Europe is far ahead from many of the countries attending.
- there must be consistence after training like sending more materials
- We require a follow up of the training so we can build on it further, would be more successful stories then

4.2. Answers to *What is your main advice to make the training activity more practically applicable?*

Only answers presented that included an actual advice to improve

Academy on Rural Development: Towards Decent Work in the Rural Economy (6 respondents)

- Strengthened the organizational development to increase representativeness
- 50% theory + 50% visits to companies
- identificar casos, tomarlos como ensayos durante un periodo determinado.
- Make interactive sessions longer
- My only advice is that the technologies for farming and fishery should be mention and explain further, such as the machineries, tools and medication to help maintain the crops and other products
- Perhaps there is a monitoring and advisory reference topic

Academy on Sustainable Enterprise (1 respondent)

- Use more time to deliver the topics with enough time to share live experiences among the organisations.

CRM database for EOs - local installation and training / CRM para las OOEE - instalación y capacitación (6 respondents)

- The need of following up the CRM implementation process in order to guarantee effective results

CRM para las OOEE - Master Users workshop (3 respondents)

- Metodología experiencia y lúdica al momento de hacer la transferencia de información para que así sea de mayor comprensión y los objetivos se logren de forma más alerta, debido a que el tema es denso, considero que deben tomarse en cuenta otras herramientas instruccionales.
- program trainings about specific activities of associations, like lobby, knowledge of maps politics
- To have a regional support team to help them with the management of the CRM.

CRM Twinning Nigeria NECA-ZFE (1 respondent)

none

Employers' organizations and the social protection floor (7 respondents)

- Immersion
- Lobby
- more pre course preparation
- to research other forms of social protection above and beyond the scope of ITC ILO conventions
- Use more case studies

Employers Young Professionals' Academy (14 respondents)

- Common issues of countries should be selected for discussions and knowledge transfer. Best practices and worst practices should be selected and analyzed during the workshops
- Each participant should at least realize one project after the training and inform the others

Master training on the effective business member organization (43 respondents)

- As I already mentioned visit to TOs or the activity itself at some advanced TO may be advisable to have on spot training.
- As oppose to the level of reading material, actually get the participants to apply more of the information given during the distance phase. There were a few occasions when this did happened it was interested so more would be better
- ensure everyone presents a case study from their EO
- Find out problems which exist in invited organizations, then look for a solution to come out of it
- Follow-up courses should be organised
- generating similar changes to which one is accustomed to working
- Give more example from participants
- group work
- Have more site visits to relevant organisations

- If it is possible to train from outside ITC ILO center in Turin, and take the training to other member organizations facilities, this would enhance the practical element
- Importance of the post course. Support the relationship. Strengthen the relationship between ITC and students (and BMOs). Strengthen the network of contacts between students (and BMOs)
- It should be practical.
- Learn what already is active in some region will be more practical. Somewhat like learning from good practices
- Maintain the diversity of facilitators with hands-on-experiences in the Management of BMOs. Maintain the study tours to similar BMOs that are doing great in some aspects. Maintain the practical approach on course delivery
- may be trainers to understand better the practical context of the participants organisations before training
- More exercises based on one's organisation
- More study cases with attendees on the current phase.
- Need role play and practice work
- Possibly as I mentioned before a bit more time for interactive sessions including role play. The session on negotiating National Minimum Wage was interesting as it gave participants valuable practical experience including the pitfalls to avoid
- Rather than hear guest speakers present, it would be preferable to spend more time working on challenges actually encountered. It may also be a good idea to encourage 2-4 people from a single BMO to come together and work on challenges. I really think more value would be added if the trainers came to the BMO and supported the BMO, rather than individuals going to training in Turin
- Taking into account the success stories of all regions
- The participants should identify and solve real/existing issues in their respective organizations and the proposed solutions be discussed during the workshop. In addition, face to face session in Turin should focus more on discussing solutions to issues in the organization with very little expert/theory presentations. The this way the experts will be able to assist participants come up with innovative viable solutions to challenges in their organizations touching on the module areas.

- The test written on the last day should be based on the several topics relating to the course content and not just one particular one and it should focus on practical issues dealt with by employers' organization as opposed to strategic matters which are rolled out by management or board
- To make more practical activities
- Training activities be developed from the needs of the EOs, bottom up approach in developing the activities
- You should expand marketing strategy by target Universities and Colleges possibly by offering scholarship to competent candidates especially from developing countries like Tanzania

Mini/ILGO Bolivia (2 respondents)

- It should be a program with several modules with increased monitoring

The Effective Employers' Organization (16 respondents)

- diversifying course content and giving the opportunity to do the foot cause analysis, why BMO fails?
- I would try designing some products/services that could be used in several countries at the same time. For example benchmarking.
- If participants given a chance to meet again and give feedback on the activities implemented in their respective employers' bodies so far
- learning more and more
- More examples from the participating countries
- More hands on practical or benchmarking with similar institutions
- The challenge was finding the time within the 1 working week to properly assimilate and study the material and prepare responses
- to have the training in house at the different organisations for experience
- use more case studies

Training of trainers on EOSH (18 respondents)

- adapt to the realities of each country. We have the chance to do it with our expertise in occupational medicine

- Concentrate on the cost of no OSH
- During the training activities arrange a spot checking at different working places
- Exercise practice of entrepreneurship
- Highlight the cost of non OSH
- If possible, It would be very good to take some visit in companies to see practically how things are working in terms of planning, use of equipment, etc.
- Increase the quiz numbers to enhance the interactivity and better assess. Also organised refresher training for trainers + exposition to some success stories countries practical experiences
- ITC ILO to provide external assessment to employer organizations to measure the EOSH implementation impact
- more days in Turin because the training activity practice is very short
- more practical
- To organize visits to the enterprises that have already implemented standards OSH.
- we need to visit factories, meet experts in this field, practice what we learned in certain locations

Transition to formal economy - A global knowledge sharing forum (5 respondents)

- explore needs of different participants, get to know them better

Women empowerment through business member organizations (13 respondents)

none

4.3. Answers to *What is your main advice to improve the organization of the training activity?*

Only answers presented that included an actual advice to improve

Academy on Rural Development: Towards Decent Work in the Rural Economy (6 respondents)

- improve participant selection
- The organisation is perfect, but there are language barrier, not just between the trainers and trainees, but between the trainees. Hope the training could be held in more languages.
- Visit different countries, to learn about cases of the continents which vary due to culture differences

Academy on Sustainable Enterprise (1 respondent)

none

CRM database for EOs - local installation and training / CRM para las OOOE - instalación y capacitación (6 respondents)

- I would add an extra practical training day.
- Quizá que se pueda hacer un seguimiento respecto al Sistema

CRM para las OOOE - Master Users workshop (3 respondents)

- Increase trainings about communications area
- Las organizaciones de empleadores ofrecemos servicios a empresas por ende es importante estar a la vanguardia y a la par de la evolución de las tecnologías sin que ello signifique altos costos, ya que los recursos se pueden máxima en tiempos complejos, en eso tenemos bastante experiencia.
- To create multimedia material to share with the organizations, to help them with the management of the CRM.

CRM Twinning Nigeria NECA-ZFE (1 respondent)

none

Employers' organizations and the social protection floor (7 respondents)

- Expand the training activity.
- keep up the good work. invite detractors of social protection floor to provide a wider and more comprehensive view on the subject
- start a little slow and gradually gather momentum. this is important as some of the participants from non-English speaking countries were slowing down the pace.
- Training activity should provide broader topics, so organization's staffs can get another knowledge of different topics.

Employers Young Professionals' Academy (14 respondents)

- Organization was great! Only the air conditioning of the seminar rooms should be calmed down :)

Master training on the effective business member organization (43 respondents)

- Faculties should be from different Continents 2. Certificates should be given to participants before departure from ILO/ITC , Turin
- Use trainers who can speak clear and good English. In our training most participants were not understanding English dialogues of a few trainers. Someone was from New Zealand. We couldn't understand him due to very fast English speaking.
- Continue with the exercises in the classroom and add physical exercises outdoors. By solving physical exercises, one detects the character of command or leader that can exist in an individual who ends up being shown in the classroom.
- Give more time for the programme, extend to 5 days
- I found the face to face training in Turin disappointing - it was not stimulating and did not really put into practice the e-learning benefits.
- Increase the duration of the Training Workshop in Turin
- Lectures should be over in time, so that everyone can get to their flight on time, say goodbye to other participants, etc..
- More class activity
- More customized to local countries.

- The face to face sessions with instructors should be longer.
- The field sessions should target organizations/departments that have succeeded in a specific area of the module.
- The organisation of the training activity is good. I found that units built on others. The only challenge was the time factor. More time could be given to each unit.
- The organisation was excellent. However possibly in the future the organisers could ask participants in advance if they are interested in meeting other specialist in other areas as I would have loved to discuss my proposals for the forum of business skills
- The organisation was fantastic, however the lempnet platform needs to be more user friendly.
- The organization of the training was very okay. You can only improve on the language by making translators available for effective communication, e.g. English/French-Swahili language translations.
- The organization was very good, only some Skype connections had some problems
- There is need to put more emphasis on networking for continuous peer learning through more social provisions during the training
- To allocate more time for the face to face training so that participants have enough time to ask questions and exchange experience.
- To remain focused and keep up with the standards already set, however, to do more research as well to deliver more relevant work
- Visit to TOs may be arranged. Workshop may be better than training to involve all participants in all activities.
- we should use more CRM as tool.

Mini/ILGO Bolivia (2 respondents)

- Choose better the year's season (not the weather, but job flow)
- Should be more interactive. Could have participating international organizations.

The Effective Employers' Organization (16 respondents)

- budget
- Decision making
- I think the programme was quite extensive , however, the distance learning portioned should be extended past 1 week. All in all great programme.
- I would add some days to go deeper on some issues.
- The distance learning was very helpful. Maybe more sharing of best practices
- Trainers should also provide examples of developing countries.
- use more case studies

Training of trainers on EOSH (18 respondents)

- Closer link with vocational training institutions and Secondary vocational Schools
- duration must be larger
- Facilitating its online access and strengthening its related promotion and marketing.
- Field visit
- In organization, I found it better to have enough time during face to face seminar because during online training, participants don't have enough time to read the materials provided
- Make available the French full video version.
- put pressure on our employers' organization, so it can extend the service to all member companies. Furthermore to all companies of the territory.
- Raising our professional skills
- Show the more practical skills

Transition to formal economy - A global knowledge sharing forum (5 respondents)

Women empowerment through business member organizations (13 respondents)

- Follow up trainings
- More face-to-face training time. The online part was boring. Some do not respond to instructions on time or not at all
- The duration of the class training could be increased.

- the organization was excellent, well planned and thought through. it included a diverse group from the region and this enriched the discussions. its best to assure that those who attend are of the same level of work experience too
- The training must be annually
- To maintain capacity building

4.4. Answers on *Can you describe the new initiatives, operations ... within your organization as an outcome of the training programme?*

Academy on Rural Development: Towards Decent Work in the Rural Economy (6 respondents)

- Strengthened the organizational development to increase representativeness
- Assisting the villagers in Belu and TTS, Nusa Tenggara Timur Indonesia, to breed and cultivate fresh water fish as well as planting new type of crops.
- Corporate Social Responsibility programs, take advantage on market opportunities to do good practices, improve the quality of the relation with the rural communities
- Participation in the commission of the Central American Strategy for Rural Development
- Targeted membership retention for organisations in rural areas and working towards the sustainability of regional offices

Academy on Sustainable Enterprise (1 respondent)

- The organisation has developed a new way of communication (information reaches all member easily). New board has been formed with clear representation and responsibilities and strategy for lobby and influence in policy change is now in place. Training on lobbying has been delivered and application of the knowledge gained is being applied.

CRM para las OOOE - Master Users workshop (3 respondents)

- Dentro de las estrategias que se desarrollaron, encontramos las siguiente: 1. Nueva estructura organizacional en red, donde las funciones tradicionales son trasladadas hacia una empresa o unidades separadas o independientes, que se interconectan por medio de una pequeña unidad coordinadora, la cual se transforma en un núcleo central. Mientras se transfiere hacia terceros las actividades que otras empresas puede hacer mejor y en forma más económica. Este modelo es totalmente innovador en organizaciones empresariales y ha traído beneficios impresionantes contando con un personal multidisciplinario y a bajo costo, aumentando de esta forma nuestra venta competitiva y los beneficios para los afiliados. 2. Caracterización de los afiliados, lo cual

trajo como consecuencia una análisis real de las necesidades de los mismos permitiendo diseñar planes de afiliación cruzados, donde no sólo se evalúa el tamaño de la empresa sino que el afiliado tiene la posibilidad de escoger planes de afiliaciones complementarios de acuerdo a los beneficios que desee obtener, por ejemplo, mas descuentos en cursos, asesorías, encuentros de negocios, entre otros.

- The organizations started to develop a new way to contact their members.
- we used a new program to create a CRM database

Employers' organizations and the social protection floor (7 respondents)

- As for now, I am the "Head Of Plantation Services" of the EFC. Plantation community in our country is about 1 million who live all their lives there. The knowledge gained from the workshop is an integral part of my work. It has changed my perceptions, my outlook and has positively influenced the delivery of services from me and my department.
- Increased engagement with other social tripartite stakeholders
- Input in new labour legislation
- Involving in tripartite discussion about the revision of National Law of National Social Security Scheme

Employers Young Professionals' Academy (14 respondents)

- Initiatives on : improvement of legal framework, improvement on social dialogue, courts effectiveness improvement in labour and commercial disputes, incentives for green field and brownfield investments, improvement of social dialog on national and local level, public debt reprogramming, eliminating red tape, improvement of lucidity among enterprises, strengthening economic cooperation with neighbouring countries, awareness raising on lobby issues, CSR and women entrepreneurship, economic and fiscal policy etc.

Master training on the effective business member organization (43 respondents)

- 1. New products and Services to members
- 2. Being relevant and financially stable as a BMO

- As a result of training learning, we have applied the methodology of having sectoral / trade bodies meetings with potential organizations to attract them to become members
- Better media coverage and image, better social media usage
- Develop a wider service offering through the requisite research. Develop new membership types
- Developing a new stream of income outside the subscription
- In my case meetings are held to encourage youth participation and recruit them. In this way we recruit and train them in union activity businesswoman. We know and are aware of the services available to our camera.
- Incorporation of activities in the new strategic plan.
- Intensive membership recruitment campaign and intensified revenue collection.
- Membership satisfaction survey to be carried out in upcoming months as soon as we get the funding from the ITC ILO. Currently working towards a communication plan aimed at expanding our membership in the national regions
- more focus to develop annual organization's strategic planning, improvement in media and communication. more member's engagement.
- More interaction with members to identify areas where the Federation can add value. ie Forum on Business skills mismatch between supply and demand and how we can with other stakeholders including ITC ILO work towards developing a National Policy on Business skills
- New marketing materials have been developed such as member information packs, brochure and profiles.
- New projects
- Now, every service given to members is registered so that when we send invoices to pay membership fees we remind the members on the services they got from my organization. In governance now we incorporate also how often membership fees will be reviewed. In service delivery, now we are trying to introduce new services like legal assistance, paid training (we use to give them for free)

- Review of the Business Agenda which will outline challenges facing Employers including high cost of doing business in the country
- Reviewed corporate performance indicators
- Use of social networks, bulletins and information to members. CSR with shrimp industry after Ecuador earthquake (April 16th).
- We are currently undertaking a membership Mapping Exercise, we are also developing membership recruitment Package and updating our website
- We are developing a new service
- we have restructured the organisation to improve service delivery to members and the position of membership services has been strategically elevated to management level, thus reporting directly to the CEO instead of reporting to the Trade & Commerce Director. The programme made us realise that our major undoing was ineffective communication between the secretariat and members. In essence the training made us realize that we have to get back to basics. We also developed new strategic partnerships for training delivery, to enable us to focus on our advocacy and lobbying activities.
- We initiate an new annual plan in relation to key functional area and interconnect with the CRM to capture performance of each service as well as the individual service utilization of each member in different service delivery. This has enabled us to capture overall performance of the services qualitative value in quantitative figure (percentages). And improve services, identifying new trends, identifying losing members, etc are a few outcomes.
- We trained Garment Employers' Organizations in Myanmar to improve their capacity.
- we use some of the communication tools

The Effective Employers' Organization (16 respondents)

- 1.Engaging board members - sharing with them responsibilities of our activities - till now those were only the CEO's headache. 2. Soon starting a video interviews of board members for the best strategies they adopt in their business, which shall be shared on Youtube

- Capacity building program to industrial zone 3 month program planning.
- Change of Internet Services Provider (ISP). New ways of how to convince to retain the already existed members of the association. And how to convince an organisation to join the employers' association
- More service delivery (training, benchmarking programme)
- selective email as opposed to bulk emails as it annoys some members.
- Set up a several conferences with Representative of FDI & Vietnamese Enterprises, Ministry of Labor, General Union, to get their contribution on the changes and additions of Labor Law, Union Law, Social insurance law. From 1st June 2016, Some change and additions provisionals In Labor Law, Union Law, Social insurance law have come in effect.
- The main one is initiated in consultation with "rival" Chamber of Commerce bodies. This was reasonably well received. I have also been doing more research to increase the articles being crafted for the edification of our membership
- use of the knowledge by strengthening our zonal offices
- We have more focus to member services to our members by randomly visiting them to ask about what their needs and problem during their join with the association.
- We have started to design a programme to reach the regional organisations in order to increase our visibility. In this regard we have decided to sign agreements and thereafter launch our services which will be customised to the requirements of the regional organisations and according to our capacity to deliver.
- We implemented a new method in conducting our general membership meetings. We consult our members and conduct surveys and share learning sessions aside from the usual meetings. We are also in the process of expanding our consultative services to include other relevant topics in HR aside from the usual advocacy and lobbying

Training of trainers on EOSH (18 respondents)

- Common Pillar with 5s, the foundation of Kaizen. Pre requisite for skill competition in preparation for the world skill scheduled for in 2017 in United Arab Emirates

- developed our member companies manager skills
- diversification of the training offered to the members
- I start formation
- Our organization this year made Training for trainers for regional representatives, and already in 2nd half year will be held the trainings for our members.
- Since we are an NGO involved in training and capacity building activities in the field of quality, health and safety at workplace, we offered to the Lebanese government a scholarship to train all civil servant staff / HR on EOSH (on free of charge basis).
- So far, because of the political and security unrest that has shaken our country since April 2015, no concrete actions already done. However, through the participation of our organization in governing body of National Institute of Social Security, we have put in its work plan for the year 2016 activities of training in enterprises in OSH to prevent/reduce occupational hazards and accidents. Our organization is very involved in this activity.
- Strategie pentru servicii
- training, awareness
- We've implemented in our internal training program the relevant training modules and prepared studying videos, what we get during our training in ITC ILO training center.
- workshops for our members in this field, launching training programs for Health and safety officers. Issuing a booklet about the laws of health and safety

Transition to formal economy - A global knowledge sharing forum (5 respondents)

- Initiative for changing and creating new law on non formal economy, and voucher system for legalizing this kind of work
- We started CSR trainings

Women empowerment through business member organizations (13 respondents)

- Alliances with regional and sectorial BMO's
- Exchange of knowledge and contact with other organisations active in women entrepreneurship.

- In order for FCEF to retain its status as the voice of the Industry in Fiji, I worked with the Secretariat staff and the working committee within the Women Entrepreneurs & Business Council, through some of the tools from the course to strengthen our advocacy and lobbying role. Because of the geographical location and network coverage of women entrepreneurs in Fiji, we had to adopt a stronger communication strategy to improve our networks. It is amazing to see how receptive they are to the training and most of them are motivated to take their business to the next level.
- New methods of training with focus/and attention to differentiating how we communicate with Male and Females.
- Produced a policy document on issues affecting Women Owned Businesses called National Women Business Agenda. This will be used as an advocacy document to lobby stakeholders for a better business environment
- Strategic Planning, Getting Board on to one vision and new vision
- We are trying to partner with the ministry of Genda to enable us to penetrate in other areas.

5. Case studies

Note: this annex contains five case studies on the training and implementation of CRM systems. Each case study is also presented through part 2 of this report.

1. Zambia Employers' Federation

“Our CRM intensifies the contacts with our member organizations and allows a much better follow up of these contacts”, says Mr Harrington Chibanda, executive director of the Zambia Federation Of Employers. “Another crucial feature is the report generating capabilities. For instance, I use the report generating capabilities regularly to analyse the performance of our organization.”

The Zambia Employers' Federation adopted the CRM completely, using all five available modules. The CRM thus became an important part of the work of each of the twelve employees of the organization. “A daily tool”, explains IT Manager Pondani Phiri. “Everybody's working day starts with logging on to our CRM.”

In addition to an internal efficiency boost, the CRM allows the Zambia Employers' Federation to detail to each member every service and intervention it has delivered over the past year. A list of services is attached to the membership invoice, ending overnight the time consuming habit of some members upon receiving their invoice of enquiring ‘what did your employers' organisation do for me to justify this invoice?’ The CRM “drastically improved our financial situation”, claims Mr Pondani Phiri. “We did deliver services to our members, but could not easily prove them in the past, due to the different sources where we stored that information.”

The employers' organization aims to use the CRM for additional activities. “We are preparing to launch a training programme open to the general public. Not only our members. And we

will use the database tools of the CRM to keep track of this training programme”, says Mr Harrington Chibanda.

The Zambia Employers’ Federation can be described as a forerunner in the region. IT manager Mr Pondani Phiri has delivered additional CRM training sessions in several African countries. In the region, the two-day local installation and training by the ILO is seen as rather short to effectively train employees in the use of the CRM. Mr Pondani Phiri also established a WhatsApp group, that allows African employers’ organizations to exchange information and solve difficulties on the CRM.

2. CAMFEBA Cambodia

CAMFEBA Cambodia uses the CRM system mostly for membership management and keeping track of services it offers. The employers' organization now has an easy way to trace the number of contacts with each member and which services the organization has delivered to each member. "The CRM system also points us to members that are not or hardly using our services", says CRM manager Tep Sophoan. "That allows for remedial interventions. Members that are underusing our services now receive additional information. For instance training or services of our employers' organization that might be of interest to them. Reaching out actively has reduced our number of resigning members considerably."

The use of the CRM is seen as a key issue for CAMFEBA Cambodia. The implementation of the CRM has changed its internal organization. As a consequence, using and developing the system is of central organizational importance and seen as an ongoing process. Currently, the employers' organisation is experimenting with processing bulk emails to its members.

"We still experience some difficulties", says Tep Sophoan. "Setting up a user forum discussing the CRM might improve things. Close to fifty employers' organizations should be using the CRM by now. If CAMFEBA encounters a technical problem, chances are that another employers' organization experienced a similar or identical problem. Exchanging information could help us out and discharge the help desk of the ILO."

The CRM manager has a number of other issues that he wants to take up in the near future, including several customisations. More local knowledge on installing, management and backup of the CRM would be welcome. "Our CRM is really important for CAMFEBA. We want to assure that we are independent in the management of the CRM."

3. Kenya Employers' Federation

“An employers’ organisation needs a CRM”, says CRM coordinator Arbogasti Odero of the Kenya Employers’ Federation. “We were convinced about that. Our management had a clear understanding how it would improve our operations. We welcomed the initiative of the ITC ILO.”

The local installation and training work shop acquainted the staff of the Kenya Employers’ Federation with the CRM: it created awareness on what such a system could do for the organization. The work shop concentrated on outlining the basic use of the CRM. “It did not succeed in fully training our employees”, says Arbogasti Odero. “The time available was just too short to reach that goal.” Since installing the CRM, the Kenya Employers’ Federation organized several additional in house training activities, with the CRM coordinator in charge of the training. “At the master user course I learned a lot on the technical side of the CRM, but I also picked up some pedagogical skills. This helps me to train our employees.”

Currently, 16 employees of the Kenya Employers’ Federation are using the CRM (out of 53 employees). Mostly to maintain the membership database and to keep track of activities and services. The CRM is used primarily as an internal database, for instance to check on claims from companies that demand a service whether they are indeed members. Without the CRM, examine such a claim involved a manual procedure. Other companies enquire upon billing which services the Kenya Employers’ Federation had provided to them. Answering this question used to involve several tedious queries, while the information is now readily available.

4. Montenegrin Employers Federation

“We had discussed already for quite a while the upgrade of our databases”, says Slobodan Milatović of the Montenegrin Employers Federation. “Over the years, our organization had developed a number of different databases and programmes: members, media contacts, potential members. These allowed no joint access or exchange of information.”

The CRM initiative of the ITC ILO was welcomed by the Montenegrin Employers Federation. The implementation was swift. Tanja Ražnatovic and Slobodan Milatović both attended the master course in Turin, which explained the CRM operation in detail. Back home, they allowed themselves three months of practice, after which the local installation and training workshop went smoothly. “That local training held no secrets for us”, says Tanja Ražnatovic.

The actual implementation went without trouble. The Montenegrin Employers Federation opted for a restricted CRM policy: all employees can see and use the data, but only four people received an administrator account that allows them to add or change data. This discharges notably the legal department of the organisation of time-consuming data entry.

The CRM improved the administration of members and would-be members considerably. “We know now who opens a mail that we have sent, who reacted to our invitation, who opened a link”, says Tanja Ražnatovic. “And when outreaching to potential members, the CRM assures a strict follow-up.”

The Montenegrin Employers Federation speaks highly of the CRM system. “Obviously, we do not have experience with another CRM system”, says Slobodan Milatović. “Strictly speaking, I cannot claim that this system is better than any other on the market. But the CRM of the ITC ILO completely fulfils our needs.”

5. Business Botswana

When the ITC ILO contacted Business Botswana to present the CRM programme, the employers' organization was immediately interested. "The advantages were obvious", says CRM coordinator Keolepile Phingie Motshusi. "Most of our data were not readily available for the majority of your employees. Being an employers' organization, you just know that that is suboptimal."

Business Botswana is currently using the membership database, the activities module, and the billing module, but occasionally also the marketing and reporting facilities. The impact on the internal organization is considerable. For departments such as accounting, membership and marketing, the CRM has become a crucial tool in their job. Other collaborators are using the CRM system incidentally, for example to access data while on mission. "That is a huge difference from the old situation, when our database was basically a local Excel-sheet."

Has something changed for the members? "A total yes", says Keolepile Phingie Motshusi. "While our members may not know that we implemented a CRM system, they see the difference in the services we provide. They notice that something has changed within Business Botswana."

One important advantage of the readily available membership data is closing the loophole under which non- or slow-to-pay members continued to demand services from Business Botswana. Now, every employee of the organization can easily check the payment status of a member. As services are provided to paying members only, the amount of paying members has increased significantly.