



ITC




International Training Centre

Employers' Training Committee











REPORT
on the
EMPLOYERS' ACTIVITIES
PROGRAMME
2015

“Exposing staff and board members of employers’ organizations to best EO practices worldwide”

Presented at the ETC meeting, Geneva, 18th March 2016
for reporting and discussion

TABLE OF CONTENTS

EXECUTIVE SUMMARY

	Highlights of 2015	8
	Facts and figures. Participants, income, quality indicators	13
	Planning 2016	20
	Annexes. Full reports on some key projects: CRM, EBMO, women entrepreneurs (available as separate documents)	

EXECUTIVE SUMMARY

MAIN ACHIEVEMENTS 2015

2015 surpassed the very high results of the previous record year 2014. In total 1311 participants were engaged in 70 training activities. High quantitative outreach came not at the cost of quality: the satisfaction score amongst participants is the highest of all the ITCILO programmes. Also in resource mobilisation, the programme was able to attract important funding within and outside the ITCILO, which allowed this further expansion of activities, and which also proved its sustainability within the specific context of ITCILO financing mechanisms.

Contents wise, the programme now disposes of a robust, coherent and wide offer, which is in tune with the constituents needs. It is relevant for personal and institutional capacity building of EO, and also directed at achieving impact and direct outcomes. The Programme contributed directly to quite some outcomes of ACT/EMP, as recorded in the ILO Programme & Budget documents.

It is also in constant change and ventures to new layers of public and activities: new audiences, through outreach to additional target groups, such as companies; new contents, by encompassing new themes (social protection, informal economy, CSR) in the training offer; new technologies and methodologies, by experimenting with novelties in training approaches, such as more Train the Trainer activities, and by using more distance or blended learning.

MAIN OBJECTIVES AND CHALLENGES FOR 2016 AND BEYOND

The lines set out in the past years may guide the future developments.

Some challenges of the past, such as the availability of funding, the need for adequate staff resources, sufficient attention for the employers perspective in the ITCILO context as part of the tripartite approach, will most probably remain and will need continuous attention. Other challenges will for sure be added.

The necessity of a specific programme for the employers, which is endowed with sufficient means for action and development, may however not be doubted. Not only because employers are an institutional constituent of the ILO, but also because providing them with capacity building opportunities is essential to keep tripartism a reality, and essential to reap the added value which the organized employers' movement brings to sustainable development.



Main Achievements in 2015: Overview

70 TRAINING ACTIVITIES IMPLEMENTED

113 COUNTRIES INVOLVED

**1311 STAFF AND BOARD MEMBERS OF
EMPLOYERS' ORGANIZATIONS TRAINED**

**CONTINUOUS INNOVATION, INVESTMENT IN NEW TRAINING MATERIALS
AND QUALITY IMPROVEMENT**

CAPACITY-BUILDING IN FOUR MAIN AREAS:

1. Building representative, strong and independent Employers' Organizations
2. Building Employers' Organizations which provide quality services to company members
3. Building a strong business voice capable of influencing national and regional socio-economic policy on the basis of sound evidence
4. Strengthening EOs' and companies' capacity on the labour dimension of CSR

EXPANDED PARTNERSHIP:

- ILO (Bureau for Employers' Activities, Enterprise Department, Regional Offices)
- IOE
- DECP
- BUSINESSEUROPE
- Many national employers' confederations
- CIPE
- European Union
- Italian Government
- Several multinational companies

Interregional

- 10 Training activities
- Main focus on: Reaching out to women entrepreneurs; Membership strategies; Informal economy; Social protection; Extending representation to regions; Management of EOs.

Europe & CIS

- 13 Training activities
- 37 Countries
- Main focus on: Lobbying & Communication strategies; Industrial Relations; Membership database; OSH services; CSR and global supply chain.

Asia & Pacific

- 6 Training activities
- 14 Countries
- Main focus on: Minimum wages; Membership database; Social Dialogue; OSH services.

Our activities in 2015

Latin America & the Caribbean

- 15 Training activities
- 27 Countries
- Main focus on: Productivity; Professional Membership management; Lobbying and advocacy; OSH services; Management of EOs.

Africa

- 19 Training activities
- 26 Countries
- Main focus on: Membership database; OSH services; Management of EOs; Training services.

Arab States

- 7 Training activities
- 9 Countries (incl. North Africa)
- Focus on: Social dialogue; Membership database; OSH services; CSR.



Highlights of 2015

Assisting Employers' Organizations around the world in becoming strong, independent and representative voices of business

Strengthening Employers' Organizations' management capacities and their membership



Tools and capacity-building for professional membership management and membership increase

In 2015 the membership database “CRM for EOs” has been installed and training to the staff of the EOs provided in 20 countries in 4 continents. Since 2013 the database project has now reached more than 45 countries in the world.

The new membership database system makes for more efficient membership management, facilitates membership fee collection and boosts the visibility of EOs' activities.

It is an essential tool for making Employers' Organizations more representative and client oriented in their approach to company members.



Master Training in Effective Business Member Organization (EBMO)

The Master Training programme is a comprehensive package of practical online and face-to-face learning, tailored to the needs of business organizations' senior staff and Board members.

The Master Training programme comprises 40 hours distance learning with a personalized tutor and a 5-day residential workshop in Turin. It provides a unique opportunity to strengthen BMOs by reviewing their organizational strategies in core fields of action: membership, good governance, policy influence, services.

Building further on previous experiences, the fourth edition, is now under way, with more than 35 participants from all over the world.

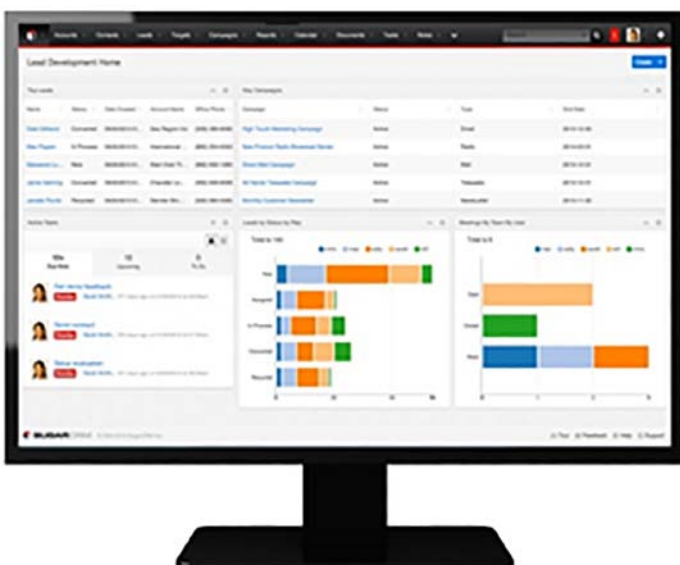


The Employers Young Professionals' Academy

The Employers Young Professionals' Academy is a training project for talented young people working in European EOs. It aims to equip the selected participants with the capabilities and commitment needed for EOs' current and future organizational success. It is conceived as a cutting-edge training opportunity, and also as an eye-opener and networking opportunity.

The Academy has the long-term goal of improving cooperation between national EOs and hence furthering European economic and social integration, which is so crucial for business. The programme is implemented in partnership with BUSINESSEUROPE.

The first Academy was held in 2012 and has been organized every year since then. A total of 130 employers' representatives were trained through the Academy so far.



Building Employers' Organizations which provide quality services to company members

Assisting employers' organizations in developing sustainable, quality services for their members

In most countries, employers' organizations are constantly seeking to improve their capacity to deliver more and better services to members. In response to EO's requests for additional teaching and practice in this field, we ran several workshops (Latin America, Europe, Africa) to help EOs to improve their capacity to set up and deliver services.



OSH trainings in Bangladesh

Since 2014 ACT/EMP Turin participates very intensively in the ILO Programme in Bangladesh "Improving Working Conditions in the Ready Made Garment Sector", concluded with major suppliers and the supply chain, in the aftermath of the disaster in Rana Plaza.

First results are coming out!



New training services in Occupational Safety and Health

Occupational Safety and Health (OSH) is an essential aspect of working conditions and productivity. Many employers' organizations are assisting their members in this field. To support them in this venture, we have developed EOSH - The Essentials of Occupational Safety and Health, a ready-made, IT-based training materials, which EOs can use to set up new training services for their company members (in particular, training for supervisors and workers) and promote a safety-in-the-workplace culture. Next to existing version of the materials in English, French, Spanish, Russian, Arabic, Bangla and Vietnamese, two new linguistic version were developed in 2015: Chinese and Urdu.

We organized several train-the-trainers workshops for African, Asian, Russian and Arabic EOs to transfer the training materials and methodology to employers' organizations keen to develop new training services in this field. The results are remarkable: since 2013, more than 20 EOs has established new training services using this material and autonomously organized around 300 workshops reaching out to 6000 mid-level managers.

FE The Financial Express

WALTON HANO For Health & Safety

Vol. 308 No. 14 REGD NO DA 1588 www.fe-bd.com Dhaka, Monday, November 23, 2015 Aorahayan 8, 1422 Bt 24 Pages Price: Tk. 10.00

ILO to train 0.8m garment workers on safety by 2017

FE Report

The International Labour Organization (ILO) will train up a total of 0.8 million garment workers on occupational safety and health (OSH) in the next two years.

The UN agency in May teamed up with Bangladesh Employers Federation (BEF) to enhance OSH knowledge among workers under its 'Improving Working Conditions in the RMG sector' project.

"The joint collaboration has already created a team of 114 master OSH trainers who will pass the OSH knowledge on to 8000 mid level and line supervisors by March 2016," Secretary General of BEF Farooq Ahmed said after the evaluation session of the master trainers meeting held on Sunday in the city.

The second-phase of the training is going on, while the mid-level trained people will provide training to a total of 0.8 million workers in the garment factories in Dhaka, he said.

He added the programme would later be expanded to the factories in Chittagong.

By doing so, the trainers will help create a culture of workplace safety and implement practical measures to reduce the risk of accidents, he noted.

Master trainers have been selected by the BEF, Bangladesh Garment Manufacturers and Exporters Association (BGMEA) and Bangladesh Knitwear Manufacturers and Exporters Association (BKMEA). They include own staff as well as officers from private sector companies in the RMG sector.

The initiative is also backed by the International Training Centre (ITC) of the ILO, which has helped build capacity of master trainers to deliver the courses, which use the ITC-ILO Essentials of Occupational Safety and Health (EOSH) package.

The complete EOSH course, in which the master trainers were trained, comprises 25 subject areas, including fire and electrical safety, dangerous substances, personal protective equipment, good housekeeping and primary health.

In this context, a mission from ITC-ILO is visiting the country to oversee the ongoing training sessions at the factory/enterprise level and to discuss future follow-up activities.

Paolo Salvai, activity manager and Tahir Baig Barlas, consultant trainer on OSH of the ITC-ILO, and Tuomo Poutiainen, programme manager of ILO's Improving Working Conditions in the RMG sector project, among others, were present in the session.

Mr Paolo said, "Still, we have a long way to go as safety culture takes time. But we have really established the way," through which master trainers can be created.

Mr Tuomo said it is just the beginning as some 3,500 factories are in operation and also expressed the hope to gain momentum in future.

munnir_fe@yahoo.com

Building a strong business voice capable of influencing national and regional socio-economic policy on the basis of sound evidence

Developing a National Business Agenda to create a sustainable business environment for enterprises

Various workshops, at sub-regional and national level (Latin America, Asia, Africa, Europe), have focused on building the capacities of employers' organizations in developing national business agendas. Documents of this kind use coherent, evidence-based arguments to express - towards governments and the public at large - the overall policy of employers' organizations concerning the business environment. They are therefore a basic tool for effective advocacy and lobbying. As a result, several employers' organizations have developed or updated their business agendas to increase their visibility and influence policy in their respective countries.

Employers' Organizations and Social Protection

Since 2009 and the launch of the UN Social Protection Floor initiative, the importance of social protection discussions have grown in many countries. Social protection is also a development priority in the post-2015 UN development agenda. Business should be well prepared in positioning its perspectives in the formulation and implementation of coherent economic and social policies in Social protection.

The newly offered course, developed with the ILO Social Protection department, engaged participants from a variety of countries in Asia, Africa and Latin America. It offered a perfect first occasion for employers' organizations' staff and board members to exchange, debate and learn on this topic, with specific attention to employers' viewpoints and worries: sustainability and affordability, impact on economic development from a macro and micro viewpoint, linkages between the Social Protection Floor and other policy fields notably fiscal and employment policies, productivity and income setting, firm competitiveness, absenteeism and turn-over.

Employers' perspectives on the transition from informal to formal economy

Both at international and national level, there is a heightened interest for the issue of informality. Employers organisations are fully aware that their presence and voice should be heard nationally and internationally, because of the importance of the informal economy, and the ripple effect of informality on the formal sectors. They are also aware that their outreach to the informal economy should increase, in order to grasp, within their membership and their actions, also this segment of enterprises, often characterised by dynamism, creativity and entrepreneurship. In close collaboration with the ACT/EMP colleagues in ILO HQ and the field, two workshops were organised in 2015 to build further knowledge, experience sharing and capacity amongst about 20 directly interested employers' organisations from Africa and Asia. Extensive attention was given to the formalisation strategies which can be applied by the employers' organisations in national and international dialogue and advocacy and strategies of employers' organisations to reach out, via membership campaigns and services delivery, to informal economy sectors

One of the concrete outputs of these workshops is a booklet with a number of guidelines, which can further support and inspire employers' organisations in developing specific actions related informal economy actors or issues.



Strengthening EOs' and companies' capacity on the labour dimension of CSR

Training Workshops on CSR, Business and Human Rights

In partnership with three national EOs from France, Germany and Italy, BUSINESSEUROPE and the IOE, the ITCILO is implementing a project aiming at

raising-awareness and advising European EOs' staff and companies on recent evolution of global industrial relations as well as the rising expectations set on business regarding their corporate responsibility and respect of Human Rights.

Similar workshops were also organized in other regions.



Capacity-building tools

Apart from the training workshops, a number of capacity-building tools have been developed on CSR, Business and Human Rights in the last months targeted to an employers' audience namely:

- *An eLearning Module on CSR and Business & Human Rights Instruments* (such as the UN Guiding Principles; OECD Guidelines; ILO MNE Declaration; UN Global Compact; ISO 26000; EU CSR Strategy);
- *A Guide on CSR and Human Rights – what does it mean for companies in supply chains?*, which is a publication providing information and guidance to SMEs and buyer companies.

The tools are available for free on our website.





Facts and figures for 2015



Participants

Income

Quality indicators

Activities and participants: strong increase

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

The Employers' Activities Programme

Number of training activities

The number of group training activities increased strongly. In all 70 group training activities were held, compared with 61 in 2014.

Total number of participants in ACT/EMP Turin activities

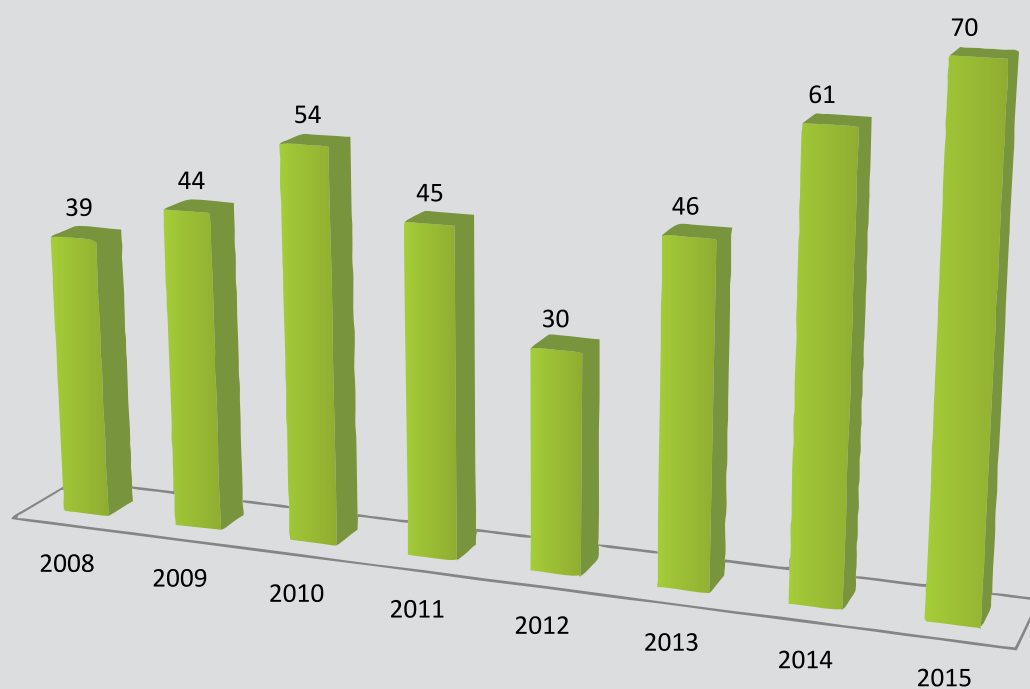
The number of participants in 2015 further rose as opposed to record year 2014, from 1303 to 1311. This was above expectations and is directly linked to the substantially increased level of funding, and the strong commitment and hard work of the staff.

Number of training (participant) days

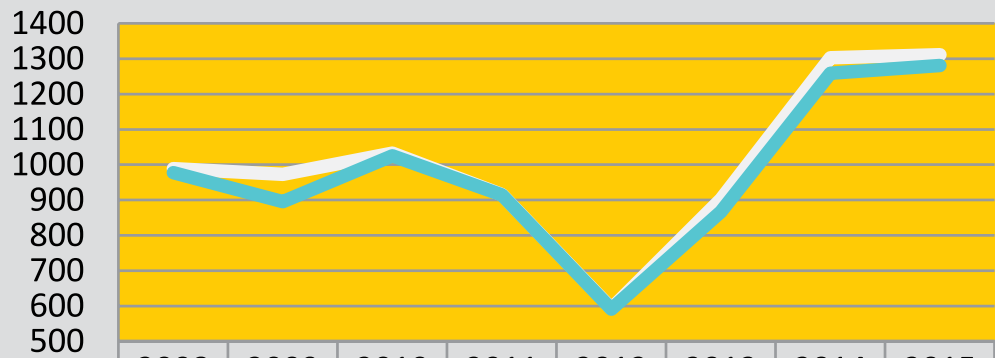
The number of training days increased (4,083 participant-days as compared to 3,966 in 2014). The average course duration of courses is two to three days, which our surveys found to be a more acceptable length for employers' representatives, and certainly quite sufficient for high-level employer leaders.

ACT/EMP Turin participation figures, 2008–2015

ACT/EMP number of training activities

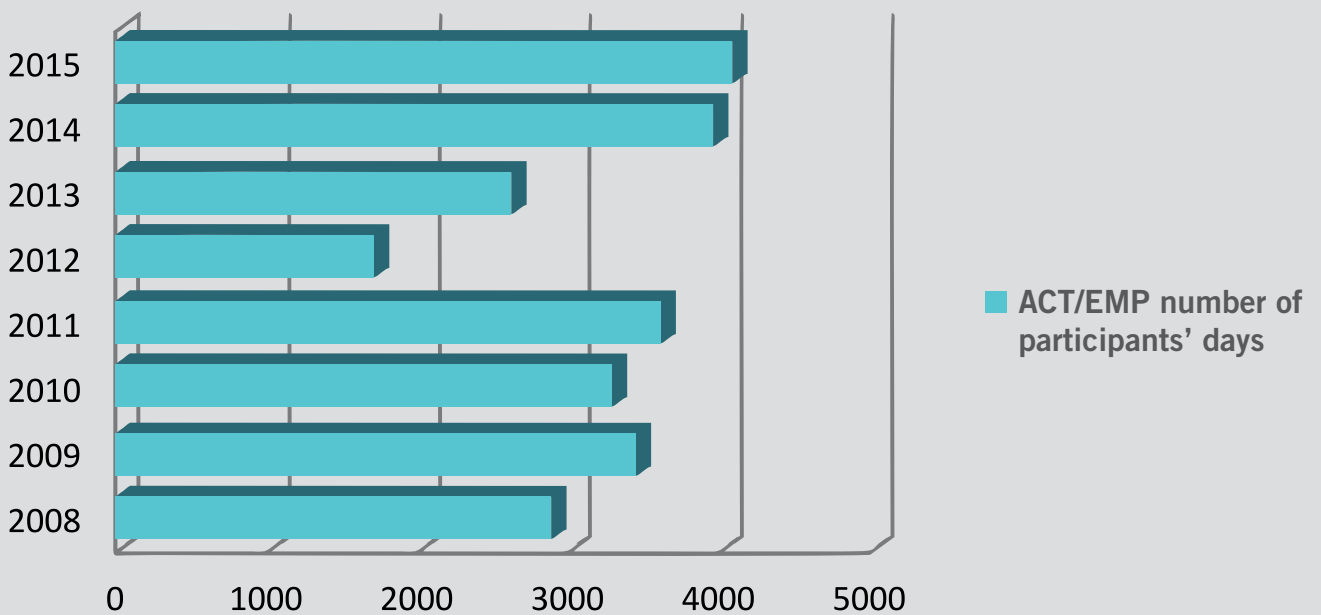


Number of ACT/EMP participants

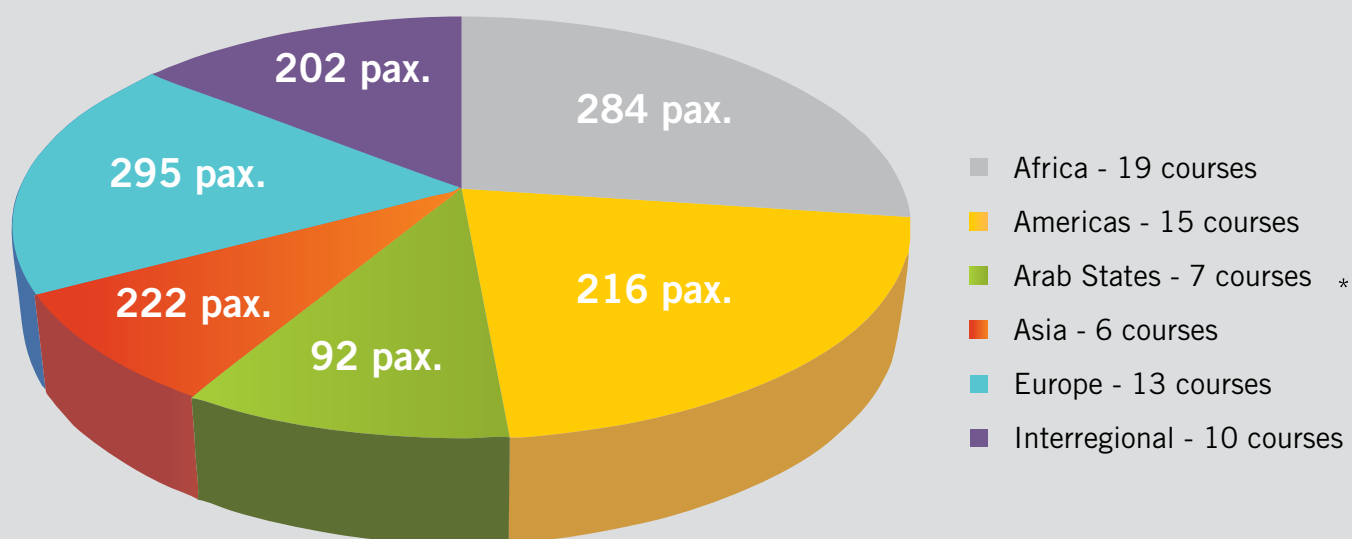


	2008	2009	2010	2011	2012	2013	2014	2015
— Total number of participants	989	973	1033	915	593	902	1303	1311
— Number of employer participants	977	895	1025	914	591	867	1259	1281

ACT/EMP number of participants' days



ACT/EMP regional breakdown of training activities in 2015



NB: The distribution of activities and participants is linked to the funding and earmarking of some funds.
*Arab States includes North Africa.

Women's participation in the Programme's activities, 2008-2015

Year	Total no. of participants	No. of women	% of women
2008	989	288	29
2009	973	352	36
2010	1033	362	35
2011	915	303	33
2012	593	237	40
2013	902	360	40
2014	1303	533	41
2015	1311	561	43

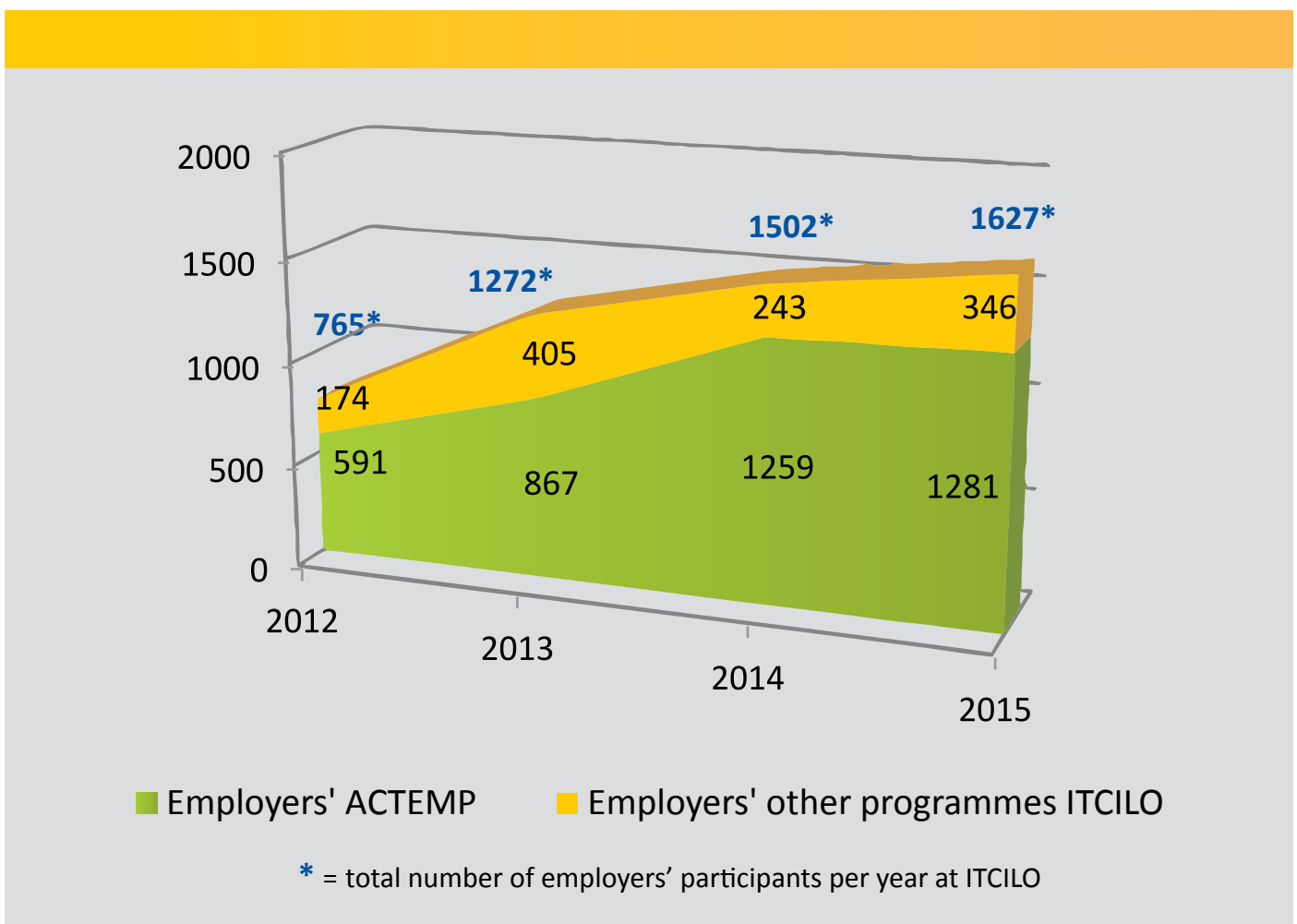
Employers' participation in other ITCILO Programmes courses

Employers' representatives participate not only in the Employers' Programme courses but also in courses run by other programmes.

In 2015 a total of 346 employers' representatives participated in training activities linked to other ITCILO programmes such as those on Employment, Gender, International Labour Standards, Enterprise Development, Social Dialogue, Social Protection, and the Social Dimension of Trade and Investment.

Total number of employer participants in ITCILO Programmes

As a consequence of the two above-mentioned trends, the number of employer participants in all Turin courses – whether run by the Employers' Activities Programme or by other ITCILO units – stood at a total of 1,627 in 2015, a further increase as over the 2014 figure of 1502.



Compared to the targets in the ITCILO's Strategic Plan, in which the management presses for stronger tripartite representation, these figures confirm that the very ambitious target was even exceeded.

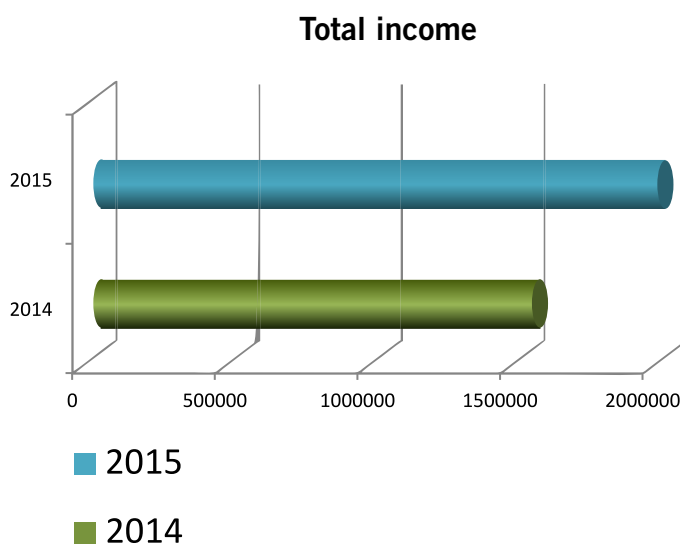
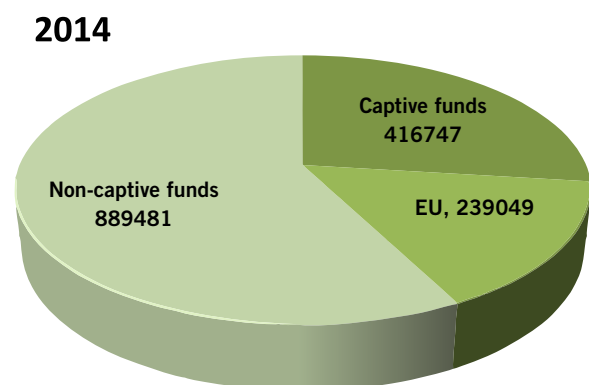
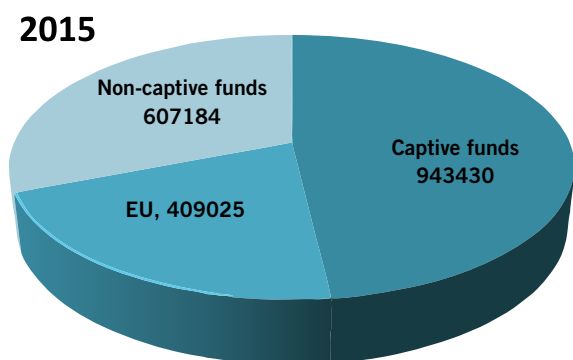
The funding situation in 2015

Income and expenditure

The level of expenditure exceeded previous years' levels, thanks to the healthy state of the programme finances. This is due to a range of factors. On the income side there is the special allocation for employers' activities (as exists also for workers' activities). This is the result of a Board decision to provide an additional special allocation on the grounds that it cannot be expected that both programmes obtain funding via paid course attendance (in contrast with other Centre programmes which can obtain income from paying participants) and hence may be incentivised to ensure more constituent presence via a special allocation coming from the surplus Centre funds. The income effect for 2015 was very high since some reserves of 2014 were still available. On the income side there were also the constant resource mobilisation efforts of the employers activities team to secure extra income from various donors and partners, viz.: EU projects (three obtained), along with support from ACT/EMP Geneva; from longstanding partners in the employers' world such as DECP; and from diverse small donors for specific activities. On the expenditure side there was also constant prudence in spending and the search for maximum efficiency.

Also, since the possibilities for carry over of funds were limited, the programme decided to increase its investments in new training material, essential for further long term development of cutting edge material for future trainings.

In terms of funding, 2015 resulted for an almost 45 / 55 repartition in captive vs non captive funds: compared with 2014 an important increase. It reflects the positive effect in the funding of the mechanism of the special allocation, which allowed the programme further expansion, and which hopefully will be maintained. By the same time, the programme also showed that high captive funding does not negatively affect its own additional efforts for resource mobilisation. In fact, the success in external funding via EU projects and other non-captive funding continue to represent the majority of income for the programme.



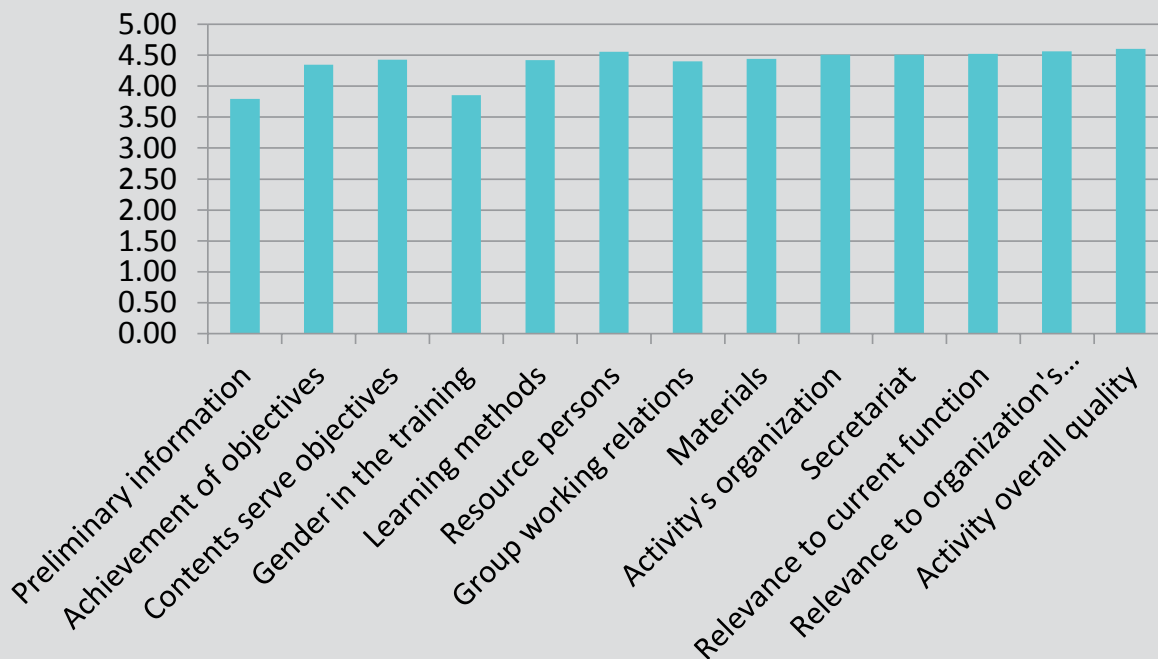
Quality indicators

The quality of all the Centre's Programmes is monitored through end-of-course evaluations. The standard Centre questionnaire poses closed questions with a range of possible 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 through clarity of objectives, quality of training materials and quality of resource persons. They are summarized in six main indicators (see below). The questionnaires may also include open questions. On larger projects independent evaluators carry out additional, more extensive quality control.

The overall quality indicators for the Employers' Activities Programme in 2015 were the best for ITCILO.

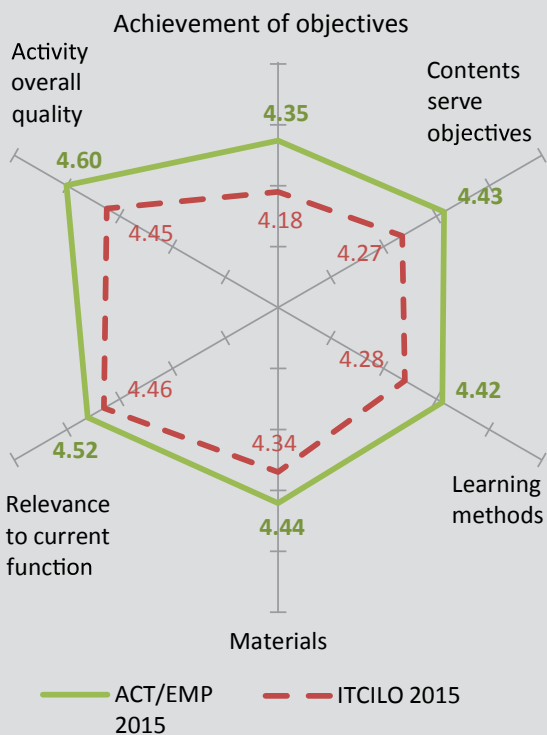
ACT/EMP Turin evaluation results for 2015, and comparison with other ITCILO programmes

Average results - ACT/EMP 2015

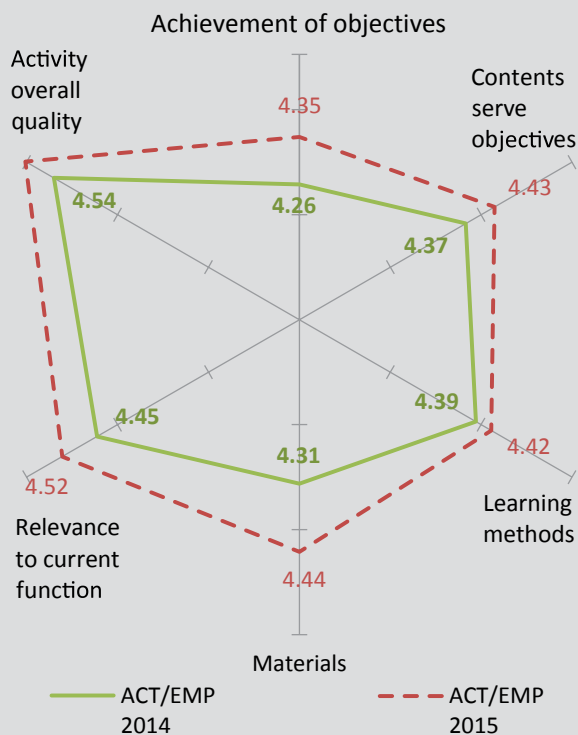


Average of the mandatory questions was 4.38

ACT/EMP and ITCILO (2015)



ACT/EMP (2014 - 2015)





Planning

2016

Proposed
Work Programme



At the time of writing this report, the major lines of work programme for 2016 had to be determined already. The Employers' group provided guidance and inputs during the meetings in Turin in preparation for the ITCILO governing body in October 2015. Furthermore the draft work plan was further elaborated in close collaboration with ACT/EMP Headquarters in the beginning of 2016. But, at the same time, the work plan is flexible and open for further input of the ETC, and also partially provisional.

In May 2016, the management of the Employers' Programme will change, which may bring about new accents and approaches.

The main components of the planning for 2016, which are all obviously closely linked to ILO outcome 10, are summarised by the concepts "continuity and further deepening".

The activities planned by the Programme are reviewed here after discussed in a thematic way. For each of the blocks of further development of the Programme's activities, including plans for training delivery and innovation for the development of new material development.

BLOCK 1

STRENGTHENING EMPLOYERS' ORGANIZATIONS' MANAGEMENT CAPACITIES

The CRM project, which provided for training and delivery of IT tools for better membership management, has been very successful. The tasks ahead will be to maintain the system technically, and continuously support the participating countries with upgrading and technical support, and expand further to a limited number of additional countries which are also interested in this system.

In membership development, new important steps however have now to be set. CRM is but a tool, and the main challenge now is to set additional steps to link up the use of this tool to the development of real comprehensive member strategies, which go beyond applying the tool: develop, train for, and implement real marketing of the EO, resulting in effectively higher members retention and – recruitment, and hence more representative organisations.

Additional steps to pursue, next to the previous trainings, the membership expansion of EOs are also in preparation. They go in several directions. The project which focussed on the reaching out of EO to **women entrepreneurs** will continue. Building upon the successes and lessons learnt of the previous project, further follow up, leading to real implementation of member- and lobbying strategies oriented to women entrepreneurs, in the countries involved in the project will be supported. Also new countries will be encompassed in the continuation of the project.

A new layer, related to strengthening EOs, will be added. This one will focus on strengthening **sectoral level associations**. Very often, the confederations still have room for improvement in linking up with sector level associations. The planned activities will focus on that niche, and create, via a train the trainer programme, additional capacity within confederations to reach out to sectoral associations, which will allow to broaden the membership base of EOs.

The Programme will also start to venture in so-called **Massive Open Online Courses (MOOCs)**. These are short trainings, offered on distance, for a larger public. One of the ideas is to develop a short distance learning course destined towards board members of EOs, and provide, especially for new Board members, basic training (good governance, basic features of lobbying, social dialogue etc.), based upon peer experiences in several countries.

Other activities in the field of building strong EOs remain and continue, because previous experiences were very positive and have created some brands. Thanks to the continuous funding of the EU, the **Employers Young Professional Academy** will continue to offer the capacity building annual series of seminars for young promising staff members. Having been developed over the past 4 – 5 years, this training programme became a point of reference in the European federations. Also in the field of general capacity building, the interregional **Employers and Business Member Organizations Master Training**, which is annually offered as a blended training (40 hrs distance – 1 week in Turin), has gained reputation and will continue.

BLOCK 2

IMPROVING EMPLOYERS' ORGANIZATIONS' SERVICE OFFER AND DELIVERY

The Programme has a long history of developing courses and training material in this field. It is also much appreciated because services are the bread and butter of many organisations to be relevant for their members: learning, experience sharing and developing the service package is hence essential for the development of EOs and their sustainability.

The E-OSH course offer will be further expanded: language wise; development of some additional modules; stronger support via management training for EOs as to allow them exploit to a maximum the business opportunities this service offers for sustainable income for EOs. Also the further use of EOSH in Bangladesh is on the agenda. The goal for 2016 is to reach now effectively the 800.000 workers at the workplace via the trainings, which will be delivered by the thousands of supervisors which already have been trained by the unit in the previous years.

Also the topic of training services by EOs for their members will be another central point for attention. In that field, there is room for further improvement. The ACT/EMP trainings have as objective to make the participating EOs a top provider of cutting edge training for their members. To be enhanced hence in 2016: trainings to improve the methodological- pedagogical approach of training by EOs; exchange of training programmes; creation of common certified basic standard courses on IR and HR.

BLOCK 3

ENHANCING EMPLOYERS' ORGANIZATIONS' POLICY INFLUENCE

Also this focus area remains central in the programme's activities.

This encompasses first continuous activities, at national or sub regional level, related to improve the lobbying- advocacy role of EOs, and their capacity in social dialogue strategies and implementation. These courses are offered generically, and focus on mastering the processes of policy influence. They are also linked with the EESE work of ACT/EMP in the field.

Policy influence also has a thematic side. In that angle, the programme will further build upon the new courses which were developed at the end of 2015 on a number of important transversal subjects such as informal economy and social protection, both in close collaboration with the technical ILO departments.

Also new courses are in development and almost ready for delivery during the course of the year. One concerns the issue of indigenous people (ILO convention 169) where training delivery, in those regions (Latin America, Africa,) where it has topical importance, is foreseen. Another one concerns the role of employers organisations in skills policies. This subject is very wide, increasingly important and will be able to open a new window of capacity building for EOs, which are confronted in many countries with the need to develop appropriate policy inputs into national educational and skills policies, to enhance employment, competitiveness and fair opportunities for all.

More in general the programme will also invest more in co design of courses and academies which are offered by other units of the ITCILO. Tripartism implies indeed not only a tripartite audience, but also a co-design and joint delivery by technical programmes together with the programmes for employers and workers.

Finally, we also invest further in general capacity building of EO staff and Board members. In collaboration with the Employment Policy unit, a distance learning course is under development on "Macro Economics for social negotiators". This course replies to a long existing need of EOs to have enhanced knowledge; direct operational outcomes of such courses may not be expected, but mastering better economic basic knowledge and tools is without doubt essential for effective policy work and social dialogue, which is the core activity and responsibility of many EOs.

BLOCK 4

STRENGTHENING EOs' AND COMPANIES' CAPACITY ON THE LABOUR DIMENSION OF CSR

This field of action is new but in fast development. The EU supports an important training project of the Programme, which relates to CSR and global industrial relations, and which envisages capacity building both for EOs and companies on these topics.

Furthermore, the ensuing discussion within the ILO, and also at UN level and other international fora on the global supply chain, and on international human rights highlights the needs for knowledge building and awareness raising amongst companies and EOs on the ramifications of these developments at international level. The Programme follows it closely and is building training material, specifically destined to address approaches and needs of companies and EOs. However, specific efforts are needed to ensure that sufficient funding is made available to develop this activity stream.

Number of expected participants

Unless the prospects related to the funding of the Programme improve substantially, the number of expected participants may not reach the level of previous years, and may drop to an estimated 1.000/year. The diminution in funding, affecting obviously outreach, may also be a point of attention of the ETC.



For further information, please contact:

Programme for Employers' Activities

E-mail: actempturin@itcilo.org

Phone: +39 011 693 6590

<http://lempnet.itcilo.org>