



EMPLOYERS' TRAINING COMMITTEE

Report on the Employers' Activities Programme 2018

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2018



Table of Acronyms

A

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

B

- ▶ **BUSINESSMED** – Union of Mediterranean Confederations of Enterprises

C

- ▶ **Centre, ITCILO** or the **ITC** – International Training Centre of the International Labour Organization.
- ▶ **CEO** – Chief Executive Officer.
- ▶ **CFC** – Contribution to Fixed Costs to the ITCILO.
- ▶ **Committee or the ETC** – Employers’ Training Committee.

- ▶ **CRM** – Customer Relationship Management Software.
- ▶ **CSR** – Corporate Social Responsibility.

D

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

E

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

H

- ▶ **HR** – Human Resources.

I

- ▶ **ILO** – International Labour Organization.

- ▶ **ILS Academy** – International Labour Standards Academy.
- ▶ **IOE** – International Organisation of Employers.
- ▶ **ITCILO, ITC** or the **Centre** – International Training Centre of the International Labour Organization.

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

J

- ▶ **JCI** – Jordan Chamber of Industry.

P

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

- ▶ **PEARLE** – Performing Arts Employers Association League Europe

Q

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

S

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

T

- ▶ **TCA** – Transnational Company Agreements.
- ▶ **TNA** – Training Needs Assessment.
- ▶ **TOR** – Terms of Reference.

EXECUTIVE SUMMARY

As predicted in the previous ETC report, 2018 turned out to be good year financially as well as in the delivery of our training activities. But, it was also challenging due to the global nature of our Programme. EBMOs from **110 countries** and participants from **112 nationalities** were reached through our 51 activities.

The Numbers

In total, 36 training activities took place, 10 advisory services were rendered to business organizations and 5 new courses were developed. In terms of participants, we enrolled 890¹ participants (48% women, 52% men). Needs to be noted that participant enrolment is slightly lower than in 2017 mainly due to limitations in our delivery capacity

¹ This figure includes participants reached through Face to Face, Distance Learning only and Blended training activities.

and the implementation of more blended courses, where individual performance in the distance learning phase is the main criteria for selecting participants to the Face to Face session. This “selective approach” has yielded an average of 21 participants per session, about 4 less than our “regular” average count.

Concerning the overall quality of our trainings and participants’ satisfaction levels, the ACT/EMP Turin Programme continues in its tradition of high standards, with a consistent 4.61/5.0 rating, again among the highest scores in the Centre.

As in previous years, the training offer per region was designed and tailored to local needs, as well as in response to close consultations with our ACT/EMP ILO field colleagues. However, the

number of delivered activities in each region, depends highly on the level of financial resources available regionally.

Expanded Training Offer

In 2018-19 we managed to add to our training portfolio 5 of the 6 courses we set out to develop for the biennium these being; *Promoting Responsible Business Conduct in Supply Chain Intermediaries (Disney Project)*, *Productivity in the Workplace*, *EOSH Platform and ToT Programme in Spanish*, *Master Training in EBMOs in French*, *EBMOs Engagement in SDGs Implementation*. The Export Audit Services training was to be developed and delivered through the Funding Agreement signed in October 2018 between the Centre and the Jordan Chamber of Industry (JCI).

Unfortunately, due to unforeseen internal circumstances within JCI, the Agreement was never implemented.

It is worth noting that in order to improve the analysis of EBMO’s member needs and boost the recruitment and retention of members, we implemented a fully-fledged global training programme on “Membership Strategies for EBMOs”. ACT/EMP Turin delivered 7 training courses for 70 EBMOs in South-East Asia; Eastern, Southern and Western Africa; Central Asia and Latin America in conjunction with 8 new installations of ACT/EMP ITC-ILO’s CRM membership database management tool from early 2018 to May 2019. A total 150 EBMO representatives globally acquired improved capacities on professional membership management.

Our Programme will continue to be on the “look out” and alert to identify resources and creative opportunities to continue updating our training courses and anticipating the development of new ones, in order to offer a timely response to our constituents needs.

Financial Resources and Targets

Total income for 2018 reached €1.33 million, 5.7% higher than 2017, due to a 48% increase in Non-Captive income generated mainly by the implementation of the Disney Project. The whole ACT/EMP Turin Team persisted in a continuous effort to mobilise resources and this work is reflected on the fact that in 2018, almost 80% of our Programme’s total income came from Non-captive sources. By strengthening our relationships with long standing partners such as the Dutch Employers’ Cooperation Programme (DECP), the European Union, in addition

tapping into ILO ACT/EMP RBTC, ILO RBSA funded activities, ILO Regional Offices RBTC for Turin, donor funded ILO Projects and resources mobilised by our colleagues in the regions we secure somewhat the financial sustainability of our Programme. Nevertheless, we believe that a more efficient and effective coordination with our ACT/EMP field colleagues is key in improving resource mobilisation within the ILO for the benefit of our Programme.

In terms of Captive Funds for 2018, we received a total allocation (Italy MAE + Surplus) of €380.000, nevertheless constraints in our delivery capacity allowed us to spend €270,415.

In terms of achieving our financial targets, for 2018 we managed to reach €539,534 of Contribution to Fix Costs (CFC) which amounted to 94% of the agreed €575,000 target with a 40.6% CFC/Income ratio.

The Team

Again, in 2018 our team performed with the highest levels of dedication and professionalism to achieve the results we have. To plan and deliver more than 50 activities per year requires high commitment and responsibility from both the technical as well as the administrative staff. Their work has always deserved nothing but the highest praise and appreciation from our participants and constituents in general. Our Programme is very fortunate to count on the professionals we have in our team.

In addition to Mr. Sandro Pettineo joining us in August 2018 as a permanent official, in September we welcomed back Ms. Jeanne Schmitt from her ILO/ACTEMP secondment in Pretoria-South Africa; while in August 2018 we supported Mr. Paolo Salvai’s year long detachment in Yangon, Myanmar also with ACT/EMP. Mr. Salvai has re-joined and we

are very happy to have these two experienced and resourceful colleagues back in Turin, knowing that their hands-on experience of working in the field directly with EBMOs, will add value and perspective into their work and overall performance for the benefit of our Programme. For the first time in about 3 years, we have a full team ready to deliver with quality and impact. We take this time to thank Mr. Anders Meyer for the work done during Mr. Salvai’s absence.

Future of the ACT/EMP Turin Programme; Challenges; Technical and Financial Sustainability

We take pride on the fact that we are a “demand driven; needs based impactful capacity building” Programme, as past evidence has shown. Therefore, like we did in 2017, by end of this year we would have completed an Impact Assessment of our training activities and a Training Needs

Assessment. Both reports will be instrumental in the design of our training offer for the 2020-2021 biennium and the development of new training packages. We will share with you preliminary results of these exercises as soon as they become available.

We are also keeping a close eye into the joint IOE-ACT/EMP Report of March 2019 *“Changing Business and Opportunities for Business Organizations”* to identify possible areas of work such as skills, sustainability and a more effective and influential outreach to policy makers.

Our strategic decision to increase our offer of “blended” courses and delivering more in the field has proven to be successful. Participants consider the distance learning phases in a blended course is *“time very well invested”* on their part. In 2018 we started 13 blended activities, 3 more than in the previous year, for a total of 355 participants. This represents a 20%

increase from the previous year and almost 4 times the participants we recorded in 2015. We will continue to invest in more Distance Learning training tools to increase our outreach to EBMOs worldwide.

In addition, we are increasingly and successfully partnering with universities in the field, such as *Universidad del Pacífico in Perú and the Arthur Lok Jack Business School in Trinidad & Tobago* in the delivery of co-certified academically challenging courses in *Macroeconomics for Social Negotiators and Productivity in the Workplace*. These courses take place at the universities’ facilities and are taught by top ranked professors. These facts are highly appreciated by participants and it is evidenced by the end of course quality evaluations, where consistently these activities get the highest numbers. We will continue to explore with our ACT/EMP field colleagues new collaborations with other academic institutions.

Financial Challenge

In the last ETC meeting, we extensively explained the financial difficulties our Programme continuously faces and that this uncertainty is a permanent challenge in the delivery of our work plan. Our inability to publish an annual calendar with our training offer, a recurrent request of our ACTEMP field colleagues, is a practical consequence of this challenge. We can not launch a course until we have secured the funding and this normally happens 8-12 weeks in advance.

Regardless of the outstanding effort by our Programme in mobilising more than 2/3 of our income from non-captive sources, the financial challenge is there. The Disney project is closing and we were not been able to secure any new major sponsorship, therefore 2019 has been a challenging year in terms of mobilizing enough income to achieve our CFC target. In this

regard we have diversified our income streams through “selling our expertise” to ILO Programmes/ Projects such as *BetterWork* and *Safe Youth@Work*, as well as to external projects/sponsors like BUSINESSMED and PEARLE, as well as an ACTEMP/ILO Project in Myanmar.

Having foreseen this challenge last year and after considering different alternatives, in consultation with the IOE and the Employers’ Group, a savings and additional income generation strategy was agreed and its implementation formally began in March 2019.

The piloting of the above-mentioned strategy started late 2018 by asking participants to pay for their travel to take part in selected courses in Turin as well in the field. So far, the response from participants and their Business Organizations has been remarkable. In 2 interregional trainings in Turin, 36

out of 38 participants paid for their travel (directly or via sponsors) to Italy from far away countries as Burundi, Fiji, Argentina, Brazil, Cambodia, Vietnam, Barbados, Gambia, Colombia, to name a few. In addition, for another two regional trainings in Latin America all 33 participants contributed with their travel costs. This cost sharing effort generated a savings of about €70,000, which has enabled us to support additional activities in the field.

In 2020, we will gradually start asking our participants to cost-share in some of our Distance Learning Trainings, such as our new EOSH online training platform. We will also require some cost sharing as well for selected University co-certified blended courses (Macroeconomics, Productivity, EOSH, RBC). These trainings add value, not only at the organizational level within EBMOs, but also at the personal and professional level of the staff

involved. It has been agreed with the Centre's Management that all new income generated by our Programme will remain ours to be used in the up-keeping of training platforms, updating training material, developing new trainings and implementing activities.

Nevertheless, it needs to be stated that ACT/EMP Turin will continue to support with full scholarships (including travel) those EBMOs that are struggling, up and coming and that show commitment and resilience to grow and do things right.

In other good news, at the time of the closing of this report, The Walt Disney Company has confirmed that our proposal for a USD 595,000 Phase 2 of the Project "*Promoting Responsible Business Conduct in Supply Chain Intermediaries*", has been approved for delivery in 2020-2021. In addition, we were just recently notified that a proposal we submitted to the EU has

been awarded a 600,000 EUR grant. The project to *Strengthen Professional Insertion through Quality Apprenticeships* in Burkina Faso will run for a 30 months span. Without a doubt these two successful tenders will bring some piece of mind for the coming months.

Important follow-up items to report

You may remember that in last year's report we mentioned that not much had been done regardless of the Group's insistence in the long standing issue about ACT/EMP Turin being able to assess contents of other Programme's sensitive Academies and trainings, to ensure balance and for employers' views and contexts to be taken into consideration.

This year we are pleased to inform that, thanks to the commitment of the Training Director, the Quality Assurance

Group-QAG is now fully operational with clear terms of reference for its functioning, with a work plan in place for 2018-19-20.

As requested by our Programme, the first training reviewed was the "*ILS Academy for judges, lawyers and legal educators*". The review was challenging, not only due to the volume of the work, but also, because it was commissioned at the end of 2018 in the middle of the Holiday Season.

We must thank and acknowledge that the IOE stood up to the challenge and before the end of January we were able to submit substantial comments and remarks to the training material and Course Manual. Some of the findings were very sensitive and a strong point was made within the QAG that there are many items on the Manual that must be revised.

Nevertheless, for many of these changes to be implemented,

such as the revision of the course Manual and the need for this training to be a Certificate course, we recommend ACT/EMP ILO engages with NORMES in Geneva, as we were told that the revision of the manual is not foreseen in the near future.

Complementing QAG, the Training Department has implemented a course ALERT system as part of the *Centre-Wide Action Plan on Social Dialogue to Promote ILS, Social Dialogue and Tripartism 2018-21*. If a course is opened in

our activities management system by any training programme at the Centre with a certain marker of ILS, SD or TPT, the system automatically triggers an alert to all Programme Managers and Assistants informing that the course is in the Pipeline at least 3 months in advance. This allows ACTEMP Turin to engage in advance with the corresponding colleagues here in Turin to request specific information about the course such as contents, agenda, resource persons and to offer the employers input where relevant.

For a long time this matter was also a concern of the Group and now is finally being addressed.

In all, the ACTEMP Turin team is very satisfied with what has been accomplished in the present biennium. We will continue thriving for improvement in our delivery, relevancy, quality and impact and in offering the best possible trainings to our constituents.

Finally, we wish to acknowledge and thank for the unconditional

support offered by all ETC and ITCILO Board members, in particular to Mr. Harry Kyriazis for his commitment, to the IOE and to all of the ACT/EMP ILO Team in Geneva and in the field, led by Ms. Deborah France-Massin.

Kind regards,

Jorge Illingworth
Programme Manager
Employers' Activities
ILO International Training Centre

OUR 2018 AT GLANCE

MAIN ACHIEVEMENTS 2018



51 Activities

36 Training act. (70%)
10 Advisory Serv. (20%)
5 Training Material Development (10%)



EBOs from 110 countries



Participants from 112 nationalities



890 participants*

(48% women - 427)
(52% men - 463)



4.61 Satisfaction

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



8 Languages

Ar., En., Es., Fr., Ge., It., Po. & Ru



2 Audiences

EBOs' staff and Board members

* This figure accounts for all participant in face-to-face, blended and distance learning only activities that took place in 2018.

2018 GLOBAL IMPACT



LATIN AMERICAN & THE CARIBBEAN

5 Trainings Activities
13% of participants
(98)

AFRICA

5 Training Activities
15% of participants
(104)

ARAB STATES

1 Training Activity
1% of participants
(10)

ASIA

8 Training Activities
18% of participants
(130)

EUROPE

9 Training Activities
34% of participants
(251)

INTERREGIONAL

8 Training Activities
19% of participants
(144)



LATIN AMERICAN & THE CARIBBEAN

5 Training Activities

- ▶ Macroeconomics
- ▶ Training of Trainers OSH
- ▶ Membership Strategies
- ▶ Effective EBMO
- ▶ Responsible Business Conduct in Supply Chains



AFRICA

5 Training Activities

- ▶ Master Training EBMO
- ▶ EBMO in Training Policy Advocacy
- ▶ Effective EBMO
- ▶ CRM



ARAB STATES

1 Training Activity

- ▶ CRM



ASIA

8 Training Activities

- ▶ Capacity Building for HR
- ▶ ToT Skills
- ▶ Outreach and Services
- ▶ Membership Strategies
- ▶ Responsible Business Conduct in Supply Chains
- ▶ Project Design



EUROPE

9 Training Activities

- ▶ Transnational Country Agreements
- ▶ European Young Professionals Academy
- ▶ Strategic Advocacy
- ▶ Membership and Services
- ▶ Effective EBMO for Azerbaijan



INTERREGIONAL

8 Training Activities

- ▶ Macroeconomics
- ▶ Global EYPA
- ▶ Master Training EBMO
- ▶ Social Protection Public Policy Debates
- ▶ Industrial Relations
- ▶ CRM
- ▶ Productivity in the workplace

AMONG OUR 2018 PARTNERS



International Labour Organization



ACT/EMP
The Bureau for Employers' Activities



A powerful
and balanced
voice for business

BUSINESSEUROPE



Multinational
Companies



AGENZIA ITALIANA
PER LA COOPERAZIONE
ALLO SVILUPPO



Decp Dutch Employers
Cooperation Programme



Employers'
Confederations

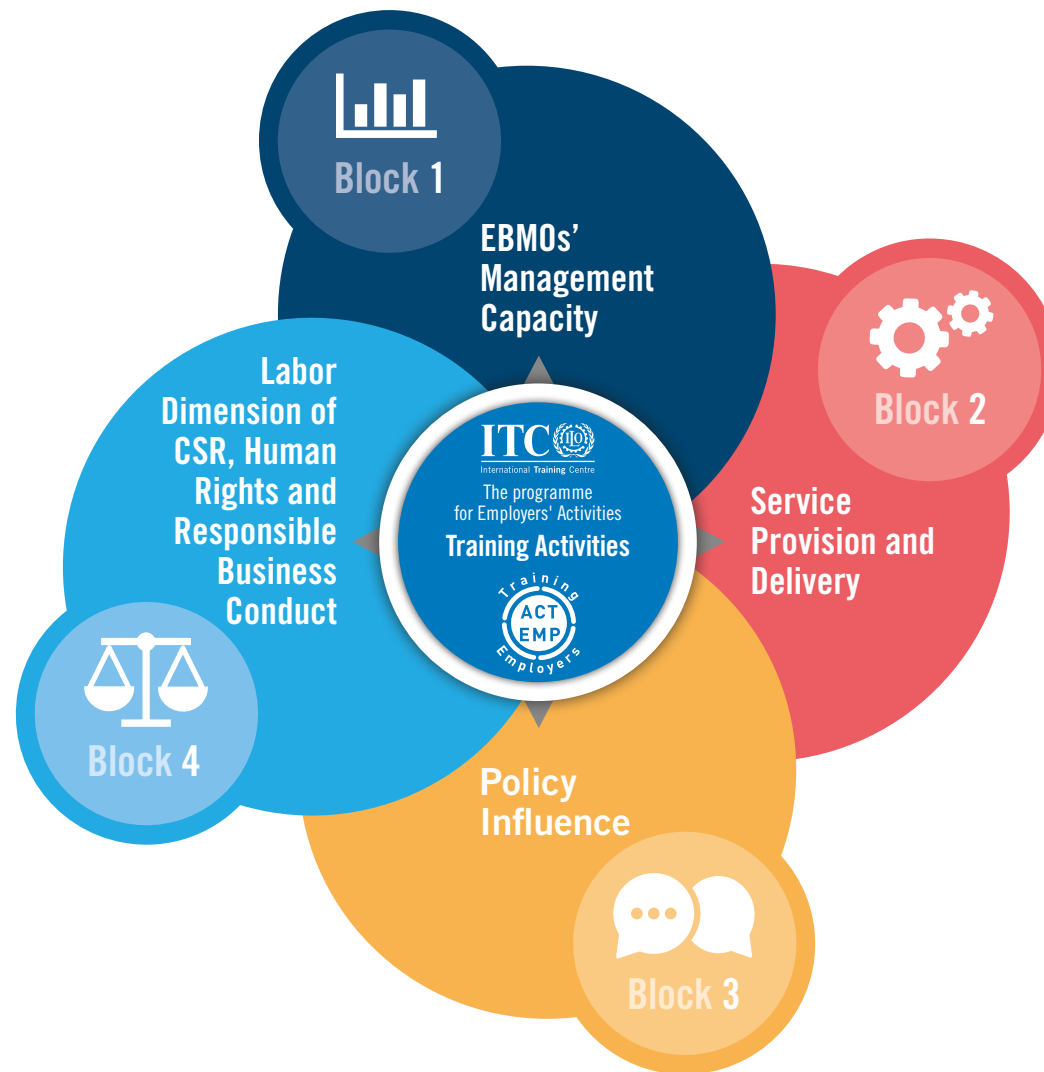


OUR TRAINING PORTFOLIO



TRAINING AREAS

Our training activities are structured around 4 building blocks



PRODUCTS BY AREAS

EBMOs' Management Capacity

- ▶ CRM Membership Data Base
- ▶ Effective EBMOs
- ▶ Strategic Planning
- ▶ EBMOs & Women Entrepreneurs
- ▶ Strategies for Recruiting and Retaining Members
- ▶ Master Training on EBMOs
- ▶ Resource Mobilization and Project Design
- ▶ Setting Up Local and Territorial EBMOs

Service Provision and Delivery

- ▶ Developing & Providing Relevant Effective and Sustainable Services for Members
- ▶ Developing & Delivering Training Services for Members
- ▶ Essentials on Occupational Safety and Health Service-EOSH
- ▶ Export Promotion Services
- ▶ Industrial Relations, Labour Law, and HR Management Services

Policy Influence

- ▶ Evidence Based Strategic Policy Advocacy, Lobbying & Communications
- ▶ Social Protection and Employers' Organizations
- ▶ Social Dialogue and Negotiations Skills
- ▶ Wage Determination (minimum wages)
- ▶ Training and Skills Policies; the Role & Involvement of the Private Sector
- ▶ Macroeconomics for Social Negotiators
- ▶ Employers Perspectives for Boosting Productivity and working conditions in SMEs
- ▶ Greening economies, enterprises and jobs
- ▶ Employers' Perspectives on the Transitions from Informality to Formality

Labor Dimension of CSR, Human Rights and Responsible Business Conduct

- ▶ Transnational Company Agreements
- ▶ Global Industrial Relations
- ▶ CSR and Core International Labour Standards
- ▶ EBMOs and CSR
- ▶ Promoting Responsible Business Conduct in Supply Chains
- ▶ EBMO's engagement in the implementation of SDGs at national level

NEW PRODUCTS 2018 - 2019

2018



Service Provision
& Delivery

2018



Policy Influence

Promoting Responsible Business Conducts in Supply Chain Intermediaries

Sponsored by The Walt Disney Company.

▶ Delivered in 2018 – 2019.

Objective: Training trainers in EBMOs for implementing permanent services for company members on promoting responsible business conducts in supply chains. Emphasis on labour law compliance, good working conditions OSH, elimination of child and forced labor.

Train of trainers delivered in Bangkok, Thailand and Alajuela, Costa Rica.

Pilot Countries: Thailand, India, Indonesia, Philippines, Argentina and Mexico.

Productivity in the Workplace

Developed in Collaboration with Turin University.

Highly requested by employers

▶ Delivered 3 times: Interregional in Turin in English, Regional Latin America in Spanish and in Ukraine.

▶ Next training: Nairobi, Nov. – Dec. 2019 in English.

Objective: Build capacity in EBMOs and its company members in the use of tools to measure productivity. We will teach the participants how to analyze and use productivity as a variable in wage negotiations at national, sectoral and/or company level.

Target Countries: Interregional and Regional.

2018



Service Provision
& Delivery

Essential of Occupational Safety and Health in Spanish - E-OSH Programme

Revised package in Spanish.

Objective: Through a blended training, we trained and certified & accredited trainers for EBMOs, rendering them capable of developing training services to their company members on OSH.

Blended Train of Trainers Delivered: May-July 2018 in Alajuela, Costa Rica.

Beneficiary Countries: Mexico, Central America & Dominican Republic, Argentina.

2019



EBMO's
Management
Capacity

Master Training on the Effective Business Member Organization: French Version

Our most successful and requested training.

First version imparted entirely in French. Objective: Geared to the needs of EBMOs' professional staff who wish to update and expand their knowledge and competencies to build capacity and strengthen their business organization's key areas.

Duration: 40 hours at distance and 5 days face to face.

Date: November 2019.

Venue: Abidjan, Ivory Coast

Beneficiary Countries: French-speaking African Countries.

2019



Service Provision
& Delivery

EBMOs engagement in SDGs Implementation: A practical approach

Objective: Building capacity in EBMOs so that they can best engage at the national level in the discussions for the implementation of the SDGs. Making the business case on the SDGs, collect best practices and helping EBMOs create a sustained, dynamic and productive relationship with their Governments over their SDGs agenda.

Duration: 2 weeks distance and 3 days face to face.

Date and Venue: July 2019 in Bangkok, Thailand.

Pilot Countries: Asia Region.

UPDATED/REVISED PRODUCTS 2018-2019



Service Provision & Delivery



Membership Strategy



Resource Platform

Service Design and Delivery

Improved training package

- ▶ Collection of best practices.
- ▶ New work areas for EBMOs.
- ▶ Focuses on the development of partnerships with members and selected local institutions; and on cascading effects on different levels, going from national cross-sectoral to sectoral/territorial.
- ▶ Additionally, we bring a new specific package on building a competitive training service within the employers' organizations.

Membership Promotion Strategies

Improved training package New Spanish, English and French versions.

- ▶ Redevelopment of marketing material focused on the specific needs of EBMOs on members recruitment and retention.
- ▶ Newly developed training material, training methodology, and follow-up action plans.
- ▶ Goes from an exclusively face-to-face course to a blended training: 2/3 weeks distance learning + 3 days face-to-face.
- ▶ **Delivery Countries:** Latin America (Jul. 2018), Asia Region (Nov. 2018), Southern Africa (March 2019) and Western Africa (October 2019).

Resource Platform for Promoting Effective EBMOs

We redeveloped, updated and redesign our Effective EBMO's training package as a "living laboratory", through our new online platform:

<https://www.itcilo.org/en/the-centre/programmes/employers-activities/employers-and-business-members-organization-package>

- ▶ On this new format, we mix statistics, cases study on good and innovative practices and concrete/real-life recommendations and tools.
- ▶ The platform is structured around 5 key thematic areas: Good governance, lobbying and advocacy, membership development and, communication and services.
- ▶ For each thematic area, different training aids are available online 24/7.
- ▶ The aids include reference guides, PPT presentations, practical checklist, videos and useful tools.



**EOSH Service
Provision & Delivery**

Essentials on Occupational Safety and Health- EOSH Online Training Platform

- ▶ New more intuitive design
- ▶ Updated content
- ▶ More learning features
- ▶ Translation to Russian added
- ▶ Flexible for tailor made/client based trainings.
- ▶ To be completed in Dec 2019 and launched in early 2020

2018 DELIVERY RESULTS

CUSTOMERS SATISFACTION 2018 RESULT*



What explains these numbers?



Needs based & demand driven programme.



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



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



Highly valued feedback from participants.



Highly praised training methods, staff and trainers.

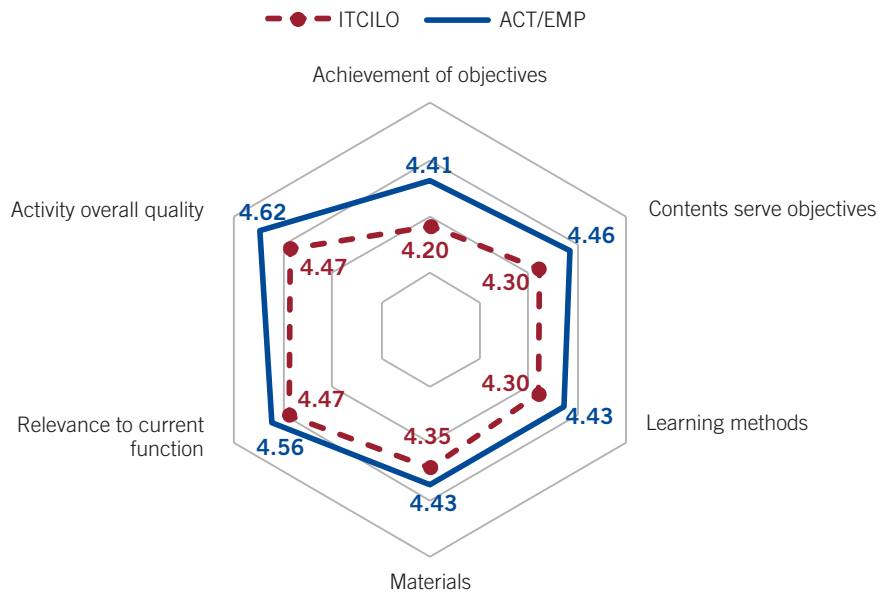


It's not just about scholarships. Participants acknowledge the great value, quality and relevance of our Programme's trainings, because the time they invest with us translates into better results for their EBMOs.

*ITCILO 2018 customers satisfaction result: 4.52

GENERAL EVALUATION 2018 RESULTS

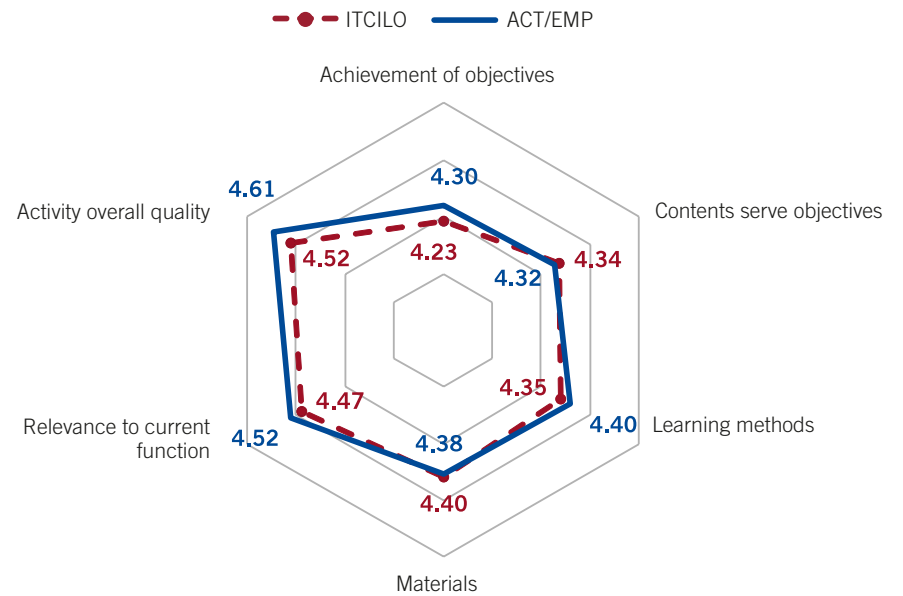
ACT/EMP vs ITCILO 2017



ACT/EMP 2017
4.62

ITCILO 2017
4.47

ACT/EMP vs ITCILO 2018

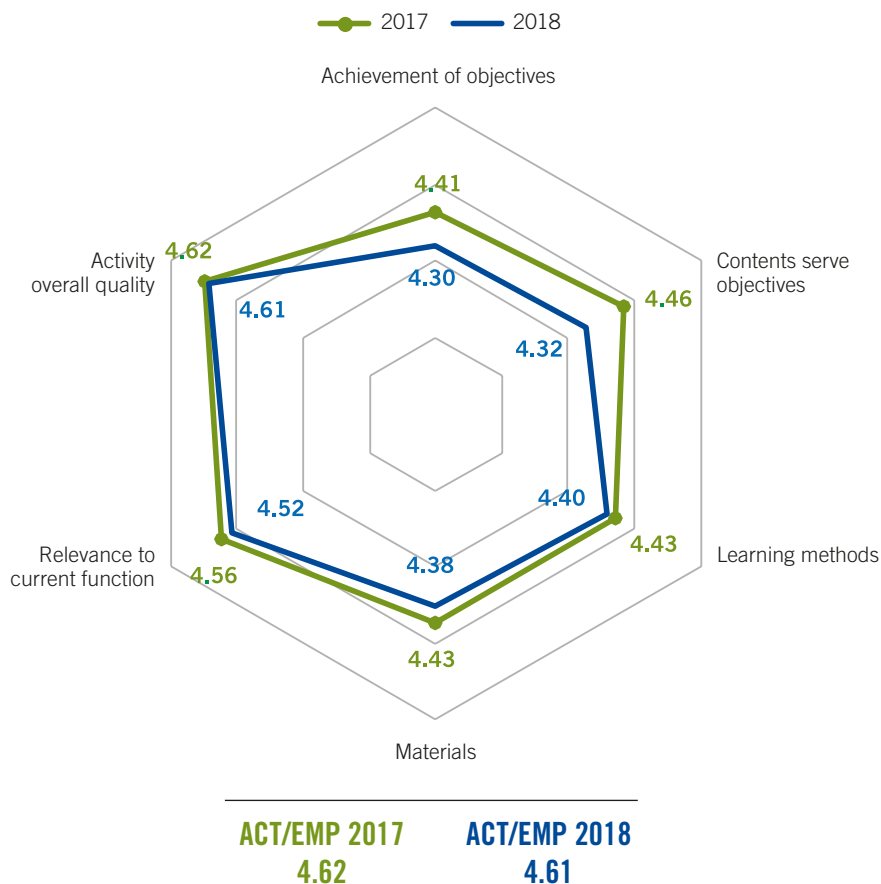


ACT/EMP 2018
4.61

ITCILO 2018
4.52

DELIVERY RESULTS: GENERAL EVALUATION 2018

ACT/EMP: 2017 vs 2018



Our numbers continue to be consistently above the Centre’s benchmark in terms of overall quality of training activities. Nevertheless, there is room for improvement in a few specific aspects such as course design and objectives and training material. The Training Needs Assessment we will be conducting at the end of this year will help immensely in this task. Close and permanent contact with ILO’s ACT/EMP field specialists, as well as “listening” to our participants recommendations, will yield improvement in our numbers.

We will continue to rethink, redesign, update and upgrade our trainings, in addition to translating more training packages to more languages. More resources will be

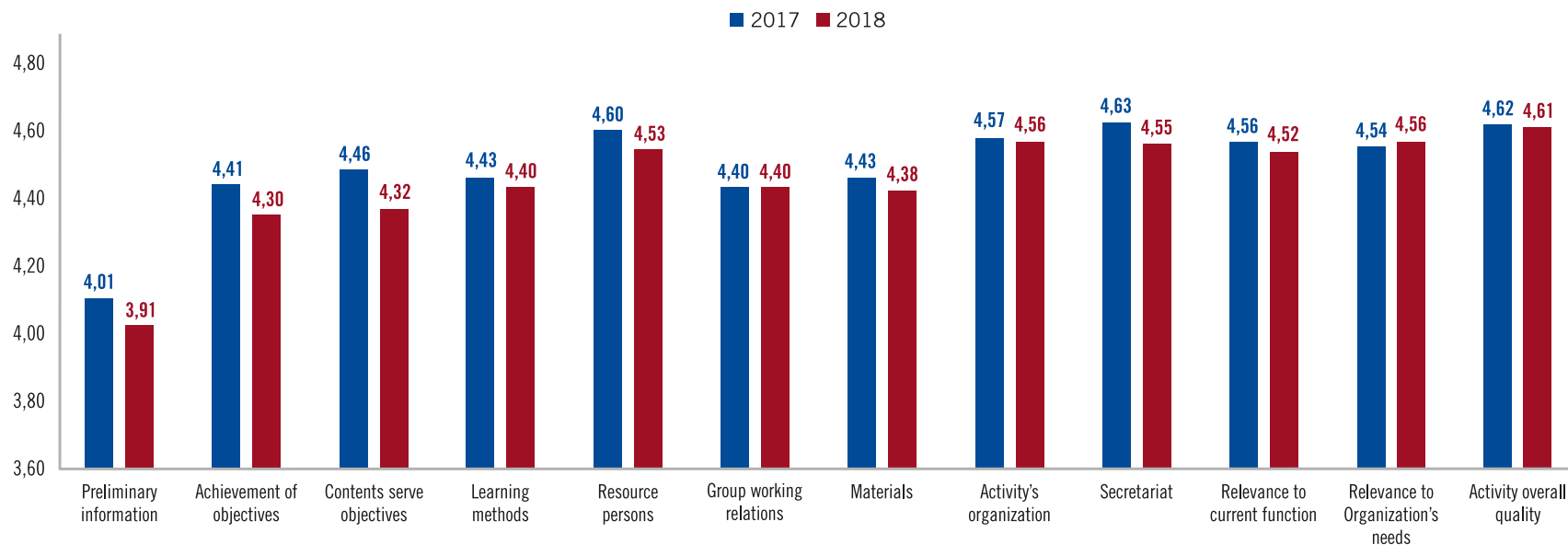
allocated upgrade our online training platforms to promote and expand distance and blended training in order to increase our outreach, in particular to those medium

size/regional/local EBMOs at national level.

Our Programme must remain focused in being a quality demand-driven supplier of

training services with highly competent and reliable staff, if we want to achieve impact and positive change in our constituents' organizations.

EVALUATION RESULTS ACT/EMP 2017 vs 2018



2018 FACTS & FIGURES

III. DISTANCE LEARNING ACTIVITIES

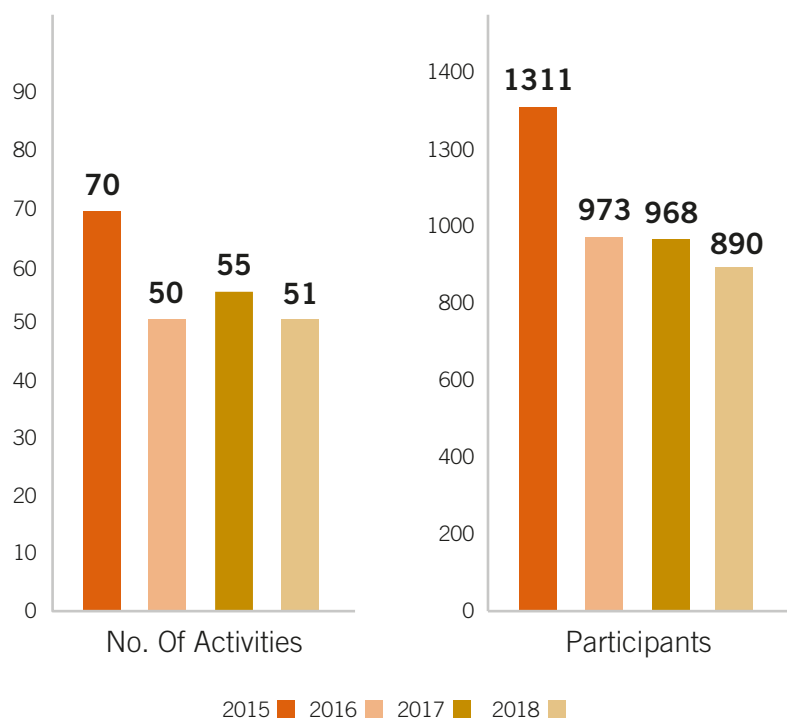


Our Distance Learning Growth

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

* This includes participants that completed the distance learning phase of a blended course but were not selected for the Face to Face session.

IV. PARTICIPATION ANALYSIS

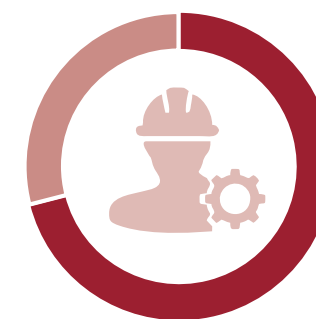


Employers and Workers participation in F2F activities in 2018



1245
Employers in ITCILO trainings

58% got it at ACT/EMP (722);
42% at other ITCILO Programmes (523)



1462
Workers in ITCILO trainings

58% got it at ACTRAV (854);
42% at other ITCILO Programmes (608)

IV. PARTICIPATION ANALYSIS

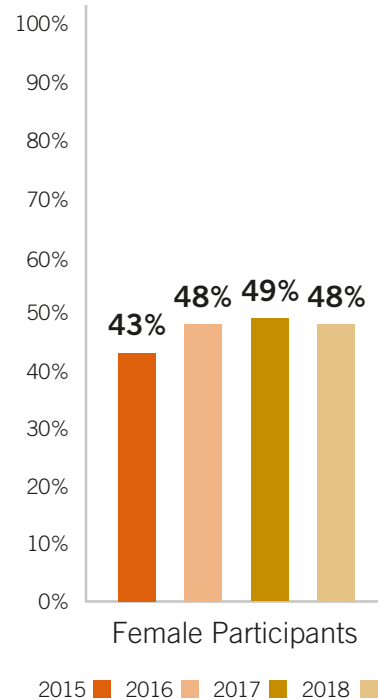
Gender Participation



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

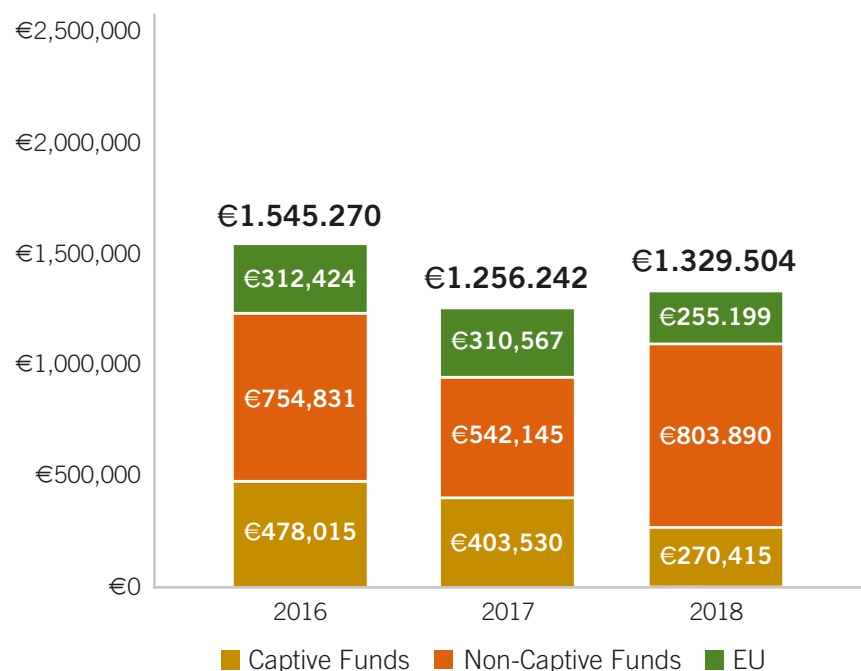


2018 women's participation at ACT/EMP: **48%**



For 2018, we recorded a 48% and 52% composition of women and men participants respectively. These numbers combined with the results from 2017, give as 48.6% of women participation in our activities for the biennium, which is above the Centre's 2017-18 target of 44%. Good progress has been made towards achieving gender balance in our trainings, with Europe-Central Asia and Latin America regions leading the way with 55% and 54% of women participants. In addition, regions that in 2017 were in the middle to upper 30s, now achieve 43% and 40% of female participation (Africa & Arab regions respectively), while Asia remains at 36%. We will continue our efforts to promote and support gender and diversity enrolment in our courses, in line with the Centre's Gender and Diversity Action Plan (2018-21).

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



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

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

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

courses to sponsors, providing training services to the ILO, tapping into ILO’s projects worldwide as a training service supplier and our participation in tendering processes with private and public entities. For 2018, our main sponsors were ILO, ILO’s ACT/EMP, the IOE, the Dutch Employers’ Cooperation Programme-DECP and The Walt Disney Company.

European Union – EU Funds:

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

You may recall from last year’s report the descending trend in terms of the total income, captive funds in particular, and the financial sustainability of our Programme were widely discussed in our ETC meeting. In this regard, attention was given to increase our efforts in mobilizing additional non-captive funds and to develop and propose to the Employers group a Savings & Income generation strategy.

In this regard, our efforts in mobilizing non-captive funds were successful and we managed to bring in about €1.06 million, which represents 80% of our total income for 2018. In addition, we started piloting new participant’s cost sharing strategies which have turned out to be successful, as explained in the executive summary. In 2020 we will pilot additional cost sharing schemes, without forgetting of course our mandate to support those EBMOs that are struggling but show commitment and resilience. We also understand that we can ask just “so much” from our constituents therefore our activities will always will be highly subsidized.

OUR TEAM

OUR TEAM



The logo for ACT EMP Training Employers is a central red circle with a white border. Inside the circle, the text "ACT" is stacked above "EMP" in white, bold, sans-serif font. The word "Training" is written in a black, sans-serif font along the top inner edge of the circle, and "Employers" is written along the bottom inner edge.

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

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Design and layout by the International Training Centre of the ILO, Turin – Italy

Cover photo: Cover photo: Unsplash / Aaron Burson



Made of paper awarded the European Union Eco-label,

reg.nr FR0 11/002, supplied by International Paper.