



Employers' Training Committee

Employers' Training Committee

30 May 2011
Geneva, Switzerland

**EMPLOYERS'
TRAINING COMMITTEE**

**REPORT
on the
EMPLOYERS' ACTIVITIES PROGRAMME
2010**

Presented at the ETC meeting, Geneva, 30 May 2011

EXECUTIVE SUMMARY

SIX MAIN ACHIEVEMENTS IN 2010

A. HISTORIC HIGH IN NUMBER OF EMPLOYERS' REPRESENTATIVES TRAINED

For the first time in its existence, the Employers' Activities Programme trained more than 1,000 participants (1,025).

Because employers are also sponsored to attend courses run by other Technical Programmes, a total of 1,346 employers took part in training activities in the Centre as a whole, a record.

B. HIGH QUALITY MAINTAINED

The high quality of the training, proved by the high benchmark of the Programme, was maintained.

C. NEW LEARNING AND KNOWLEDGE-SHARING PLATFORM FULLY IN USE

The Learning Employers' Network (Lempnet) is now in full use as a learning platform for participants and a tool for the creation of networks among participants.

D. CONTINUOUS INNOVATION AND IMPROVEMENT OF TRAINING MATERIAL AND METHODS

Six new publications; regular adaptation and partial renewal of existing training material to adapt it to new circumstances or specific needs; training faculty enlarged.

E. IMPORTANT NEW PROJECTS IN AFRICA AND THE EU

Four new important projects, awarded by the European Commission and Spain, are being run. All are important, especially the "ProInvest" project, destined to strengthen East African EOs: a very sizeable project, coordinated by our office in Nairobi, with major outcomes and a series of activities ranging from training to consultancy and support for our local partners and beneficiaries.

F. TRAINING HAD REAL IMPACT ON EOs AND GENERATED RESULTS FOR THEM

Post-course reporting listed practical improvements and outcomes for EOs which had participated, particularly in the areas of governance, services, lobbying and member communication.

MAIN OBJECTIVES AND CHALLENGES FOR 2011-2012

In a difficult budgetary context for the ITCILO

A. MAINTAIN MEANINGFUL PARTICIPATION LEVEL

Opportunities exist in 2011, thanks to significant resources available in large EU projects, awarded to the Programme, which make it possible to compensate for the lower Italian voluntary contribution. But a certain fall from the record high participation levels is unavoidable.

B. INCREASE INTEGRATION WITH ACT/EMP GENEVA AND THE FIELD IN ORDER TO OPTIMALISE THE OUTCOME AND IMPACT OF TRAINING

By moving to a more integrated approach and even closer collaboration with ACT/EMP in Geneva and in the field, with stronger links and a combination of training and consultancy, a bigger impact on the roles, functioning and effectiveness of EOs is envisaged. This will also require active participation by our partners and beneficiaries.

C. MAINTAIN AND EXPAND PARTNERSHIPS

The Programme is becoming widely known as a training partner concerning EO matters. This may increase interest on the part of possible partners and donors interested in supporting private sector development, in whose success well functioning EOs are a key factor.

D. CONTINUE INVESTMENT IN INNOVATION AND QUALITY OF TRAINING

Additional steps to develop distance learning will be taken, together with attention to high-quality training material and continuous innovation in training methods.

E. ENSURE THE RELEVANCE OF ITCILO TRAINING AS A WHOLE TO EMPLOYERS

The Programme will invest more to ensure, via input into training design and material, that the training offered by other Technical Programmes is fully directed at employers' needs, and that it takes employers' policy approaches fully into account. This will also encourage more employers to take part in such training and will enhance tripartism on ITCILO courses.

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I. THE EMPLOYERS' ACTIVITIES PROGRAMME FOR 2010

1. OBJECTIVES FOR 2010

A. General objectives and role of the Employers' Activities Programme

The ILO Training Centre's Programme for Employers' Activities (ACT/EMP Turin) was established in November 2000.

Its main purpose is to contribute, through training, to:

- building the capacity of employers' organizations (EOs) and their members; ACT/EMP Turin also contributes to meeting the objectives of the ILO's Employers' Activities Bureau;
- bringing participation by employers' representatives into the mainstream of the Centre's training activities.

As such, the programme's objectives fit fully in with the ILO Programme and Budget outcomes, in particular with those of the Employers' Activities Programme in Geneva, as set out in outcome 9, namely:

"employers have strong, independent and representative organizations", with, as "sub-outcomes/indicators":

- employers' organizations adopt strategic plans to increase effectiveness of their management structures and practices;
- employers' organizations have created or significantly strengthened services to respond to needs of existing or potential members;
- employers' organizations have enhanced capacity to analyse the business environments and influence policy development at national, regional and international level.



November 2010, The Employers' group at the Turin Centre Board



B. What do we offer as training? A systematic overview.

Turin training portfolio

Outcome 9.1: Adoption of strategic plan / building capacity to become representative		
Title	Status	Languages
Effective EO	Operational	EN, FR, SP, etc
Strategic planning for EOs	Concept	
Membership strategies	Being developed	EN
Communication for EOs	Operational	EN, FR, SP
Project design	Operational	EN, FR, SP

Outcome 9.2: Better services		
Title	Status	Languages
Training services by EOs	Operational	EN
OSH services/training	Operational	SP, EN
Services in depth	Operational	EN, FR
Trade services / export promotion	Operational	EN, FR, SP

IR/HR services	Operational	EN
Outcome 9.3: More policy influence		
Title	Status	Languages
Lobbying in depth	Operational	EN, FR
EOs and DWCPs	Operational	EN, FR, SP
EOs and youth employment	Operational	EN
EOs and skills	Being developed	EN
EOs and wage policies	Being developed	EN
EOs and social dialogue: improving negotiation skills	Operational	EN
Macroeconomic concepts	Operational	EN, FR, SP

C. Specific objectives for 2010

During the ETC meeting in May 2009, the following priorities were set for 2010:

- stabilise the level of participants, given the difficult budgetary context of the ITCILO;
- invest further in the quality of training and training material;
- increase attention to having a demand-driven approach and to the outcomes and impact of training;
- make maximum effort to keep up funding, by active resource mobilisation and new partnerships;
- search for better integration with activities by ACT/EMP Geneva.

The progress in achieving these objectives is described and assessed below. The objectives were all attained in 2010.

MAIN ACHIEVEMENTS 2010

- A. **Historic high in number of employers' representatives trained**
- B. **High quality maintained**
- C. **New learning and knowledge-sharing platform fully in use**
- D. **Continuous innovation and improvement in training material and methods**
- E. **Important new projects in Africa and the EU**
- F. **Training had a real impact on EOs and generated results for them.**

2. MAIN ACHIEVEMENTS IN 2010

A. Quantitative achievements: number of participants exceeds 1000 for the first time – 54 training activities

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

i) The Employers' Activities Programme

Number of training activities

The number of group training activities increased further in 2010.

In all, 54 group training activities were held, as against 44 in 2009. This is the fifth consecutive year in which the Programme for Employers' Activities has achieved further growth.

Total number of participants in ACT/EMP Turin activities

The number of participants in 2010 increased slightly over 2009. For the first time, the symbolic threshold of 1,000 participants was crossed. This further growth is exceptional in view of the constantly diminishing fixed funding of the Programme, and is mainly the

result of funding for a few large projects, obtained through our resource mobilisation efforts.






Number of training (participant) days

The number of training days remained almost stable in 2010 (3,300). A number of training activities were a bit shorter than in 2009. The average length of a course was 3.18 days, which our surveys found to be an acceptable length for employers' representatives.

ACT/EMP Turin participation figures, 2006-2009

<i>ACT/EMP Turin</i>	<i>Jan - Dec 2006</i>	<i>Jan - Dec 2007</i>	<i>Jan - Dec 2008</i>	<i>Jan - Dec 2009</i>	<i>Jan - Dec 2010</i>
Number of activities	19	29	39	44	54
Total number of participants	420	738	989	973	1033
Number of employer participants	388	700	977	895	1025
Number of participant days	1056	2846	2895	3448	3300

Activities and participants by region in 2010

<i>Region</i>	<i>Number of activities</i>	<i>Number of participants</i>
 Africa	19	337
 Americas	9	175
 Arab States	0	0
 Asia and Pacific	5	140
 Europe	20	371
Interregional	1	10

Women's participation in the Programme's activities, 2004-2009

Year	Total no. of participants	No. of women	% of women
2006	420	135	32%
2007	738	255	30%
2008	989	288	29%

2009	973	352	36%
2010	1033	362	35%

ii) Employers' participation in other ITCILO Programme courses

Employers' representatives participate not only in Employers' Programme courses; they also participate in courses run by other Programmes.

In 2010, 321 employers' representatives participated in training activities run by other Programmes of the ITCILO, such as Employment, Gender, International Labour Standards, Enterprise Development, Social Dialogue, Social Protection, and the Social Dimension of Trade and Investment. In 2009, this figure stood at 422. The cause of the drop is not clear. It was not directly to do with SPSF "Central Fund" fellowships, because those have been limited for a few years already.

iii) Total number of employer participants in ITCILO courses

As a consequence of the two above-mentioned trends, the number of employer participants in all Turin courses stood at 1,346 in 2010, a slight increase over 2009 (1,317).

The strong increase in employers' participation becomes clearer if seen over a slightly longer period. Compared with 2005, for instance, total employers' participation in all ITCILO activities has doubled.

Employers now account for almost 10% of the Centre's participants.

MAIN ACHIEVEMENTS 2010

- A. Historic high in number of employers' representatives trained
- B. High quality maintained
- C. New learning and knowledge-sharing platform fully in use
- D. Continuous innovation and improvement in training material and methods
- E. Important new projects in Africa and the EU
- F. Training had a real impact on EOs and generated results for them.

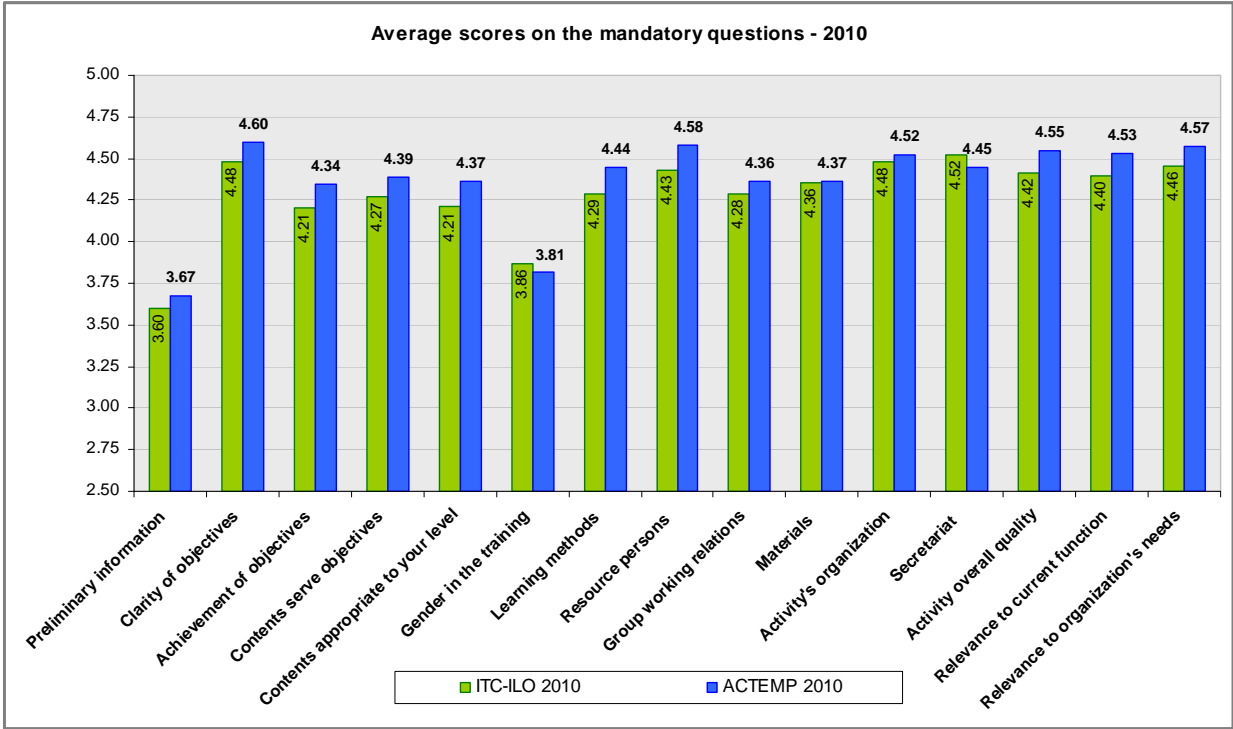
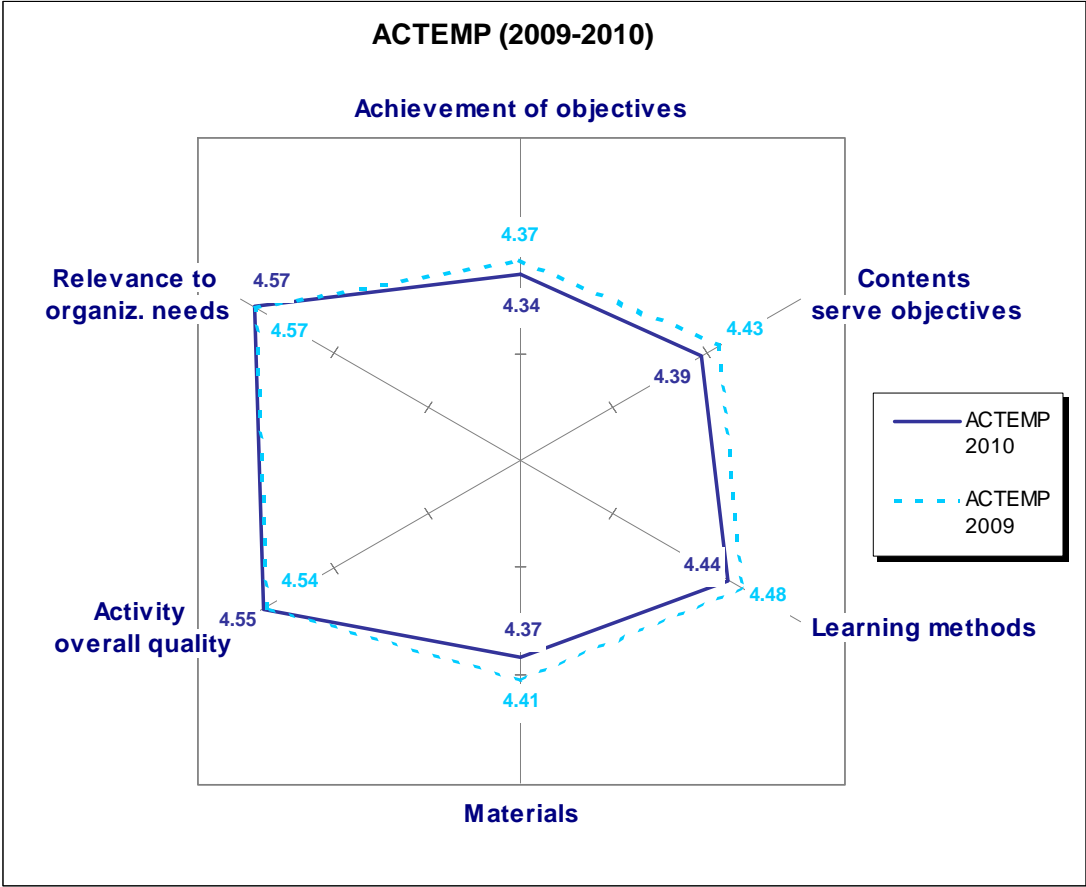
B. High quality maintained

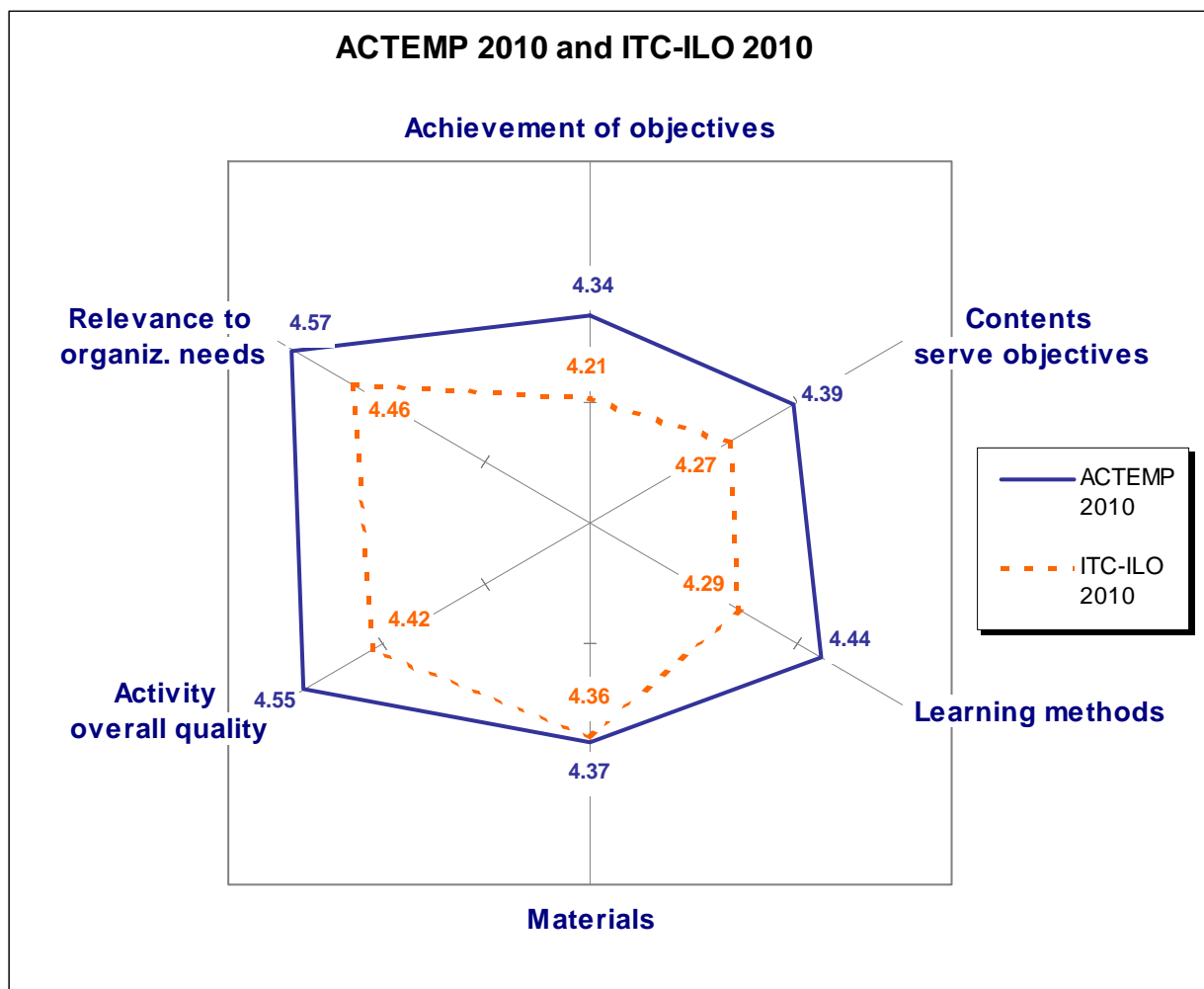
Maintaining or even increasing the quality of training is of utmost importance to the Programme.

The quality of the Employers' Activities Programme (as well as that of all other training activities run by the Turin Centre) is monitored through end-of-course evaluations. The standard Centre questionnaire poses closed questions with answers on a 5-point scale from 1 (minimum) to 5 (maximum). In all, 16 aspects of training quality are measured, ranging from the quality of preliminary information to clarity of objectives, quality of training material and quality of resource persons. They are summarised in six major indicators (see below). The questionnaires may include open questions as well. On larger projects, independent evaluators carry out additional, more extensive quality control.

The overall quality indicators for the Employers' Activities Programme in 2010 were the second best in the ITCILO.

Comparison of the ACT/EMP Turin evaluation results between 2009 and 2010 and with those of other Centre Programmes





Comments by participants are an additional indicator of quality.

Here are some anonymous comments taken from the evaluation forms.

- “I think the tutors have an excellent quality and level and they prepared themselves to give a great training and transmit their knowledge”
- “Very practical workshop that increased the relevance”

Project cycle management (Lima, Peru, 2-5 November 2010)

- “My opinion is that quality was good and topic relevant to my interest and needs”
- “Good balance of practice, theory and group work”

How to set up and run training services for members (Turin Centre, 21-26 June 2010)

- “Excellent work and knowledge - Keep it up, please you may launch an advance version of this programme also (*planned for 16-20 May 2011*)”

Training programme on lobbying for Nepalese and Pakistani employers' organizations (Kathmandu, Nepal, 25, 26 March 2010)

- “All presentations were really well done!”
- “The resource persons were very articulate and knowledgeable”
Training course on services and lobbying (Turin Centre, August - September 2010)

- "The capacity-building project has been immensely useful in defining a clear road map for the development of our Association in Romania, providing us best practices, important market data and how to prioritize our objectives to ensure we will maximize the opportunities with the resources we currently have and given the current Romanian economic, social, political and legal environment”

Charlie Crocker, Board Member of ARAMT, the Romanian Staffing Association on the ITCILO - EUROCIETT project, 2010

- “All the resource persons were good!”
Training programme on lobbying in-depth, Pro€Invest project (Nairobi, Kenya, September 2010)

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C. LEMPNET fully in use

In February 2009, **Lempnet**, the Learning Employers' Network, was launched.

It is an Internet platform dedicated to employers' organizations around the world. It is designed as a tool for sharing knowledge and learning among employers. For the time being, the platform is active in English only.



Lempnet (<http://lempnet.itcilo.org>) comprises a public website displaying information which can be useful for employers worldwide and a restricted area where participants in ACT/EMP Turin courses can find information and training material regarding the courses they are registered for.

Since its creation (February 2009), Lempnet has had 21,004 visits, evenly spread over the two years of activity.

The visits came mainly from:

- Western Europe
- South America
- Eastern Europe
- Southern Asia.

Africa used it far less.

To find Lempnet, most people simply typed in the address (copied from e-mail, etc.), but many were referred to Lempnet by a search engine like Google or came through the ITCILO's general website.

In terms of content, visitors mostly viewed:

- the home page
- the pages to register, login, edit the profile, etc.
- the training portfolio
- the course pages, including the distance learning platform on OSH
- the page on needs analysis
- the page on our programme
- the interviews
- news pages.

In 2010, 35 news items were published on the platform; 2 newsletters were sent out to registered users during the year and 9 interviews (written and audio) were posted. These interviews featured experts from employer organizations from Ecuador, Botswana, Romania, Ghana and Croatia; ACT/EMP employers' specialists from the Bangkok SRO, the SRO for the Caribbean region and the SRO for Latin America; and we also published an article on the Turin Learning Approach.

Lempnet is developing. In the last few months, the following new items have been added:

- A public section on our ongoing projects, which gives information and should raise the profile of our long-term projects. Visitors can find information on the "Pro-invest" project in East Africa, the projects co-funded by the EU and the new distance-learning platform on social security and OSH.
- A new section on employers' organization networks. Information is displayed on the newly created international employers' organizations network of HIV/AIDS specialists.
- The platform has moved to a new Internet server, which makes it possible to register participants for courses automatically.

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D. Continuous innovation in training material and training methods

High-quality training requires good training material. Such material reflects the tutors' approach to the subject. Participants want written records, handouts and references to use after the training session. The Programme started to develop in-house training material in a systematic way in 2006. Because the ACT/EMP Turin methodology is process-oriented, the Programme is gradually adopting a modular training approach. To provide pedagogical development and a modular approach, the Programme also collaborates with the Distance Education and Learning Technology Applications (DELTA) unit of the Centre and benefits from additional training in improving learning methods (the Turin Learning Approach).

Significant efforts have been made to develop additional training material.

In most cases, this means creating different types of material:

- tutor manuals and participant handbooks
- formal publications
- adaptations of existing material to the context of the region/country/target group
- testing material, for a first course, requiring validation and adaptation afterwards, before it is used on a large scale.
- translations of training material.

Developing good training material requires time and effort, and poses challenges:

- to adapt training material to the specific needs and nature of employers' organizations, specific countries and the diverse skill levels of the participants;
- to produce practice-oriented material, for which literature, or other material on those specific aspects, is often scarce;
- to find experts who possess the necessary combination of skills, experience and capacity.

In 2010, the output was impressive.

ACT/EMP published six guides, of which one (lobbying – a module for self-guided training) used new technology and was presented as an e-learning module available on Lempnet.

- Maximizing the opportunities for employers' organizations in the framework of Decent Work Country Programmes - English
- Persuasive communication: Making the voice of business heard - English, French, Spanish
- Project design and principles of project cycle management - Spanish
- Tackling youth employment challenges. An introductory guide for employers' organizations - English
- Self-guided training module on lobbying and advocacy – English
- Brochure for companies on key issues for management to consider with regard to transnational company agreements (TCAs)

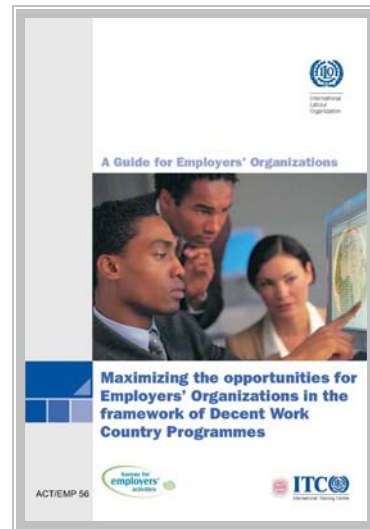
In addition to these publications, investment went into tailor-made material and new material - to be tested at validation workshops - for future publication.

There was also training material on:

- membership strategies (in development)
- IR / HR services by EOs
- Portuguese versions of the EEO material, for use in lusophone Africa
- a Romanian version of the electronic tool on OSH training for supervisors.

Below are more details on the new publications.

i) Employers' organizations and DWCPs: Maximising influence and opportunities



DWCPs are an essential policy tool for the ILO. DWCPs are the result of tripartite involvement and consultations. It was noted that employers' organizations are not well informed about the opportunities they afford, nor strongly involved in the process and outcomes.

The material gives proper information and guidance to employers' organizations.

It first gives an overview of DWCPs. Then it looks in detail at their six-step cycle, and describes how EOs can and should be involved at each stage. It produces checklists, indicates what help ILO field specialists can give, and provides success stories of proper involvement of EOs.

3. The DWCP six-step cycle

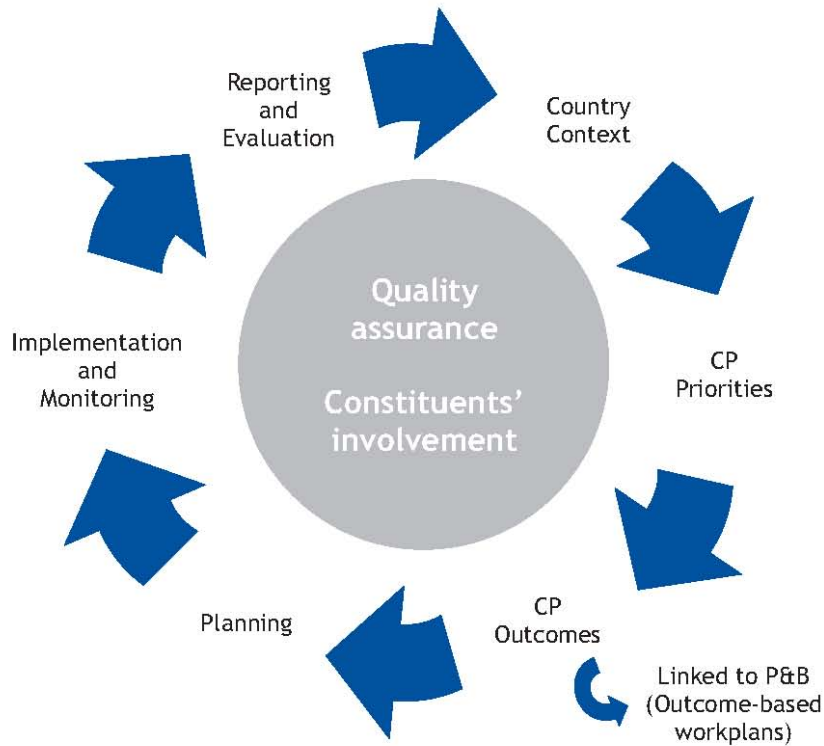


Figure 3: The DWCP cycle

The ILO uses a six-step cycle for devising each national DWCP. This cycle is a useful framework for planning, executing and evaluating activities, and provides enough flexibility for different national circumstances. The DWCP are managed by the ILO Office Director.

The way the DWCP process begins depends significantly on the situation in the particular ILO member State. Typically it starts with ILO officials raising awareness about the purpose and value of such a programme. The development of the programme may be carried out by the ILO Office Director responsible for the particular country or by ACT/EMP Employer or ACTRAV Worker specialists. Constituents themselves may seek out ILO support for the development of a DWCP.

A first stage might be a meeting or workshop of constituents to learn more about DWCP and what is expected of partners in the process. For instance a workshop was organized in the Peruvian capital Lima in June 2009 to explain the DWCP process to representatives of

What should employers' organizations do in step 3? How the ILO can help you?

Checklist

- Be sure to master the difference between outcomes, indicators, targets and strategies.
- Be fully involved in defining the strategies for Country Programme outcomes and defining indicators.
- When detailing outcomes, start thinking of possible DWCP outputs and activities that your employers' organization could directly implement or could benefit from. If your organization has the capacity, propose that it takes responsibility for the implementation of specific activities and outputs.
- Inform your members about negotiation results and possible DWCP outputs/activities that your organization could carry out. Be realistic!
- Consult the ACT/EMP Employer Specialist if you need clarifications or support.
- Ensure that an outcome on building the capacity of employers' organizations either purely institutionally or in relation to specific technical issues is part of the DWCP.
- Sign the DWCP once you fully agree on the identified priorities, and the outcomes and strategies needed to realize these.



Success story

Federation of Swaziland Employers and Chamber of Commerce and DWCP Formulation Process (FSECC)

The Federation of Swaziland Employers and Chamber of Commerce participated in the workshop "Maximizing the opportunities for employers' organizations in the framework of Decent Work Country Programme" held in April 2009 for employers' organizations in the southern Africa region. The participation enabled staff of the Federation to participate effectively in the Swaziland DWCP formulation process.

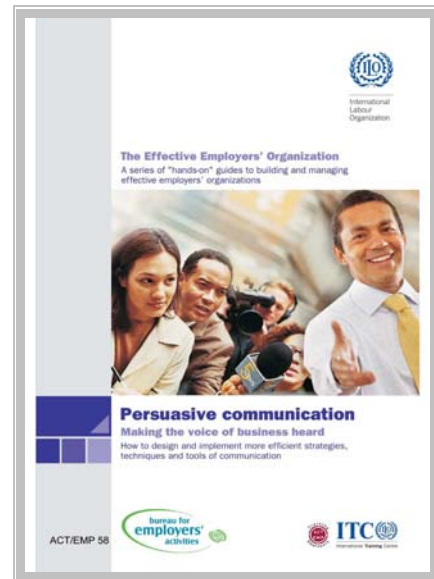
How did FSECC participate in DWCP?

The Employers formed a Technical Committee to oversee the process. FSECC was able to review and make inputs on the three drafts of the Country Context Report. FSECC negotiations in the DWCP process led to the introduction in the priority on "Employment Promotion" of three outcomes which reflect three key priority areas of FSECC internal strategic plan:

- More conducive business environment
- SME development
- Skills development

Another priority area where the employers played an important role was "Social dialogue for policy interventions". FSECC even played a mediatory role for consensus between the trade unions and the government to set up a tripartite committee on labour and economic policies, which is now active and important in ensuring that social partners' views are taken into account when designing socio-economic policies.

ii) Persuasive communication policies for EOs



This handbook, on which practical course material is also based, looks at things from different angles, with the objective of making communication policies by EOs more effective.

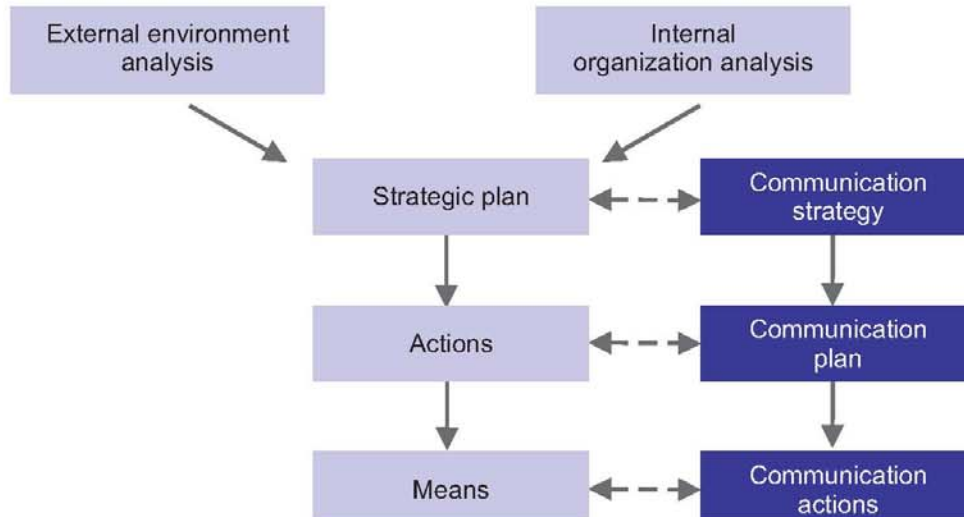
In the first chapters, communication is approached from a strategic perspective: reputation management and planning / key messages on strategic communication planning.

The second part looks at communication with members and in-house communication, and makes the link between communication and membership strategies. Afterwards, communication is looked at as an outward-looking tool, linked to the advocacy role of the EO.

Finally, a few chapters are dedicated to practical applications, with basics on communication techniques such as interviews (TV, radio, written press), presentation techniques and internet communication. Lastly, some sections look at crisis communication.

Summary

Devising a communication strategy and plan



Evaluate your communication

When you communicate, it is important to know whether your communication is effective and, whether it has achieved its goal.

- Did the message reach the audience?
- Did the audience acknowledge the message?
- Has the audience understood the message?
- What has it learned?
- After getting the message, has it is taken the action envisaged?

Scan the press (continuous press monitoring)

Make the time, every day, to survey everything that is published or broadcast about you: newspapers, magazines, trade journals, the Internet, TV and radio.

In some countries, there are companies that cut press articles out for you. At your request, they harvest items containing key words (such as your name or the name of your chair, director or spokesperson, or the name of your product or service). In other countries, everything is available via the Internet. In that case, you can search using key words.

Some also offer a complete transcript of reports, debates, or excerpts from TV news or radio that you specify. Alternatively, pick up your scissors and cut out your own articles, and scan the Web for information published about you.

Insist on receiving the cuttings before 10 a.m. Thus, if you need to take action without delay, you will have a little more time to get organized and respond. Circulate information in-house without delay, every day, once you have the press cuttings.

Analyse the news articles

- Analyse the impact of your communication in the press.
- While it is always good to monitor what they say about you in the media, this is especially so after a press conference or a press release.
- For each previous communication action, analyse the cuttings about you and the scripts of what you said on the radio or TV (except advertising, of course). This evaluation is both quantitative and qualitative.

Quantitative :

A press conference is successful if the journalists you want actually come.

Worksheet

ACTION 3: Dissemination of information on the proposal by the employers' federation

Objective: Raise the awareness of staff and members of the positive impact of the creation of new businesses. Make them ambassadors for our cause.

Source: Head of the Federation

Channel of communication: intranet, newsletter, etc.

Key message: Stimulating the creation of new businesses by making procedures less complex and lengthy will, in turn, stimulate employment.

Material to provide, documents to prepare	By whom?	Deadline	Person responsible	Budget needed	Evaluation criteria
Article in the company's in-house magazine, also put on the Intranet Communication Manager	Communication Manager	03/02/2010 and 04/05/2010	Mr A/Ms B	-	Article on the Intranet
Clippings of media coverage of our actions outlined in our in-house newsletter	Communication Manager	07/03/2010 and 15/03/2010 and 10/04/2010 and 10/05/2010	Ms B	-	Press review in newsletters

iii) Project design and principles of project cycle management



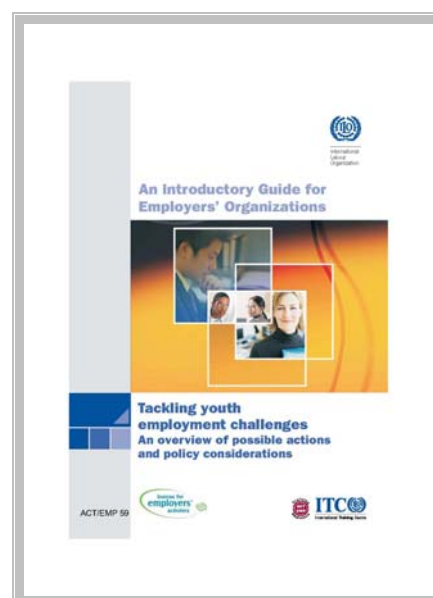
This training material is based upon EOs' strong need to be active in resource mobilisation and project management. EOs often have little experience in those fields, and hence need support both for good project design and for project implementation.

The guide treats all these subjects in a very accessible way, and brings the readers step by step to a level of practice and knowledge at which they can tender for projects with success.

The project cycle is explained in five different phases, using innovative and practical methodology:

- Identification: how to identify a project idea, and the preliminary information that is necessary.
- Preliminary study: the analysis and planning needed to develop a successful project. How to build and how to use a logical framework.
- Final elaboration: information and recommendations on the compilation of the project document.
- Implementation: includes useful tools with which to monitor project activities.
- Follow-up, evaluation and auditing: the three final phases of a project.

iv) Tackling youth employment challenges: the employers' perspective



This guide is part of an ongoing effort by the ILO, and specifically by the Bureau for Employers' Activities, to strengthen the capacity of employers' organizations to deal with youth employment, especially in developing and transition countries. It is aimed at industry experts worldwide who wish to take action on youth unemployment in their own regions or countries.

It provides specific employers' perspectives on youth employment, which can be brought into the debate on policy and action. Ultimately, good policy is a mixture of approaches, in both the short term and the long term, whereby policymakers try to strike a balance between economic reality and feasibility, together with social desirability. Social dialogue and tripartism, in which employers should be fully engaged, offer the perfect forum in which to search for such a balanced policy mix.

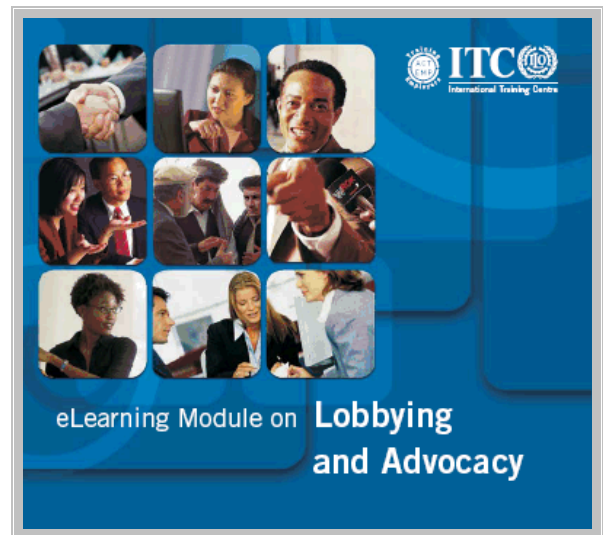
This guide seeks to meet a demand by employers' organizations for reference material in an area where they are often called upon to take action, and where they hesitate to do so, for lack of the specific skills needed to analyse the whole issue, or for lack of insight into success stories and good practice in other countries.

The guide should be useful for:

- becoming aware of the dimensions of youth unemployment globally and in specific regions;
- understanding the impact youth unemployment has on business;

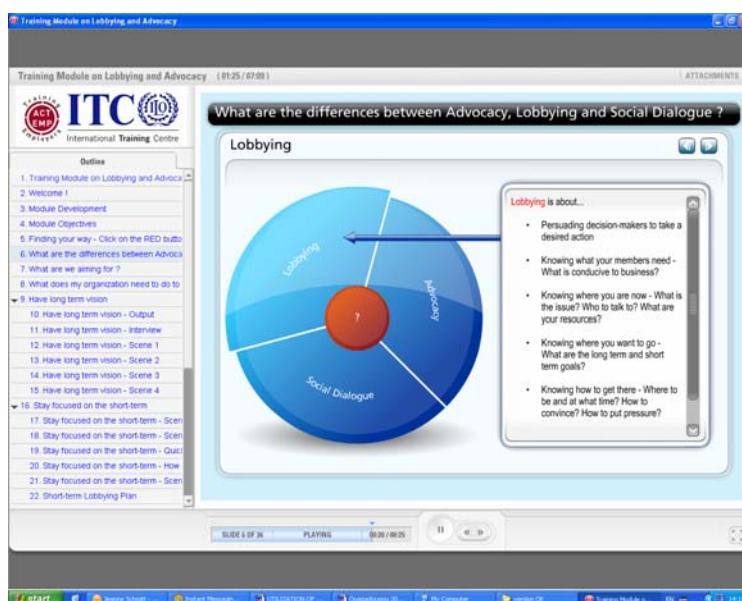
- making the business case for boosting youth employment, by using economic analysis and labour market data;
- becoming knowledgeable about good practice and experience in many countries concerning youth employment policy;
- assessing existing policies and formulating new policies to increase youth employment;
- putting the employers' perspective in policy debates.

v) Self guided module on lobbying and advocacy



This module is an e-learning application of a part of the (face-to-face) course on lobbying and advocacy. A number of interactive exercises guide the participant through the process of lobbying. The module is a good introduction to the course and allows participants to get acquainted with the issues and find good approaches and solutions.

It is accompanied by a simple self-evaluation test.




Training Module on Lobbying and Advocacy (04:50 / 07:09) | ATTACHMENTS

ACT EMP ITC International Training Centre

Drag and Drop Quiz
Question 1 of 1 | Point Value: 10

Click on each statement then drag each text box over the photo of a speaker to match the person to his/her main statement.

What can I learn from colleagues on why it is important to constantly engage with members?




- Copying members in all emails communications help to keep them aware of your lobbying strategy and progress
- Keeping close contact with members is important to manage their expectations and give them insights on where possible gains are
- To have a stronger voice, we should discuss with members the opportunity to build alliances with other employer/business associations
- We need to be transparent and to explain to members in a systematic way that the EO achieved results on issues A, B and C

Score so far: 0 points out of 0

SLIDE 25 OF 36 | PLAYING | 00:00 /

Training Module on Lobbying and Advocacy (07:09 / 07:09) | ATTACHMENTS

ACT EMP ITC International Training Centre

End of module quiz
Question

End of module quiz

Quiz to assess the competences and knowledge acquired through the module. You should indicate if in your opinion the following statements are true or false.

X means this is the chosen answer.

Click on "next" to start the test.

Score so far: 0 points out of 0

SLIDE 36 OF 36 | PLAYING | 00:00 /

vi) Key issues for management to consider with regard to transnational company agreements (TCAs)



This brochure is the concrete output of an EU-funded project on transnational agreements.

The publication summarizes and examines the views and the key issues concerning TCAs, as expressed by employers and their organizations. It analyses the pressures and opportunities inherent in such agreements, concerning the social dialogue environment, the trade unions and the broader framework (including CSR, public procurement and markets). It presents a set of issues and advice that can guide employers' choices and action when considering TCAs. More specifically, it looks at the internal coordination, representativeness and legitimacy of the parties involved, legal issues, scope, ILO standards and dispute-settlement mechanisms.

MAIN ACHIEVEMENTS 2010

- A. Historic high in number of employers' representatives trained
- B. High quality maintained
- C. New learning and knowledge-sharing platform fully in use
- D. Continuous innovation and improvement in training material and methods
- E. Important new projects in Africa and the EU
- F. Training had a real impact on EOs and generated results for them

E. Important new projects in Africa, the EU and Latin America – Partnerships maintained and further expanded

Capacity to deliver also depends heavily on resources and partnerships. In the budgetary context of the ITCILO, this requires a strong effort by the Programme to search autonomously for projects and partners outside the Centre.

i) Important projects in Africa, Latin America and the EU

In 2010, the programme was able to implement four major projects, three of them with EU funding and one with funding by the Spanish Government. Some have continued into 2011.



The biggest was the *ProInvest project in East Africa*. Funding was obtained under the ProInvest scheme in 2009. Implementation started in 2010 and will continue in 2011.

The project's objective is to strengthen the capacity of five EOs in East Africa (Kenya, Tanzania, Rwanda and Uganda) and Ghana.

The capacity building concentrates on the two major functions and roles of the EO:

- ✓ acting as the voice of business to improve the business environment and create a framework which enables sustainable enterprises to create employment and reduce poverty;
- ✓ providing members with sustainable demand-oriented services.

The project is a major challenge for the Programme. It encompasses the setting-up of an office in Nairobi to coordinate the activities, which go beyond training to involve consultancy and accompaniment, and which comprise a full range of technical assistance for capacity building.

The expected outcomes are:

- ✓ enhanced advocacy and lobbying by the EOs, expressed in the publication of a comprehensive business agenda, coalition-building with other business member organisations, the publication of targeted position papers and other advocacy material and, if the environment allows, the achievement of reform in the business environment.
- ✓ enhanced service provision, via the creation of new or strongly improved business development services concerning industrial relations, human resources and dispute settlement.

The full results will only be available at the end of the project, but the intermediate evaluation indicates that the project is making good progress and that the objectives will be met.



The second project is one for transnational companies.

It examines the relevance of transnational company agreements (TCAs) and guides companies into this new field.

The project held one-day workshops in five major EU cities, where companies shared experience and guidance on how to deal with this new phenomenon. About 50 major companies (employing in all about six million workers) took part, alongside a number of EO representatives.

Two capacity-development projects were implemented in 2010 in conjunction with European sector-level employer organizations. Their general objective was to assist sectoral employer organizations (SEOs) in developing strategies, tools and the skills needed to strengthen their role in Eastern and Central European countries and to engage in policy development and social dialogue, at both national and EU level.



A first project in partnership with the European Chemical Employers group started in 2009 and finished in 2010.

It included the following: a general workshop on “The Effective Employers’ Organization”; four tailor-made workshops on specific topics identified by participants as crucial; a joint employer-trade union workshop on links with the EU; and a four-day study visit to France, Belgium and Germany.

In all, 56 people took part in the project's activities (most of them participating in more than one activity); 46% of them were women. A final impact survey was done in May 2010. Although respondents emphasized the negative impact of the economic crisis on their EOs, the results showed that participating EOs were taking a wide series of actions to improve their capacity to participate in sectoral social dialogue at national level. The improvement of participation in social dialogue at European level was limited by the date of the survey. Ninety per cent of the countries taking part deemed that the objective had been achieved.



A second project in partnership with EUROCIETT, the European representative organization for the staffing industry, started in 2010 and will end in 2011. The beneficiaries of the project are the employers' organizations of the agency work sector in 13 Eastern and Central European countries.

In addition, Latin American and South African SEOs, which face similar capacity-building constraints, were invited to participate and thereby share expertise across political contexts. Six training activities will be held during the 18-month project, the last one taking place on 8 June 2011.



The Spanish Government-funded project seeks to build knowledge and capacity among the employers' organizations in Latin America concerning social security and concerning occupational safety and health.



It started at the end of 2010 and will mostly take place in 2011. There will be five sub-regional workshops in Latin America, one distance-learning activity and one final regional workshop in Turin and Madrid.

It brings together 54 EO representatives from 18 Latin American EOs.

The expected outcomes are the following:

- ✓ improvement of EO services on offer to member companies concerning social security and concerning occupational safety and health;
- ✓ strengthening of the EOs' capacity to influence and represent business interests better within tripartite social security and occupational safety and health institutions;
- ✓ creation or consolidation of permanent committees on social security and on occupational safety and health;
- ✓ creation of a transnational employers' network on social security.

We have strong support and assistance from the CEOE, the Spanish Confederation of Employers' Organizations.

i) Maintaining existing partnerships and building new ones

The Programme remained successful in 2010.

- It maintained strong cooperative relations with existing partners, such as the Dutch Employers Programme (DECP), ACT/EMP Geneva, and the Belgian Employers Federation, FEB. The strong links with the DECP made it possible to continue to run many training activities for EOs at national (Indonesia, Pakistan, Nepal) and subregional level (Southern Africa) and in the “Pro€Invest” project, in which the DECP was a very much appreciated partner.



March 2010, participants in the course on lobbying for Nepalese and Pakistani EOs

- Secondly, it developed new partnerships with two development programmes which are closely linked to employers’ organizations in Europe, i.e. the NIR (Sweden) and the NHO (Norway). ACT/EMP ran capacity-building courses for those organizations in Zimbabwe and Angola, respectively. We hope that this will open additional avenues for a coordinated approach to supporting EOs.



November 2010, Sumbe, The Effective EO in Angola. Ms Inger Østby (NHO) with participants and local authorities

- Thirdly, the Programme maintained good working relations with other employers' federations in both developing and developed countries (ATE-TANZANIA, PSF-RWANDA, FUE-UGANDA, CIETT - temporary agencies sector organisation, IBEC-Ireland, BNZ-New Zealand, MEF-Malaysia, SNEF-Singapore, CEOE-Spain, BDA-Germany, MEDEF-France, VNO-Netherlands) which support the activities of the Programme in kind (expertise, facilities, etc.).



May 2010, experts and participants at the ProInvest kick-off seminar



December 2010, Turin Centre, closing workshop of the ITCILO - Eurociett project

The strong solidarity among employers' organizations, shown by their helping colleagues in other countries and sharing expertise, knowledge and funding, is remarkable and very valuable.

The Programme team wishes to express its thanks to all these organizations both for their important contribution and for the trust they have placed in the Employers' Activities Programme.



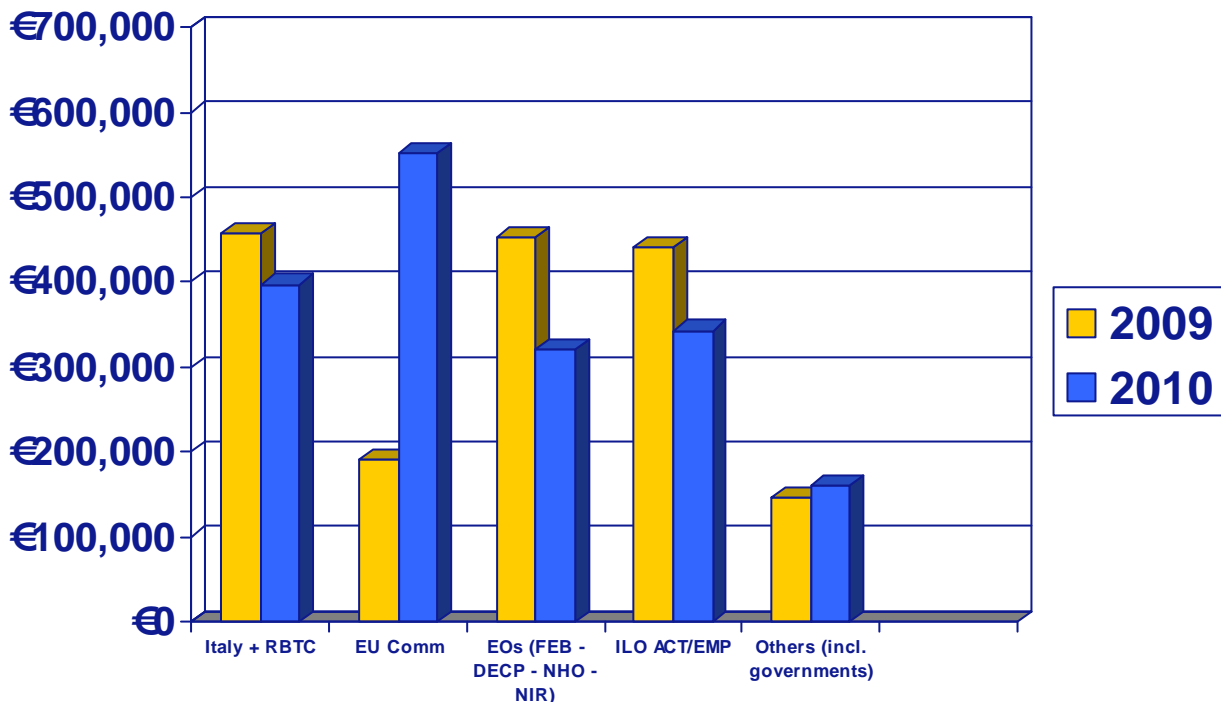
iv) **Funding**

Funding is obviously one of the key factors which enable activities to take place.

In spite of the decline in the Italian voluntary contribution, the Programme was able to collect more resources than ever, mainly due to success in its resource mobilization strategy with the EU.

One consequence is that its non-Centre-generated income accounts for a significant portion of the Programme's total income. The Centre itself finances about **22%** of the total operating budget directly (via the Italian voluntary contribution and the RBTC). The biggest part (about **78%**) comes from outside sources (see below), a trend which is increasing.

Total income 2009:	€1,690,556	Total income 2010:	€1,770,091
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MAIN ACHIEVEMENTS 2010

- A. Historic high in number of employers' representatives trained
- B. High quality maintained
- C. New learning and knowledge-sharing platform fully in use
- D. Continuous innovation and improvement in training material and methods
- E. Important new projects in Africa and the EU
- F. Training had a real impact on EOs and generated results for them.

F. Training had a real impact on EOs and generated results for them

A key question, of course, is to what extent these training activities made a real impact and generated change within the employers' organizations. Did they enhance their services? Increase their policy influence? Their internal effectiveness and organization?

Unfortunately, the answer is not clear or easily given.

It must first be acknowledged that training of individuals - even if they are motivated and have the right mixture of competences to benefit from the training - is but one contribution towards change in the behaviour of an organization.

It is well known that other factors also affect such change: the quality of supervising management, the organizational culture, the global composition of the workforce in the organization and, obviously, the context in which the organization functions. In other words, training is a factor that influences good performance, but good performance and/or change depend on several further factors.

Measuring impact in general is also difficult. Do we question the individual or the management? What about outsiders, such as members and observers? Do we have objective parameters to measure or does one measure perceptions?

All these methodological limitations impose modesty and prudence in interpreting the outcome of training.

With the limited resources we have available, we measured impact via three methods:

- short impact assessment (6 -9 months after the course);
- in-depth impact assessment for important projects;
- collection of success stories.

i.) Short impact assessment

Impact assessments were carried out for selected workshops that took place from April 2009 to September 2010, namely:

- Training Services, July 2009, Kuala Lumpur
- Lobbying in Depth, October 2009, Turin
- Export Promotion Services, October 2009, Santiago de Chile
- Youth Employment, November 2009, Turin
- Youth Employment, January 2010, New Zealand
- Communication, January 2010, Turin
- Export Promotion Services, February 2010, Casablanca
- Lobbying in depth, February 2010, Pakistan
- Labour Law Services, April 2010, Turin
- Training Services, April 2010, Turin
- Lobbying and Services in Depth, August – September 2010, Turin.

An on-line questionnaire was sent to all the participants in these courses through the programme *Survey Monkey*. It asked them to report on the impact of the course within their organization.

The limited number of replies does not allow us to identify big trends. However, some interested outcomes were reported in the questionnaires received. They are summarized in the table below.

Outcome	Description	EO / Country
Strategic planning		
A new strategic plan had been drafted for discussion with the Board	Drafted strategic plan, 2010-2015, to be finalized	ZFE, Zambia
New strategic plan endorsed by the Board	New strategic plan, 2010-2015	ECAM, Malawi
Membership		
Membership has increased	New members recruited following visits in all regions of Zambia and improved service offer	ZFE, Zambia
	Increased number of members from 3500 to 4000	National Confederation of Employers' Organizations, Azerbaijan
Resource Mobilization		
Project proposed and approved by donors	Project of Economic Development Observatory	CEPB, Bolivia
	Project on "Raising awareness on the issue of child labour in sector associations and companies".	ANDI and ASOMINEROS - Colombia
Services		
Services to members have been strengthened / improved	Increased number of visits to members	ZFE, Zambia
	Training courses have become more regular	Montenegrin Employers Federation
	Staff performance compensation system set up; result: income increased by 10%	ECOT, Thailand
	Reviewed training programmes using techniques learnt during the workshop	EFC, Sri Lanka
	Members' survey of EO services, followed by a re-packaging of the service portfolio.	FSE & CC, Swaziland

Outcome	Description	EO / Country
New services to members have been developed	Discount services for members – in preparation Visits to all ZFE regions whenever labour legislation is revised to raise awareness among the general ZFE membership and non-members as well.	ZFE, Zambia
	Discount service	ECAM, Malawi
	New service, called BOCCIM Northern Youth Expo, to encourage business networking among youth	BOCCIM, Botswana
	New IT tool for members for administrative management	Estonian Employers Federation, Estonia
	New programme of education and training	SEA, Serbia
	Programme on CSR has been developed, OSH training and special training concerning textile and clothing industries are being developed	ACPR, Romania
	New export promotion service: market profile	Camara de Industrias de Guayaquil, Ecuador
	New export promotion service: export audit for SMEs	COMEXPERU, Peru
Lobbying		
Improved lobbying techniques and tactics	Research in the area of “Growth and Competitiveness: Issues Restraining Business”, including recommendations of EFP	EFP, Pakistan
New business agenda drafted for discussion with the Board	New business agenda prepared to be discussed with the Board	ECAM, Malawi
Increased influence in tripartite bodies	Participation in devising a national export promotion strategy	CNPB, Burkina Faso
New lobbying strategy includes full membership involvement	Establishment of an evidence-based advocacy system (survey to collect members’ views before lobbying)	EMCOZ, Zimbabwe

Outcome	Description	EO / Country
Communication		
Major media coverage obtained on a particular issue	Daily information on EO major activities made available on website. Creation of a bi-monthly newsletter Position papers published on the website and sent to members through a newsletter Wide media attention on action on local taxes in Belgrade city, with a positive result (elimination of taxes by new local government)	SEA, Serbia
Improved communication with members and external stakeholders	Improved communication with EO members and authorities	CNPB, Burkina Faso
	Improved drafting of press releases and annual reports	CNPT, Togo
	Improved communication with EO members and improved media coverage	ZFE, Zambia
Youth Employment		
Initiatives by EO regarding youth employment	Business training classes for young unemployed	Vanuatu Chamber of Commerce
	Youth Employment Network	NECA, Nigeria

ii.) In-depth evaluation of important projects

For longer-term projects, separate impact evaluations are carried out.

In the case of the joint ITCILO - ECEG project entitled “Strengthening the capacity of ECEG affiliates for participation in sectoral social dialogue at national and European level”, the methodology involved different levels of evaluation: a survey was distributed among targeted organizations before the project in order to assess their learning needs; an evaluation of the participants’ satisfaction and planned action was carried out through end-of-activity questionnaires; an evaluation of the learning took place through pre-course and post-course self-evaluation and action plan design; the evaluation of the application of learning was done through action plan revision and follow-up, as well as through an online impact survey. Finally, the evaluation of organizational impact was done ex-post through a specific online impact survey.

The results of these evaluations are documented in the project report. A summary of the main outcomes reported by participating organizations is below.

Summary of the outcomes of the capacity-development project in the European chemical sector, 2009-2010	
The impact evaluation at the end of the project made it possible to identify the following outcomes linked to the implementation of the action plans drawn up during the project by the 11 participating organizations. The report looks at the four areas on which the action plans focused. This is only a summary of the main actions reported.	
A	<p>The first set concerns actions to make their EO the effective voice of business for the chemical industry in their country. Many actions were included in this set, because these are actions that each EO may decide to take autonomously. Results are presented in figure 11.</p> <p>The most frequent of these actions, taken by the date of the survey, was drawing up a strategy plan for membership recruitment, retention and expansion. This was fully or partially done by 9 of the 11 participating countries. Although it tends to be a long activity, 3 out of the 9 countries reported having already completed it by the time of the survey, indicating that they had already started working on it during the project.</p>
B	<p>The second series of actions is strengthening the EOs' voice vis-à-vis national authorities. The most frequent improvement was by increasing participation in tripartite committees and working groups, including the submission of opinions and policy papers. 9 countries report such improvement.</p> <p>Furthermore, 6 countries indicated that they had already reviewed and organized the EO's internal working methods better, as working groups and task forces, to respond to needs better.</p> <p>6 countries said they were working on the EO's (long-term) lobbying strategy and concrete (short-term) lobbying plans. This seems to be a challenging step for the EOs. Only 2 countries reported having fully implemented it, maybe because of the time it takes.</p>
C	<p>In their action plans, participants indicated a range of actions that aim to use better the opportunities that national dialogue affords for advocating business interests.</p> <p>By the time of the survey, the action most fully implemented (by 6 countries) was the involvement of trade union representatives in committees, seminars and workshops on subjects of common interest. Furthermore, 7 indicated that they had carried out, or were working on, joint activities (joint opinions, declarations, collective agreements, etc.) in the framework of sectoral social dialogue.</p> <p>Last but not least, 5 countries were reviewing existing forms of cooperation and social dialogue, and setting up an ad hoc forum/memorandum of understanding with trade unions.</p>
D	<p>The last set of actions relate to effective links between national EOs and existing EU-level structures for the chemical sector. This seems to be the area where impact was lowest.</p> <p>Nevertheless, 6 countries indicated that they had improved communication on EU social dialogue activities towards members. The same number of countries had created and maintained a roster of key stakeholders at EU and international level. In terms of linking the work of national EOs with that of the ECEG, 3 countries reported having done it, and 2 more reported that they were doing it. Furthermore, 4 countries had fully or partly implemented, at sectoral level, decisions taken in the framework of EU-level sectoral social dialogue. 4 countries had adopted best practice from other EOs forming part of the ECEG network, e.g. from organizations which took part in the project.</p>

In the Pro€Invest project, which is still running, there has been some remarkable progress already:

- in all 5 countries, the EOs are ready to publish a fully fledged business agenda, in which a good review of employers' thinking on reform appears, with concrete proposals to improve the business environment, backed up by fact-based research and position papers;
- in all 5 countries, business plans are ready for approval by the Board to enhance the services the EOs offer members: new training services (negotiation, management training, HR) and new services for recruitment;

An in-depth evaluation will be done at the end of the project (September 2011).

iii.) Success stories

Serbian Association of Employers (SAE) - New Training Programme

Thanks to the course on "How to Set up and Run Sustainable Training Services for Members", which took place in June in Turin, and also thanks to a study visit to the Croatian Employers Association supported by the ILO, the SAE has developed a special programme of education, training and management.

In order to make the SAE's training centre as distinguished and recognizable as possible, we decided to give it a name, a logo and promotional material. The training centre will be called "PETUM" (Programme of Education and Training of Managers).

The promotional material will consist of a 6-page publication with basic information about PETUM. Most of it has been prepared by the SEA, and printing and distribution will depend on the SAE's financial possibilities. The calendar of seminars is separate because it covers only 6 months, whereas the publication covers far longer.

In addition, a rulebook has been prepared, covering seminars, training courses and similar. It sets the minimum number of attendees, deadlines for submission of materials to be handed out, etc. It should serve as a basis for negotiations with existing and future partners for seminars.

To elicit employers' needs, we asked them to suggest two new topics to include in the new training calendar. The calendar will be ready by July 2011. The new topics are public procurement and financial support for employers.

* This course was co-sponsored by the Federation of Belgian Employers (FEB)

Source: Ljiljana Pavlovic, Legal Adviser, Serbian Association of Employers, 2011

BOCCIM - Northern Youth Expo

BOCCIM Northern Youth Expo is a new service. It will be introduced in March this year. BOCCIM members and the public are invited to participate. The main objective is to encourage business networking among young people, to create a platform for entrepreneurs to show their talents and exchange ideas, to interact with young people from different business backgrounds and to promote their products.

Source: Maggie Sebege, Membership Coordinator, Botswana Chamber of Commerce and Industries, 2011

NECA - Youth Employment Network

“Self Employment for Nigerian Youths” (SEFNY) was established in February 2010 (after participation in the workshop on “EOs and Youth Employment” in Turin in November 2009), with the primary objective of promoting and nurturing entrepreneurship among Nigerian youths. The programme is to tackle one of the biggest challenges confronting Nigerian economy, the rising level of unemployment, with its concomitant implications for security and business growth. The target set in the work plan is to train 25 unemployed youths within 50 days of its take-off.

Source: Emmanuel Ola, Youth Employment Programme Coordinator, Nigeria Employers Association, 2010

CEPB - Project of Economic Development Observatory

In November 2010, in Lima, two CEPB delegates participated in a workshop organized by ACT/EMP Turin and the ILO's Lima Office on “Resource mobilization and project design”. During the workshop, with the help of ACT/EMP staff, CEPB delegates developed the logical framework for a project proposal to create an “Economic Development Observatory” that would influence socio-economic legislative changes. The project was approved on 1 April 2010 by an international donor, and the observatory is now being set up.

Source: Rodrigo Agregá Gomez, Executive Director, Confederation of Employers of Bolivia, 2011

New Strategic Plan of the Zambia Employers Federation (ZFE)

“We have a draft Strategic Plan (SP), which has not yet been approved by the ZFE Board. We developed it strategically to start running in line with the Sixth National Development Plan that the Zambian Government has since launched so that we do not remain behind but run at the same pace with what government is doing.”

Some of the aims of this draft SP, which should cover 2011 to 2015, are as follows:

- develop new fee-based enterprise development services

- develop project proposals for funding by donors
- acquire income-generating investments
- look at opening regional offices throughout the country (only Lusaka has an office at present)
- redesign the ZFE logo to make it show what the Federation stands for
- relocate the secretariat
- strengthen the relationship with organised labour (this will help us lobby government on important national issues because we shall be speaking with the same voice)
- improve the relationship with the government
- build the capacity of the staff at the Secretariat so that they are able to deliver quality services to members.

The workshop on “Services and Lobbying”, held in September 2010 in Turin was instrumental in identifying these priorities, that are now part of the draft SP.

Source: John Banda, Communication and Marketing Officer, Zambia Federation of Employers, 2011

3. CONCLUSIONS AND LESSONS LEARNED IN 2010

In 2010, the Employers' Activities Programme made significant progress with its two main strategies: direct training and the development of innovative training material.

The main lessons learned and conclusions drawn were:

- There is high potential for further development and also high expectation: employers' organizations all over the world, especially in developing countries, still have a strong need for training and capacity building. They expect ACT/EMP Turin to meet those training needs in close collaboration with ACT/EMP Geneva and the IOE. Integrated project formulas, such as the one in East Africa, are the most efficient way to build sustainable capacity.
- The interest in training covers a wide range of topics, from the internal development of employers' organizations to policy areas. Employers' organizations feel weak or, at least, in need of further strengthening through training. They therefore have a very broad agenda of training needs. Training is the most appropriate way to strengthen them, provided it is intelligently combined with technical assistance by all ACT/EMP colleagues.
- Investment in training material is justified and has to continue.
- There is a mutual willingness and openness on the part of the constituents, the International Organisation of Employers, the Bureau for Employers' Activities and many well established employers' organizations to help the Employers' Activities Programme fulfil its training role regarding those who are in need of further strengthening.
- Given the crucial role of employers' organizations, as the voice of business and as service providers, and the huge capacity gaps that still persist, more resources should be made available to the Programme, to enable it to fulfil its role properly and fully.

II. THE EMPLOYERS' ACTIVITIES PROGRAMME FOR 2011 - 2012 PROSPECTS AND CHALLENGES

A. Maintain a meaningful level of activities and participants

Given the financial constraints, as they are known at present, in terms of funding and staff, it will be more and more difficult for the Programme to maintain the level of increase in activities and participants achieved in recent years.

The environment is not favourable to further quantitative growth: the Italian contribution, a very considerable part of total funding, is further declining.

For 2010 and 2011, due to a successful policy of active fundraising, the Programme succeeded in attracting significant additional project funds. This made possible, in April 2010, the recruitment of additional Professional and General Service staff for the duration of a project and dedicated fully to it (18 months).

For 2012, the prospects do not look good. With the projected funding, a serious drop in participation will be registered.

It is true that numbers of trained staff are not the most important parameter. Change achieved, impact made and material produced to help organizations are more important than face-to-face or distance training. But a certain amount of activities and participants are nevertheless essential. If training modules exist only on paper and are not used, the support they provide remains virtual, and most probably does not really achieve meaningful progress by beneficiaries.

The main challenge, for the management of the ITCILO, for ILO constituents and especially for the Employers' Group and the Bureau for Employers' Activities, will hence be to make sure that the ITCILO Employers' Programme can continuously count on their

financial support. The Programme in Turin itself will of course also do everything possible to obtain further project funding.

B. Increase integration with ACT/EMP Geneva and the field in order to optimize the outcome and impact of training

The need to increase the impact of training is crucial to assuring that the investments made are effective.

Many steps have already been taken regarding quality, needs orientation, and close collaboration with the Employers' Activities field specialists on planning and delivery.

More can be done, in a reciprocal integration of activities between ACT/EMP Turin and Geneva.

This enhanced integration should include:

- better cooperation with ACT/EMP Geneva and the field structures to coordinate training and integrate it into the work plans of employer specialists, the strategic plans of EOs at national level and DWCPs; also, reciprocally, to make sure that Turin is informed and involved in the training which is organised by the field specialists, and in the implementation of their work plans; this will make it possible to bring state-of-the-art training methods and approaches into the mainstream of all ACT/EMP activities for constituents;
- better planning of, and information about, training opportunities offered by ACT/EMP Turin, in order to allow EOs to maximise the effect on the development plans of their organizations and their staff development plans;
- closer attention to the selection of participants;
- combining training, follow-up and consultancy to a greater extent.

C. Increase cost-effectiveness in training and maintain or expand partnerships and fundraising

Fundraising will become harder in difficult financial circumstances.

This will require increased attention to:

- project fundraising among donors at the international, regional and country level;
- more cost-effective training activities (including more distance learning);
- extension of partnerships for funding and cooperation with other employer-trainers.

Strong partnerships are, however, much more. They provide opportunities to optimize means and effort, through sharing knowledge of training, training material, good practice, etc. This implies further work on the Programme's visibility, networking with national employers' organizations, needs analysis, and continuing strong collaboration with the IOE, ACT/EMP Geneva and EO field specialists.

D. Continue investments in innovation and quality of training

There is obviously still room to improve the quality of training and hence to create an even stronger basis for impact.

This qualitative improvement will be sought through a variety of measures.

- ✓ Pre-course information remains a weakness in the evaluations and will be improved, which implies that planning periods will have to be prolonged.
- ✓ Further enlargement of the training faculty, in order to be able to provide a mixture of practitioners and regionally based trainers on each course, as well as closer collaboration with the other ITCILO units to maximise existing ITCILO expertise for our participants.
- ✓ Better and more extensive application of the new learning methods and the Turin learning approach to our courses. Several evaluations have shown the latter to be an

important tool for increasing our participants' satisfaction with what they have learned.

- ✓ Intensive use of the new learning platform, Lempnet: more pre-course work and preparation for participants; use of reading lists for every course; first steps towards blended learning; enhancing participants' interaction and networking.
- ✓ Further investment in training material. First, new subjects of importance to employers' associations; demand is strong in fields such as "EOs and wage policies", "EOs and skills policies" and "EOs and resource mobilisation". Second: constant upgrading of existing training material, with more cases, exercises, testimonials and tools. Achieving this will depend, of course, on the ability to raise funds.

E. Ensure the relevance of all ITCILO training to employers

The Employers' Programme plays an important role within the broader framework of the ITCILO. Its responsibility is also to make sure that the concerns and training needs of employers are reflected in the activities of the other ITCILO units, and that employers are attracted by the training that the other units offer.

It is important for the Employers' Programme to achieve this result, often labelled "enhanced tripartism" in the activities.

The Programme intends to invest more time in this role, by taking a series of actions:

- collaborating more intensely with other units on training materials development, to ensure that concerning each strategic outcome (e.g. social protection, employment), at least one course is available which takes the concerns, specific interests and also policy approaches of employers sufficiently into account. In order to fulfil this role in 2011, the Programme can count on part of the surplus funds which are reinvested in 2011. This will enable it to mobilise the manpower needed for this role.
- using proper information channels more actively to ensure the right employer participants, so that the investment in non-targeted training events meets the objectives and capacity-building needs of the EOs and also contributes to achieving ILO outcomes.

List of Abbreviations and Acronyms

ACT/EMP	<i>Bureau for Employers' Activities, ILO Geneva</i>
ACT/EMP Turin	<i>Employers' Activities Programme of the ITCILO, Italy (the Programme)</i>
ACPR	<i>Alliance of the Romanian Employers' Confederations</i>
ANDI	<i>Colombian National Industrial Association</i>
ATE	<i>Association of Tanzania Employers</i>
BDA	<i>Confederation of German Employers</i>
BNZ	<i>Business New Zealand</i>
BOCCIM	<i>Botswana Confederation of Commerce, Industry and Manpower</i>
CEOE	<i>Spanish Confederation of Employers' Organizations</i>
CEPB	<i>Bolivian Confederation of Private Businessmen</i>
CIETT	<i>International Confederation of Private Employment Agencies</i>
CNPB	<i>Conseil national du Patronat Burkinabé</i>
CNPT	<i>Conseil National du Patronat du Togo</i>
CSR	<i>Corporate social responsibility</i>
DECP	<i>Dutch Employers Cooperation Programme</i>
DELTA	<i>Distance Education and Learning Technology Applications</i>
DWCP	<i>Decent Work Country Programme</i>
ECAM	<i>Employers' Consultative Association of Malawi</i>
ECEG	<i>European Chemical Employers' Group</i>
ECOP	<i>Employers Confederation of the Philippines</i>
ECOT	<i>Employers Confederation of the Thailand</i>
EEO	<i>Effective employers' organization</i>
EFC	<i>Employers' Federation of Ceylon</i>
EFP	<i>Employers' Federation of Pakistan</i>
EMCOZ	<i>Employers' Confederation of Zimbabwe</i>
EO	<i>Employers' organization</i>
ETC	<i>Employers' Training Committee of the ILO, Turin</i>
EU	<i>European Union</i>
FEB	<i>Federation of Enterprises in Belgium</i>
FSE & CC	<i>Federation of Swaziland Employers & Chamber of Commerce</i>
FUE	<i>Federation of Uganda Employers</i>
IBEC	<i>The voice of Irish business and employers</i>

ILO	<i>International Labour Office/Organization</i>
IOE	<i>International Organisation of Employers</i>
ILC	<i>International Labour Conference</i>
ITCILO	<i>International Training Centre of the International Labour Organization</i>
ITCILO units	<i>Technical Programmes of the ITCILO</i>
MEDEF	<i>Mouvement of the French Enterprises</i>
MEF	<i>Malaysian Employers Federation</i>
NECA	<i>Nigeria Employers' Consultative Association</i>
NHO	<i>Confederation of Norwegian Business and Industry</i>
NIR	<i>International Council of Swedish Industry</i>
OSH	<i>Occupational safety and health</i>
PSF	<i>Private Sector Federation - Rwanda</i>
RBTC	<i>Regular Budget for Technical Cooperation</i>
SEA	<i>Serbian Association of Employers</i>
SMEs	<i>Small and medium-sized enterprises</i>
SNEF	<i>Singapore National Employers' Federation</i>
SPSF	<i>Social Partners Support Facility (former Central Fund)</i>
SRO	<i>Sub-regional office</i>
TCAs	<i>Transnational Company Agreements</i>
VNO	<i>Confederation of Netherlands Industry and Employers</i>
ZFE	<i>Zambia Federation of Employers</i>

ANNEXES

- Annex 1 - Presentation of the ITCILO ACT/EMP team**
- Annex 2 - Full list of activities held in 2010**
- Annex 3 - Training needs analysis, 2011**
- Annex 4 - Provisional calendar of activities for 2011**

Annex 1

PRESENTATION OF THE ITCILO ACT/EMP TEAM



Barbara Maino, Chiara Civera (intern), Arnout De Koster, Jeanne Schmitt, Stefania Turco, Fabio Ghiazza, Paolo Salvai, Rachida Zingara.



Alice Vozza , based in Nairobi, Kenya

Annex 2

FULL LIST OF ACTIVITIES HELD IN 2010

TRAINING ACTIVITIES IN 2010

F =	Field	FR =	French	SP =	Spanish	AR =	Arabic
C =	Centre	EN =	English	PT =	Portuguese	RU =	Russian

	Activity Code	Title	Venue	Dates	No. Part.	Lang
AFRICA	A152626	Macroeconomic concepts in Southern Africa (Johannesburg, South Africa)	F	25-01-2010 29-01-2010	20	EN
	A152695	SMEs and the crisis in Botswana (Gaborone, Botswana)	F	02-02-2010 03-02-2010	24	EN
	A152619	Services pour la promotion des exportations (Casablanca, Morocco)	F	22-02-2010 26-02-2010	16	FR
	A152861	Project design: how to write successful project proposals and principles of project cycle management (Lusaka, Zambia)	F	12-04-2010 16-04-2010	14	EN
	A152610	The effective employers' organization in Angola (Sumbe, Angola)	F	19-04-2010 22-04-2010	23	EN PT
	A152807	Management training for SMEs in Angola (Sumbe, Angola)	F	19-04-2010 23-04-2010	23	EN PT
	A152908	Pro€Invest project- Regional kick-off seminar: Maximising the influence of employers' organisations for a better business environment and private sector development in East Africa (Nairobi, Kenya)	F	13-05-2010 14-05-2010	10	EN
	A152923	Negotiation skills, techniques and practices - training of trainers (Dar Es Salaam, Tanzania)	F	14-07-2010 16-07-2010	11	EN
	A152924	Negotiation skills, techniques and practices - training for members of ATE (Dar Es Salaam, Tanzania)	F	19-07-2010 21-07-2010	14	EN
	A102605	Services in depth (Southern Africa)	C	24-08-2010 27-08-2010	18	EN
	A102616	Lobbying in depth (Southern Africa)	C	30-08-2010 02-09-2010	18	EN
	A151449	Pro€Invest project - Lobbying in depth for East African employers' organizations (Nairobi, Kenya)	F	30-08-2010 03-09-2010	23	EN
	A152620	Services in depth (East Africa) (Dar-es-Salaam, Tanzania)	F	11-10-2010 15-10-2010	20	EN

	Activity Code	Title	Venue	Dates	No. Part.	Lang
AFRICA (cont.)	A153007	Gestion du cycle de projet - une formation pour mieux élaborer, rédiger et gérer les projets (Dakar, Senegal)	F	18-10-2010 22-10-2010	19	FR
	A152925	Negotiation skills, techniques and practices - training of trainers (Nairobi, Kenya)	F	03-11-2010 06-11-2010	11	EN
	A152926	Negotiation skills, techniques and practices - training for members of FKE (Nairobi, Kenya)	F	09-11-2010 11-11-2010	21	EN
	A153037	The effective employers' organization in Angola (Sumbe, Angola)	F	15-11-2010 19-11-2010	13	PT
	A153038	TOT for SME training in expanding your business (Sumbe, Angola)	F	15-11-2010 19-11-2010	19	PT
	A152634	ProInvest project - Seminar III : How to set up and run sustainable training services - (Kampala, Uganda)	F	29-11-2010 02-12-2010	20	EN
AMERICAS	A252637	Un enfoque estratégico para la administración de las organizaciones de empleadores (Buenos Aires, Argentina)	F	12-04-2010 13-04-2010	17	SP
	A252638	Un enfoque estratégico para la administración de las organizaciones de empleadores (Montevideo, Uruguay)	F	15-04-2010 16-04-2010	26	SP
	A252949	Un enfoque estratégico para la administración de las organizaciones de empleadores (Antofagasta, Chile)	F	14-06-2010 15-06-2010	8	SP
	A252920	Un enfoque estratégico para la administración de las organizaciones de empleadores (Temuco, Chile)	F	17-06-2010 18-06-2010	12	SP
	A252817	Diseño de programas de cooperación técnica internacional (Santiago, Chile)	F	05-10-2010 08-10-2010	27	SP
	A252613	Diseño de proyectos y principios de gestión del ciclo de proyectos (Lima, Peru)	F	02-11-2010 05-11-2010	23	SP
	A252627	Desarrollo y diseño de servicios, en las organizaciones de representación empresarial (San José, Costa Rica)	F	09-11-2010 12-11-2010	19	SP
	A252632	Programa de desarrollo de capacidades y competencias para ejecutivos y dirigentes de organizaciones empresariales (Mini ILGO Bolivia) (Cochabamba, Bolivia)	F	10-11-2010 12-11-2010	29	SP
	A252921	Salud y seguridad ocupacional - Primer taller sub-regional (Lima, Perú)	F	08-12-2010 10-12-2010	14	SP

	Activity Code	Title	Venue	Dates	No. Part.	Lang
ASIA AND PACIFIC	A352621	Employers' organizations and youth employment in the Pacific (New Zealand)	F	25-01-2010 28-01-2010	15	EN
	A352615	Effective EOs: strengthening the APINDO secretariat (Indonesia)	F	08-02-2010 11-02-2010	30	EN
	A352220	Training programme on lobbying for Nepalese and Pakistani employers' organizations (Kathmandu, Nepal)	F	25-03-2010 26-03-2010	30	EN
	A352631	Membership strategies and services (West Indonesia) (Jakarta, Indonesia)	F	29-11-2010 30-11-2010	33	EN
	A352609	Membership strategies and services (East Indonesia) (Bali, Indonesia)	F	02-12-2010 03-12-2010	32	EN
EUROPE	A401447	Developing of communication policies for employers' organizations	C	25-01-2010 28-01-2010	16	EN
	A402596	The effective sector employers' organization	C	10-03-2010 12-03-2010	26	EN
	A402768	Workshop on effective training services for EOs of the chemical sector	C	16-03-2010 19-03-2010	20	EN
	A402772	Effective labour law services - a workshop for employers' organizations	C	14-04-2010 16-04-2010	19	EN RU
	A452597	TCAs: issues, approaches and practices in Germany (Berlin, Germany)	F	15-04-2010 15-04-2010	29	EN
	A452769	Study visit for ECEG affiliates (in France, Belgium and Germany)	F	03-05-2010 06-05-2010	11	EN
	A452594	TCAs: issues, approaches and practices in Belgium (Brussels, Belgium)	F	12-05-2010 12-05-2010	8	EN
	A452598	TCAs: issues, approaches and practices in the Netherlands (The Hague, The Netherlands)	F	28-05-2010 28-05-2010	10	EN
	A452599	Sub-regional workshop Cluster 1 - Strengthening the capacity of employers' organizations of the agency work industry for participation in sectoral policy development and social dialogue (Athens, Greece)	F	09-06-2010 11-06-2010	12	EN
	A452622	Occupational safety and health (Sofia, Bulgaria)	F	15-06-2010 15-06-2010	12	EN
	A452957	Occupational safety and health (Bucharest, Romania)	F	16-06-2010 16-06-2010	16	EN
	A402611	How to set up and run training services for members	C	21-06-2010 24-06-2010	19	EN
	A452218	Effective employers' organizations for Tajikistan (Dushanbe, Tajikistan)	F	21-06-2010 24-06-2010	26	RU

	Activity Code	Title	Venue	Dates	No. Part.	Lang
EUROPE (cont.)	A452595	TCAs: issues, approaches and practices in France (Paris, France)	F	25-06-2010 25-06-2010	25	EN FR
	A452604	Sub-regional workshop Cluster 3 - Strengthening the capacity of employers' organizations of the agency work industry for participation in sectoral policy development and social dialogue (Istanbul, Turkey)	F	07-07-2010 09-07-2010	12	EN
	A452600	TCAs: issues, approaches and practices in Spain (Madrid, Spain)	F	16-09-2010 16-09-2010	21	EN SP
	A452816	The effective employers' organization in Azerbaijan (Baku, Azerbaijan)	F	20-09-2010 23-09-2010	26	RU
	A452601	Sub-regional workshop Cluster 2 - Strengthening the capacity of employers' organizations of the agency work industry for participation in sectoral policy development and social dialogue (Budapest, Hungary)	F	29-09-2010 01-10-2010	13	EN
	A402603	Closing workshop - Strengthening the capacity of employers' organizations of the agency work industry for participation in sectoral policy development and social dialogue	C	15-12-2010 16-12-2010	36	EN
	A452964	TCAs: issues, approaches and practices - closing seminar (Brussels, Belgium)	F	15-12-2010 15-12-2010	14	EN
INTER-REGIONAL	A903043	Industrial relations and HR services	C	28-09-2010 30-09-2010	10	EN

	Activity Code	Title	Lang.	Dates
TRAINING MATERIAL DEVELOPMENT	C900185	EOs and effective communication policies (2010)	EN	01-01-2010 31-12-2010
	C900188	Employers and skills policies (part II)	EN	01-01-2010 31-12-2010
	C902940	Guide on industrial relations services	EN	01-05-2010 01-09-2010
ADVISORY SERVICES	E952691	Research on industrial relations and human resources services by employers' organizations	EN	01-01-2010 28-02-2010
	E152928	Assistance in the preparation of a EUROPAID call (Luanda, Angola)	EN	17-05-2010 28-05-2010

Annex 3

TRAINING NEEDS ANALYSIS 2011 - REPORT

I. Objective and methodology

Objective

ACT/EMP Turin conducts regular training needs analyses to make sure that the courses it organizes meet employers' organizations' needs and to determine further training areas to be covered by the Programme. Another objective of the survey is to increase the visibility of ACT/EMP Turin among national constituents.

The survey identifies areas that are most relevant to EOs, but where their staff lack knowledge and skills. It also aims at understanding EOs' priorities for learning for the year to come.

The Training Needs Analysis for 2011 was conducted at the end of 2010.

Methodology

The survey questionnaire sought to identify EO learning needs in two areas:

- management and relations with members
- EOs' policy role.

For each area, respondents were asked to indicate:

- the level of **relevance** to the EO
- the estimated level of **EO staff proficiency**.

Respondents were then asked to indicate **two priority areas for learning** for 2011, both in EO management and in EO policy roles. Finally, the questionnaire asked about additional training needs.

On-line questionnaires were sent out in English, French and Spanish¹.

Target

The questionnaire was sent to national EOs in 140 countries, with exclusion of the so-called "developed countries" (USA, Canada, Australia, New Zealand,

¹ Where Internet access was problematic, printed questionnaires were sent on request.

EU countries, Japan). This includes members of the International Organisation of Employers (IOE) and EOs from other countries covered by the ILO but which are not part of the IOE.

Within the so-called Europe region, the questionnaire was sent to EOs from the “new” EU member States and candidate countries (Bulgaria, Czech Republic, Cyprus, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Romania, Slovakia, Slovenia, Turkey) in addition to EOs from Eastern Europe (other Balkan countries, Belarus, Russian Federation, Ukraine) and Central Asian countries (Armenia, Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan).

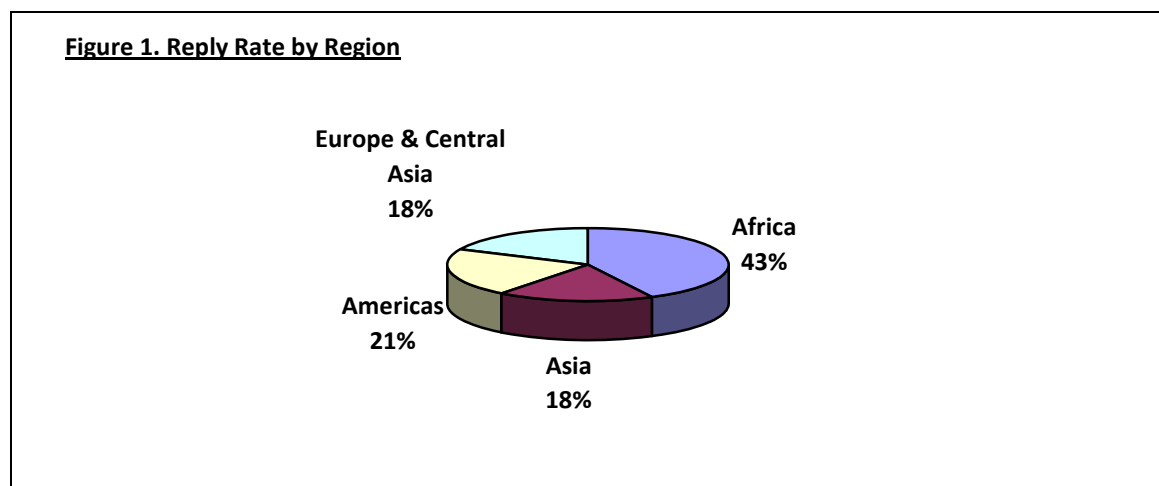
The survey targeted senior management of the EOs (CEO, SG, DG, Deputy DG, President, etc.), heads of international relations departments and heads of training departments.

II. Results

Reply rate

ACT/EMP Turin received 61 replies, from 59 countries, a reply rate of 43%².

The rates of reply by region are shown in the following chart:



² The rate of reply to the last training needs analysis, in 2009, was 43%.

Table 1. Respondents by region

Africa (22)	Asia (13)	Americas (11)	Europe & Central Asia (15)
Algeria	Afghanistan	Argentina	Armenia
Burkina Faso	Bangladesh	Bolivia	Belarus
Cameroon	Cambodia	Brazil	Bosnia and Herzegovina
Congo	Fiji	Costa Rica	Bulgaria
DRC	India (EFI)	Honduras	Croatia
Eritrea	India (AIOE)	Jamaica	Cyprus
Ethiopia	Iran	Peru	Czech Republic
Gabon	Malaysia	Santa Lucia	Kazakhstan
Ghana	Nepal	Suriname	Latvia
Kenya	Pakistan	Uruguay	Macedonia
Lesotho	Sri Lanka	Venezuela	Romania
Malawi	Thailand		Serbia
Morocco	Viet Nam		Slovenia
Mauritania			Tajikistan
Namibia			Uzbekistan (CCI)
Niger			Uzbekistan (Women's Association)
Nigeria			
Senegal			
Swaziland			
Tanzania			
Togo			
Zambia			
Total number of replies			61

Results

The content of the replies is shown in the two charts below. The first relates to training topics in the field of organizational management and relations with members; the second presents the learning needs for all topics linked to EOs' influence role.

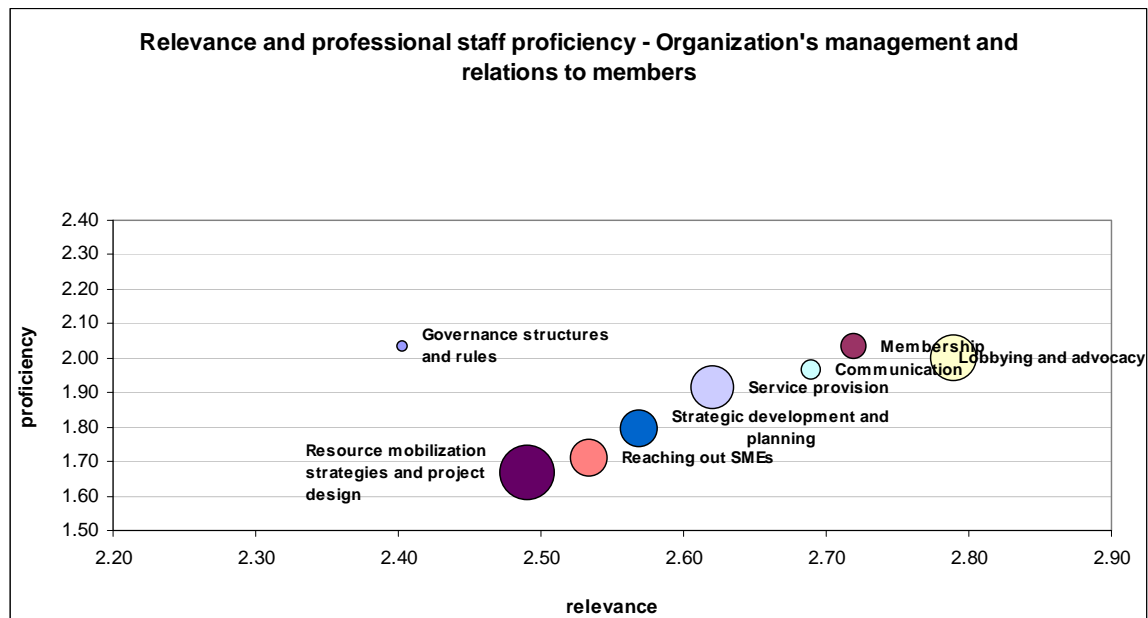
Each chart combines the relevance of a topic with the level of staff proficiency of the organization, allowing the reader to identify learning needs. Logically, learning need is high where the proficiency of staff is low in a very relevant area. However, not all replies follow this logic (one of the trends is for EOs whose staff are not proficient in a given area to consider that area less relevant).

The size of the bubble corresponds to the expressed level of priority.

Given the heterogeneity of replies (differences of consistency among them) and the geographical imbalance in replying (over-representation of replies

from African countries), these global results merely indicate a trend, and should therefore be considered with caution.

Figure 2. Relevance and professional staff proficiency in EO management and relations with members

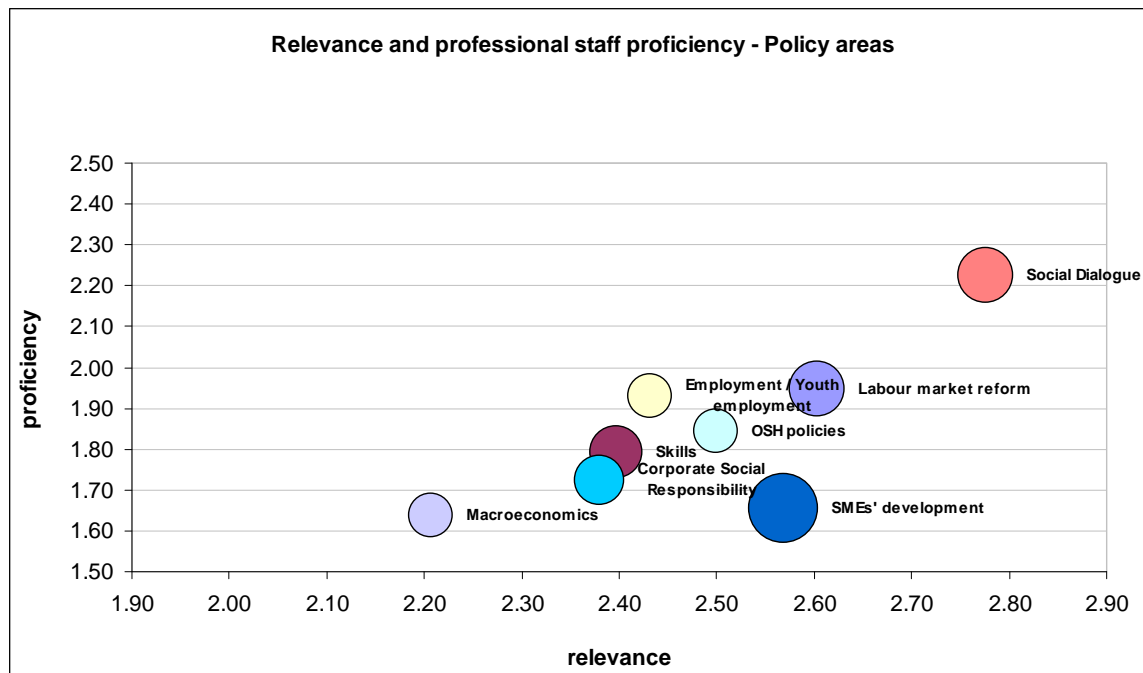


We can say that:

- the issue of resource mobilization appears to be the area in which EOs most need to be trained (very high priority / low staff proficiency);
- EOs need to improve their capacities in strategic planning and access to SMEs;
- service provision is an important issue, and EOs need more in-depth training (quite high proficiency / high priority);
- despite the globally high level of proficiency in lobbying and advocacy, communication and membership strategies, EOs still have an interest in deepening their knowledge and skills in those areas (high priority / high relevance / high proficiency);
- EOs do not have any need to be trained in governance (low relevance / high proficiency).

The second chart shows the learning needs of EOs regarding topics linked to their policy role. Some areas, such as child labour, international labour standards, HIV/AIDS at the workplace, and DWCPs are not represented. It appears from the results that very few EOs need to be trained in those areas (not relevant and/ or very proficient).

Figure 3. Relevance and professional staff proficiency in policy areas



This chart shows that:

- the major request in terms of learning is for SME development (high relevance / high priority / low proficiency);
- many EOs are interested in improving their capacities regarding skills policy, corporate social responsibility, employment policy and OSH policy (relatively high relevance and medium-to-low proficiency). Reforming the labour market is also seen as a very relevant topic, and a high priority for 2011;
- despite their good staff knowledge of social dialogue issues, EOs still consider it very important (very relevant / high proficiency);
- EOs tend to consider knowledge of macroeconomics as less relevant, although very often they do not have well trained staff (low relevance / low level of proficiency).

III. Conclusion

The results of the TNA provided important input into the design of the ACT/EMP Turin 2011 programme of training activities, indicating major trends for the coming year. EOs' financial sustainability and national and global economic development (notably that of SMEs) seem to be the biggest issues for EOs in 2011.

Annex 4

PROVISIONAL CALENDAR OF ACTIVITIES FOR 2011

1. PROVISIONAL CALENDAR OF EVENTS FOR 2011

The Programme's provisional calendar of events for 2011 is as follows:

TRAINING ACTIVITIES FORESEEN IN 2011

F =	Field	FR =	French	SP =	Spanish	AR =	Arabic
C =	Centre	EN =	English	PT =	Portuguese	RU =	Russian

	Activity Code	Title	Venue	Dates	Lang
AFRICA	A154370	ProInvest Project progress review meeting - linked to Project E102882 - linked to P152824 (Nairobi, Kenya)	F	14/02/2011 15/02/2011	EN
	A154356	Developing and providing effective services for members (Huambo, Angola)	F	09/03/2011 10/03/2011	PT
	A154411	Workshop on project design - How to write a successful project proposal and principles of project cycle management - in preparation of call EuropeAid CRIS 131-072/L/ACT/MG (Antananarivo, Madagascar)	F	21/03/2011 25/03/2011	FR
	A154180	Short-term lobbying and advocacy for EOs - linked to E102882 - linked to P152824 (Kigali, Rwanda)	F	28/03/2011 31/03/2011	EN
	A152608	The effective employers' organization in Mozambique (Maputo, Mozambique)	F	05/04/2011 06/04/2011	PT
	A154184	Increase your policy influence through an effective business agenda and better communication (Windhoek, Namibia)	F	18/04/2011 21/04/2011	EN
	A154530	Training of trainers to enhance EOs' service development - East Africa and Ghana - linked to E102882 - linked to P152824 (Dar es Salaam, Tanzania)	F	30/05/2011 01/06/2011	EN
	A154188	Développer l'offre de services - une formation pour les membres de la Fédération des Organisations Patronales de l'Afrique de l'Ouest (Dakar, Senegal)	F	05/07/2011 09/07/2011	EN FR
	A154187	The effective employers' organization in Zambia (Lusaka)	F	02/08/2011 05/08/2011	EN
	A154189	Closing seminar: Maximising the influence of employers' organizations for a better business environment and private sector development in East Africa and Ghana - linked to E102882 - linked to P152824 (Tanzania)	F	19/09/2011 23/09/2011	EN
	A154360	Strategic planning (Addis Ababa, Ethiopia)	F	30/12/2011 31/12/2011	EN
AMERICAS	A254337	Fortalecer las organizaciones de empleadores en materia de seguridad y salud en el trabajo (América central) - Proyecto SST España - linked to P253086 (Ciudad de Panamá, Panamá)	F	09/03/2011 11/03/2011	ES
	A254255	Fortalecer las organizaciones de empleadores en materia de seguridad y salud en el trabajo (Cono Sur) - Proyecto SST España - linked to P253086 (Santiago, Chile)	F	16/03/2011 18/03/2011	ES
	A274193	Formación en materia de seguridad social para las organizaciones de empleadores en América Latina - Proyecto SST España - linked to P253086	D	28/03/2011 30/06/2011	ES

	A254194	Comunicación para organizaciones empresariales: estrategias y gestión de medios (Lima, Peru)	F	26/04/2011 29/04/2011	ES
	A254525	Movilización de recursos y diseño de proyectos (La Paz, Bolivia)	F	03/05/2011 06/05/2011	ES
	A252635	Programa de desarrollo de capacidades y competencias para ejecutivos y dirigentes de organizaciones empresariales (Mini ILGO Ecuador) (Ecuador)	F	21/06/2011 24/06/2011	ES
	A254191	Fortalecimiento de los grupos especializados en la atención de los temas socio laborales: elaboración de propuestas de mejora, movilización de recursos y diseño de proyectos (San José, Costa Rica)	F	28/06/2011 01/07/2011	ES
	A254198	Fortalecer las organizaciones de empleadores en materia de seguridad y salud en el trabajo (Cono Sur) - fase 2 - Proyecto SST España - linked to P253086 (Montevideo, Uruguay)	F	11/07/2011 15/07/2011	ES
	A254192	Fortalecer las organizaciones de empleadores en materia de seguridad y salud en el trabajo (América central) - fase 2 - Proyecto SST España - linked to P253086 (Mexico)	F	18/07/2011 22/07/2011	ES
	A254196	Una organización de empleadores eficaz - taller regional para representantes de organizaciones latinoamericanas de empresas de trabajo temporario y actividades afines (Buenos Aires, Argentina)	F	07/09/2011 09/09/2011	ES
	A254366	Programa de desarrollo de capacidades y competencias para ejecutivos y dirigentes de organizaciones empresariales (Mini ILGO Peru) (Lima, Peru)	F	09/11/2011 11/11/2011	ES
	A204202	Fortalecer las organizaciones de empleadores en materia de seguridad y salud en el trabajo - Taller final - Proyecto SST España - linked to P253086	C	09/11/2011 16/11/2011	ES
	A254364	Desarrollar y entregar servicios eficaces para los miembros (Paises Andinos) (Lima, Peru)	F	06/12/2011 09/12/2011	ES
	A254362	Desarrollar y entregar servicios eficaces para los miembros (Tegucigalpa, Honduras)	F	30/12/2011 31/12/2011	ES
ASIA AND PACIFIC	A304176	Capacity-building workshop for the Afghanistan Chamber of Commerce and Industry	C	25/01/2011 27/01/2011	EN
	A354206	Social dialogue and negotiation skills - GJP project - linked to P903107 (Bandung, Indonesia)	F	16/02/2011 18/02/2011	EN
	A354204	Lobbying and advocacy by EOs (Habarana, Sri Lanka)	F	25/02/2011 26/02/2011	EN
	A304357	The effective employers' organization - capacity building for the EFP (Pakistan)	C	16/05/2011 20/05/2011	EN
	A352819	The effective employers' organization for Board and secretariat (Indonesia)	F	06/06/2011 10/06/2011	EN
	A354402	Industrial relations, HR and labour law services (Bangkok, Thailand)	F	11/07/2011 15/07/2011	EN
	A354403	Membership management and communication (Bangkok, Thailand)	F	19/09/2011 23/09/2011	EN
	A354407	Employers' organizations boosting national competitiveness (Colombo, Sri Lanka)	F	10/10/2011 14/10/2011	EN
	A352818	EOs and training services: follow-up to the sub-regional workshop held in 2009 (Ho Chi Minh, Viet Nam)	F	24/10/2011 28/10/2011	EN
	A354203	EOs and training services: how to set up, run and expand them for VCCI provinces (Ho Chi Minh, Viet Nam)	F	07/11/2011 10/11/2011	EN
	A354207	The effective employers' organization for Indonesian provinces (Jakarta, Indonesia)	F	21/11/2011 25/11/2011	EN
	A354404	The effective employers' organization in East Timor (Dili, East Timor)	F	28/11/2011 30/11/2011	EN

EUROPE	A404359	Enhancing employers' organizations policy influence - lobbying and advocacy: practices and tools - CABEO: retail and commerce sector project - linked to P403119	C	14/03/2011 17/03/2011	EN
	A454528	Impact evaluation meeting - Strengthening the capacity of employer organizations of the agency work industry for participation in sectoral policy development and social dialogue - linked to P402592 (Brussels, Belgium)	F	08/06/2011 08/06/2011	EN
	A454361	Maximizing the benefits of social dialogue - CABEO: retail and commerce sector project - linked to P403119 (Prague, Czech Republic)	F	27/06/2011 30/06/2011	EN
	A404363	Managing sustainable services for members - CABEO: retail and commerce sector project - linked to P403119	C	10/10/2011 14/10/2011	EN
	A454365	Closing bipartite workshop: Exchanging knowledge, sharing experience, putting ideas into action - CABEO: retail and commerce sector project - linked to P403119 (Brussels, Belgium)	F	07/12/2011 09/12/2011	EN
	A404208	Social dialogue and negotiation	C	30/12/2011 31/12/2011	EN
ARAB STATES	A554210	Development of SME activities within the EO - GJP Project - linked to P903107 (Amman, Jordan)	F	10/05/2011 11/05/2011	EN AR
	A502624	The effective employers' organization in the Gulf countries	C	30/12/2011 31/12/2011	EN AR
INTERREGIONAL	A902639	Employers' organizations and effective HIV/AIDS workplace management - building a worldwide network of EO specialists	C	28/03/2011 01/04/2011	EN
	A904211	Interregional seminar on GJP - linked to P903107	C	29/08/2011 01/09/2011	EN
	A902640	Wage determination, and minimum wages in particular	C	17/10/2011 21/10/2011	EN
	A904367	Employers' organizations reaching out to women entrepreneurs	C	29/11/2011 30/11/2011	EN
TRAINING MATERIAL DEVELOPMENT	C904406	Employers' organizations and minimum wage determination	C	16/05/2011 30/09/2011	EN
	C904516	Employers' organizations reaching out to women entrepreneurs (development of training material)	C	16/05/2011 30/11/2011	EN
ADVISORY SERVICES	E154182	Lobbying and advocacy by EOs (Harare, Zimbabwe)	F	16/03/2011 17/03/2011	EN
	E354401	Consultancy mission for the delivery of a project proposal related to the ACTIVE programme EU (EuropeAid/130989/L/ACT/ID) in favour of APINDO (Jakarta, Indonesia)	F	08/03/2011 10/03/2011	EN

