



EMPLOYERS' TRAINING COMMITTEE

REPORT ON THE EMPLOYERS' ACTIVITIES PROGRAMME 2023

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2023



TABLE OF ACRONYMS

A

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

C

- ▶ **Centre, ITCILO** or the **ITC** – International Training Centre of the International Labour Organization
- ▶ **CEO** – Chief Executive Officer
- ▶ **CFC** – Contribution to Fixed Costs to the ITCILO
- ▶ **Committee or the ETC** – Employers' Training Committee
- ▶ **CRM** – Customer Relationship Management Software
- ▶ **CSR** – Corporate Social Responsibility

D

- ▶ **DECP** – Dutch Employers' Cooperation Programme

E

- ▶ **EBMO, EBMOs** – Employers' and Business Membership Organizations
- ▶ **EOSH** – Essentials of Occupational Safety and Health
- ▶ **ETC** – Employers' Training Committee
- ▶ **EU** – European Union

H

- ▶ **HR** – Human Resources

I

- ▶ **IE** – Impact Evaluation
- ▶ **IGDS** – Internal Governance Documents System
- ▶ **ILO** – International Labour Organization
- ▶ **ILS** – International Labour Standards
- ▶ **IOE** – International Organisation of Employers
- ▶ **ITCILO, ITC** or the **Centre** – International Training Centre of the International Labour Organization
- ▶ **ITCILO ACT/EMP, Programme, ACT/EMP Turin** or **ACT/EMP ITCILO** – Employers' Activities Programme at the International Training Centre of the International Labour Organization

P

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

R

- ▶ **RBC** – Responsible Business Conduct

S

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

T

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

EXECUTIVE SUMMARY

The Programme for Employers' Activities at the ITCILO underwent a significant "transition year" in 2023, marked by various changes.

These included new senior management at the ITCILO, leadership changes within ACT/EMP Turin, adjustments to delivery modalities, and fluctuations in income levels.

Despite these transitions, the Programme remained committed to delivering high-quality, impactful, and needs-driven training and advisory services. While the Programme faced strains in 2023, it adapted quickly and laid the groundwork for successful reorganization, positioning itself for strong performance in 2024. In summary, it was a challenging year, but the Programme was "not lost in transition."

This report outlines the Programme's key achievements in 2023 and offers insights and recommendations based on findings from the 2023 EBMOs Training Needs Assessment. Additionally, it presents projections for 2024.

Our Training and Advisory Services in 2023

The Programme provided a diverse range of training and advisory services tailored to the needs of Employers and Business Membership Organizations (EBMOs), primarily in the Global South. Our mandate is to support EBMOs in becoming strong, representative, independent, and well-governed organizations, aligning with the objectives of the Bureau for Employers' Activities in Geneva and ILO Outcome 2.1.

In recent years, the Programme has transitioned from sole training to a combination of training and advisory services. This shift has enabled us to better support EBMOs in navigating organizational changes, leading to impactful results.

In 2023, the Programme continued to deliver its renowned traditional initiatives in managing Employers and Business Membership Organizations. These included specialized courses in membership development, strategic advocacy, and services digitalization, along with the French edition of the Master Training in Management of EBMOs, ACT/EMP Turin's flagship programme.

In addition to our traditional offerings, the Programme developed new training packages and delivered trainings in the area of:

- ▶ Effective influencing and Strategic Communication;
- ▶ Risk and Reputation Management;
- ▶ Wage Policies, particularly Minimum Wage;
- ▶ Governance of Social Protection Systems.

A fifth training package on Strategic Human Resource Management is currently in development.

In addition, the Programme delivered numerous advisory services in the following areas:

Digitalization Services:

- ▶ Establishment of E-campus Platforms (coupled with coaching and training on design of -courses) for 6 EBMOs. Since the introduction of this service in 2020 around 40 EBMOs have at their disposal a personalized digital eLearning platform.
- ▶ Implementation of Customer Relations Management System (CRM) in 5 new EBMOs. Currently the CRM provided by ITCILO is used by around 35 EBMOs.

Management Consultancy Services:

- ▶ Institutional Assessments for EBMOs, facilitation of Board Retreats, and development of membership strategies.

Assisting EBMOs in enhancing their training offerings to company members – combination of training and coaching:

- ▶ Train the Trainers in Essentials of Occupational Safety and Health (EOSH).
- ▶ Train the Trainers on the package Women Managers Rise Up (MALKIA).

Additionally, the Programme embarked on a significant research project, resulting in the publication of pioneering work on [EBMOs' financial sustainability](#).

Quality & Outreach

In 2023 our Programme consistently delivered high-quality services, achieving a participant satisfaction rating of 4.73/5.0 in the end-of-activity questionnaire for 2023, an improvement from 4.53/5.0 the previous year and above the Centre's average of 4.58 /5.0. This marks the highest

rating recorded by any Programme in ITCILO history, reflecting our commitment to designing training services that align with EBMOs' needs through innovative methodologies and meticulous attention to detail.

In terms of delivery and outreach, the total number of activities slightly decreased compared to previous years. We conducted 58 activities (9 fewer than in 2022), which included 16 training sessions, 9 new training materials and research products, 22 advisory services, and 11 indirect activities¹. Our training and advisory services remained predominantly online (83%), with blended and face-to-face options accounting for the remainder.

¹ Activities organized by EBMOs through services, tools and packages developed for them by our Programme – for example EOSH and Malkia. This number does not include the several activities organized by the EBMOs using the platform provided by ITCILO, but without ITCILO involvement in curing course contents.

The total number of direct participants in 2023 was 560 a decline from 2022, influenced by increased demand for advisory services over pure training and limited financial resources.

The indirect participants were 250.

EBMOs representatives from 106 countries benefited from our activities, with a notable presence from Latin America (59% of total participants). This was the results of two factors: a strong interest from Latin American and Caribbean EBMOs in ACT/EMP Turin courses; and the willingness of national peak organizations (ILO employers' constituents) to open up the participation in ITCILO courses for their sectoral and territorial associations-members. The Programme plans to seek the Board's views on expanding this model beyond Latin America to enhance participation from sectoral and territorial organizations affiliated with peak

bodies. Concurrently, we are striving to rebalance geographic participation and increase the number of activities and participants from other regions.

Regarding female participation in our training sessions, it reached 51%, which is well above the ITCILO target and the ITCILO average.

Financial Resources and Targets

In 2023, the Programme faced financial challenges, with funding lower than in previous years due to the termination of three development cooperation programmes and the end of a long-standing partnership with the Dutch Employers Cooperation Programme. Total income for the year reached €1,168,162, the lowest since 2020. Funding included approximately €585,405 in captive funds, such as Italian and Fellowships Funds. Prudent

financial management helped mitigate the decline, as funds from the Fellowships Fund, saved in 2022, were utilized in 2023.

ILO's RBTC (Regional, HQ, and training components of ILO DC projects) contributed nearly €165,000, while other partners, including IOE and EBMOs from high income countries and others, provided €42,000.

Due to the overall income reduction, our Contribution to the Centre's Fixed Costs (CFC) was €578,688, representing 83% of the target, which was not achieved. However, the CFC/Income ratio of 49.5% remains high and aligns with pre-pandemic performance. This indicates that, despite lower income, the Programme adapted its cost structure to strive for the CFC target while maintaining premium services for ILO employers' constituents.

Online training activities continued to be more profitable for both the Centre and our Programme. Given the strong demand for blended learning, some flagship initiatives started again to incorporate face-to-face components. Nevertheless, a complete return to a "fully blended" training model is not anticipated due to financial constraints, primarily related to travel and accommodation costs.

It is essential to recognize that online activities with a personalized tutor—crucial for the success of online training—are as effective as face-to-face sessions. However, these activities require significant preparation, consistent delivery, and engagement across multiple time zones, demanding considerable effort from staff, both individually and collectively.

Organizational Impact

For years, the Programme has emphasized the importance of

contributing to organizational change and achieving measurable impact through its activities. The primary objective is not merely to reach more representatives, but to ensure that the knowledge gained translates into concrete actions that contribute directly to organizational success.

In 2025, the Programme plans to conduct its regular biannual impact evaluation to assess the effectiveness of our activities in 2023-24. Preliminary evidence (see pages 6-7) indicates that the Programme's activities in 2023 had a significant positive impact on the beneficiary organizations.

Findings of 2023 Training Needs Assessment

In line with our standard practice established in 2017, the Programme commissioned an EBMOs Training Needs Assessment in September 2023. A comprehensive survey

was distributed to CEOs and Directors General of ILO employers' constituents (employers' peak bodies) to evaluate their organizations' future training needs.

Key Results:

The primary challenges identified were:

- ▶ Membership management and development
- ▶ Financial sustainability and Sound financial management
- ▶ Digitalization and management of Artificial Intelligence

Additional Areas of Focus: Lobbying and advocacy, HR management, particularly staff retention, Industrial relations, with a specific emphasis on collective bargaining.

Policy-Level Priorities: At the policy level, the governance of skills systems and social security reforms emerged as high-priority issues for EBMOs, necessitating support from ITCILO.

All these areas require significant attention and support in the form of training and advisory services from ITCILO.

The data collected through the survey was further enhanced by insights from ILO ACT/EMP employers' specialists, enabling the Programme to develop a robust portfolio of activities for 2024.

How are we doing in 2024?

The outlook for 2024 is very positive. The Programme for Employers Activities has developed a plan based on the results of the training needs assessment, guidance from ILO employers specialists, and discussions with senior management of beneficiary EBMOs.

The Programme has restructured its portfolio along three axes:

- ▶ Large Networking Events – System-level capacity development
- ▶ Advisory Services – Institutional capacity development
- ▶ Trainings – Individual capacity development

This restructuring aims to address the diverse needs of ILO Employers' constituents.

Large-scale events provide opportunities for employers' representatives to influence global discussions and to network with different actors; employers' delegations have been attending flagship tripartite events like the Skills Fair (February 2024), the International Forum on Artificial Intelligence (September 2024), the Global Social Partners Academy (September-November 2024), alongside new events exclusively

for EBMOs representatives, such as "Business is Not as Usual" [broadcast \(March 2024\)](#).

ACT/EMP Turin has been strengthening its collaboration with other technical programmes within the Centre and has initiated bipartite initiatives in partnership with the Programme for Workers' Activities. There is an increasing demand for the development and promotion of bipartite learning spaces. Training sessions provide a neutral environment where employers and worker representatives can engage in dialogue, deepen their understanding of each other's perspectives, and ultimately foster trust. Current developments and future challenges highlight the need for strong trust between social partners. It is essential for these partners to identify avenues for collaboratively defining solutions and, whenever possible, to present a united voice on behalf of the world of work.

The Programme is experiencing increasing demand for tailored, highly specialized advisory services. Institutional assessment, support in the development of membership strategies, induction programs for Board members and consulting in new areas such as social security, minimum wage negotiations, are now part of the Programme portfolio. The Programme is also expanding its suit of digital services. In addition to the CRM and digital platform, legal Chatbots and AI-driven policy trackers are under development and will be tested before the end of the year.

The training offerings are also expanding, with new courses in financial management for EBMOs, ESG standards, strategic HRM, leadership and good governance in EBMOs. This latter area has seen significant investment from the Programme and ACT/EMP Geneva, based on the belief that sound rules and practices are essential for independent, well-governed, and democratic organizations.

Overall, the Programme is expected to reach around 1,500 beneficiaries, an 85% increase from 2023. More importantly, the activities are driving promising changes within the organizations.

On the financial front, active resource mobilization, the relaunch of several partnerships, and strong support from the ILO, along with a slight increase in captive funds from ITCILO, should enable ACT/EMP Turin turnover to approach €1.5-1.6 million in 2024. The Programme is anticipated to meet the financial target set by ITCILO Management for 2024 of €700,000.

The Team

2023 was characterized by significant changes, including a shift in Programme management in November, notable turnover among non-permanent staff and

periods of staffing shortages. The core team consisted of four professionals and four assistants, although one professional and one assistant were on secondment to the ILO. Temporary staff were brought in to fill these gaps and to support the team during peak periods. Despite these challenges, the team's commitment, dedication, and passion led to strong performance throughout the year.

As we approach 2024, the team continues to experience fluctuations but is evolving toward a more diverse composition in terms of geographic background, educational

qualifications, and work experience.

The increasing demands for assistance from EBMOs, along with a positive financial outlook, highlight the potential need to expand the number of permanent staff within the team, which continue to be the smallest Programme in ITCILO.



Minimum Wage in the Pacific

In 2023, ACT/EMP Turin conducted a 20-hour distance learning course for employer representatives from the Pacific Islands focused on minimum wage setting systems. Participants were provided with various tools and strategies to enhance the effectiveness, productivity, and predictability of minimum wage policies. Negotiations on minimum wage adjustments occurred in several countries in late 2023 and 2024. The Vice Chair of the Cook Chamber, who participated in the course, actively contributed by proposing key indicators for consideration during the minimum wage adjustment process. The CEO of the Fiji Commerce and Employers Federation effectively applied the knowledge gained from the course in minimum wage negotiations held in the second and third quarters of 2024. As a result, the government agreed to adopt a progressive approach, ensuring regular reviews of the minimum wage in alignment with economic conditions.



Empowering EBMOs with Innovative eLearning Training Platforms

In 2023, we continued to offer eLearning training platforms to EBMOs looking to enhance distance learning for their company-members. We launched four new training platforms for English and French-speaking EBMOs in Africa, along with one in Azerbaijan; since 2020 ACT/EMP Turin has provided 40 platforms across five continents. Through these platforms EBMOs have delivered courses to over 7,500 participants in 2023 alone.

Designed to empower EBMOs to deliver impactful distance learning and potentially attract new members, the platforms are now an important asset for several EBMOs. In 2023, ACT/EMP Turin has combined the provision of the platform with a comprehensive training program focused on designing and delivering effective training, which equips EBMOs with essential methodologies and facilitation techniques for both online and face-to-face interactions. The impact was immediate: EBMOs reported increased confidence in delivering high-quality training, resulting in a notable surge in member engagement.



Membership development strategies

In 2023, the Programme offered a certified distance learning course with personalized tutoring focused on membership development for Employer and Business Membership Organizations (EBMOs) in Latin America and Central Asia.

The primary goal of this course was to create a comprehensive membership strategy or enhance existing membership plans.

Following the course, the Industrial Union in Uruguay conducted an internal review of its membership

processes. One immediate outcome was the enhancement of its membership plan for 2024, which included the introduction of key performance indicators learned during the course, along with clearly defined steps to achieve the proposed objectives.

Meanwhile, the National Confederation of Employers of the Republic of Kazakhstan successfully implemented several components of the established strategy, bringing several large companies into its fold. This effort significantly strengthened its representativeness and improved its income structure.

OUR 2023 AT GLANCE



MAIN ACHIEVEMENTS 2023



59 Activities

Training activity:	16	Training Material Development:	9
Advisory:	23	Indirect:	11



EBMOs from 101 countries



106 nationalities



810 participants

263 participants in Distance Learning activities (63% Women)

297 participants in face-to-face Turin and field activities (41% Women)

250 participants in Indirect activities (53% women)

+7700 Online users through EBMOS eCampus learning platforms



4.73 Satisfaction

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



5 Audiences

EBMOs' staff and Board members, Company members; Ministries and UN Staff

2023 GLOBAL IMPACT



LATIN AMERICAN & THE CARIBBEAN

475 (59%) ▲
 255 participants in Direct Training Activities
 475 participants in Indirect Training Activities

AFRICA

138 (17%) ▼
 108 participants in Direct Training Activities
 30 participants in Indirect Training Activities

ASIA

117 (14%) ▲
 participants in Direct Training Activities

EUROPE

36 (4%) ▼
 participants in Direct Training Activities

ARAB STATES

44 (5%) = ▼
 participants in Direct Training Activities



LATIN AMERICAN & THE CARIBBEAN

- ▶ EFFECTIVE MANAGEMENT OF EB MOS
- ▶ EOSH
- ▶ STRATEGIC LOBBYING AND EFFECTIVE COMMUNICATION
- ▶ MEMBERSHIP STRATEGY
- ▶ MALKIA
- ▶ WAGE POLICY
- ▶ ILGO
- ▶ PRODUCTIVITY



AFRICA

- ▶ CREATION AND IMPLEMENTATION OF LOCAL PLATFORMS ENG/FR
- ▶ E-DESIGN ENG/FR
- ▶ MALKIA ENG
- ▶ RBC - FR
- ▶ MASTER EBMO FR
- ▶ COACHING FOR ELEARING PLATFORMS ENG/FR
- ▶ CRM - FR
- ▶ EOSH ENG-FR



ASIA

- ▶ LIVING WAGE VS MINIMUM WAGE
- ▶ EFFECTIVE MANAGEMENT OF EB MOS
- ▶ STRATEGIC LOBBYING & COMMUNICATION FOR ADVOCACY INCLUDING SOCIAL MEDIA
- ▶ GOVERNANCE OF SOCIAL SECURITY SYSTEMS
- ▶ THE ROLE OF EMPLOYERS IN SKILLS GOVERNANCE SYSTEMS



EUROPE

- ▶ CREATION AND IMPLEMENTATION OF LOCAL PLATFORM
- ▶ UNLOCKING CHANGE TOWARDS RESILIENT EBMO
- ▶ EOSH
- ▶ CRM AZERBAIJAN



ARAB STATES

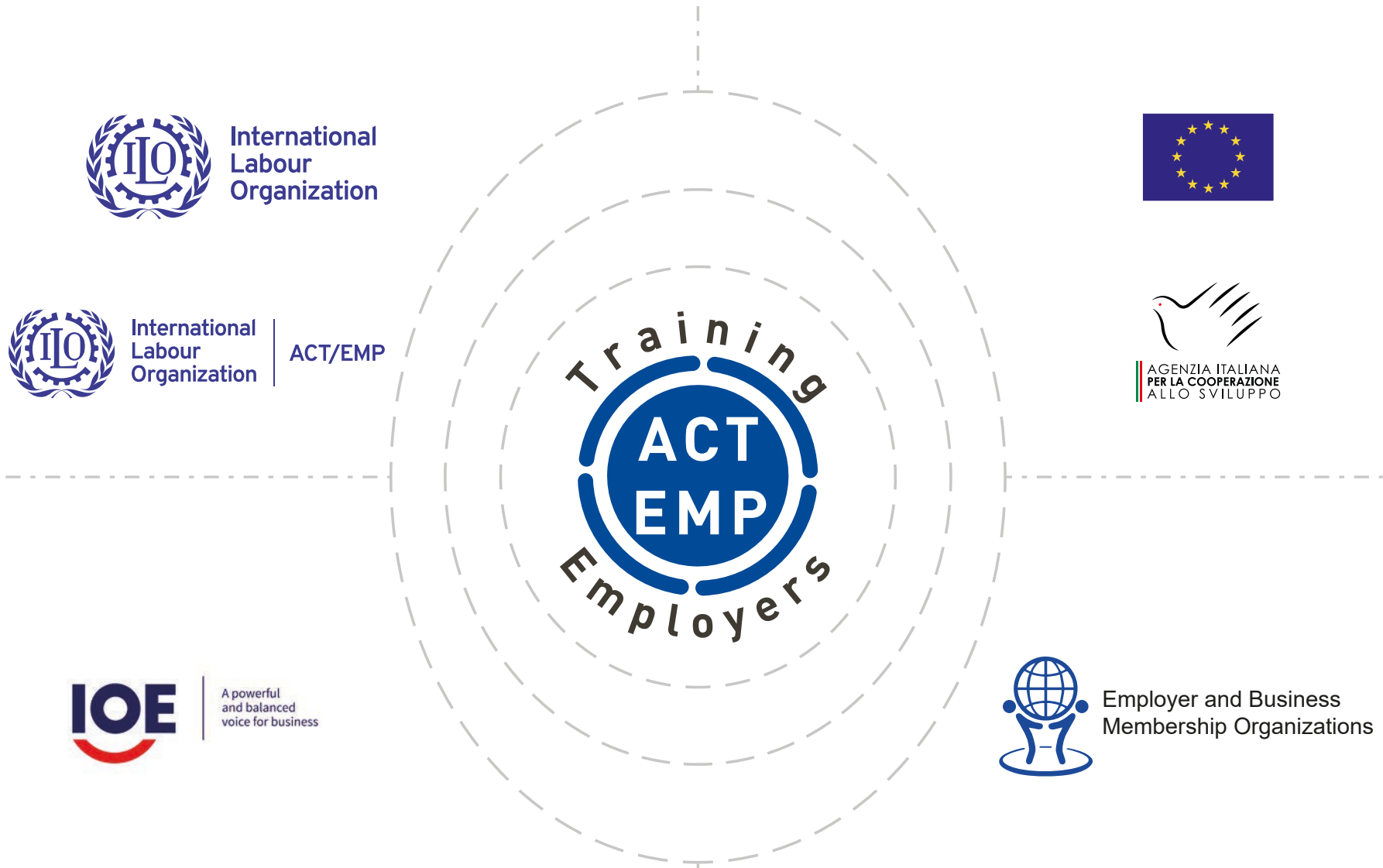
- ▶ ADVISORY SERVICES FOR OMAN CHAMBER BOARD MEMBERS
- ▶ MALKIA
- ▶ CRM



INTERREGIONAL

- ▶ FINANCIAL SUSTAINABILITY OF EB MOS
- ▶ EOSH
- ▶ CRM
- ▶ MALKIA
- ▶ GLOBAL YOUNG PROFESSIONALS' ACADEMY
- ▶ FOSTERING RESILIENCE AND EMBRACING DIGITALIZATION
- ▶ STRATEGIC HRM IN EB MOS

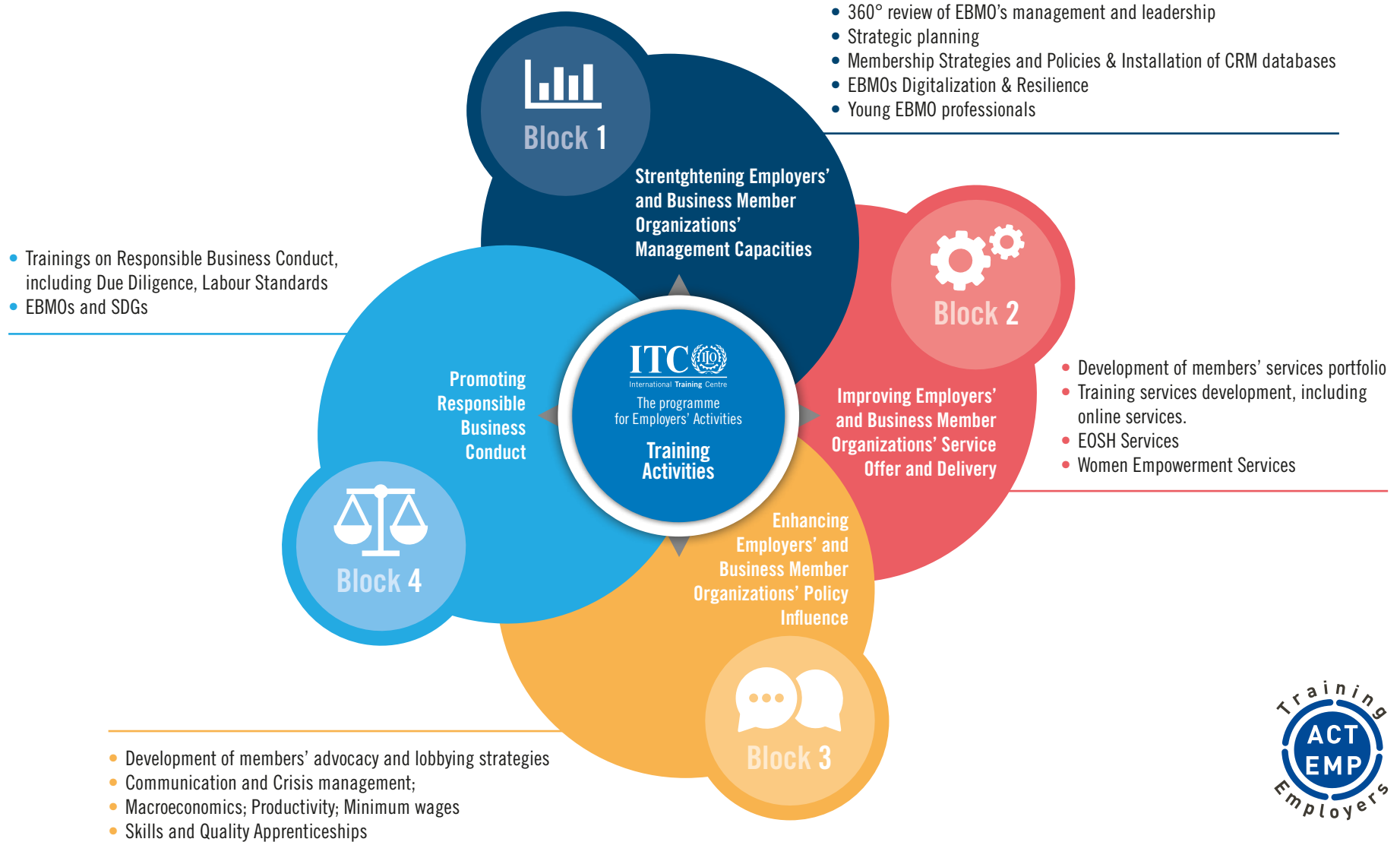
AMONG OUR 2023 PARTNERS



OUR SERVICES



Employers' Activities Programme Services Catalogue





Block 1 - Strengthening EBMOs' Management Capacities

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

Key Services

Institutional capacity assessment

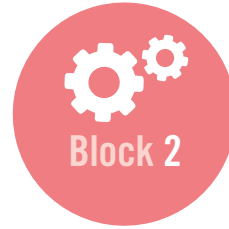
- Audit of EBMO's governance and management; Co-development of remediation strategies
- Audit of EBMO's membership baseline; Co-development of remediation strategies
- Building the capacity of EBMOs to deliver blended + fully digital EOSH and learning services
- Nurturing the "next generation"

Training services

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

Training Material Development & Advisory services

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



Block 2 - Service provision and Delivery

- Development of members' services portfolio
- Development and delivery of Training Services
- Essentials of Occupational Safety and Health (EOSH) Services
 - Industrial Relations, Labour Law and HR services
 - Women Empowerment Services

Key Services

Institutional capacity assessment & Development

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

Training services

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

Advisory services

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



Block 3 - Policy Influence

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

Key Services

Institutional assessment services

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

Training services

- Online course on Reputation and Crisis Management
- Online course on Evidence Based Strategic Lobbying
- Online course on Macroeconomics for social partners
- Online course on Why Productivity Matters?
- Online course on setting Minima wages
- Online course on social partners' involvement in Skills Policies

Advisory services

- Production and analysis of economic information
- Support in development of position papers on selected socio/economic matters (Minimum wage policies, social protection, skills policies)
- Coaching on Strategic Advocacy & Lobbying
- Communications, Reputation & Crisis Management
- Capacity building project on Quality Apprenticeships



Block 4 - Promoting Responsible Business Conduct

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

Key Services

Institutional capacity development

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

Training services

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

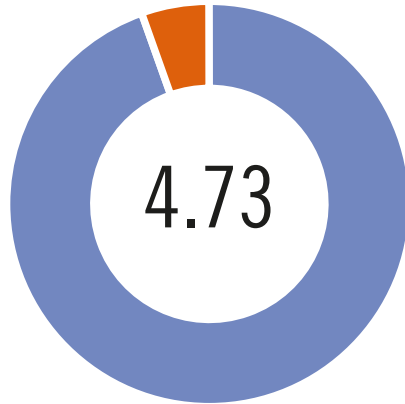
Advisory services

- Coaching EBMOs on online delivery of services

2023 DELIVERY RESULTS



CUSTOMERS SATISFACTION 2023 RESULT*



What explains these numbers?



Needs based & demand driven programme.



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



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



Highly praised training methods, staff and trainers.



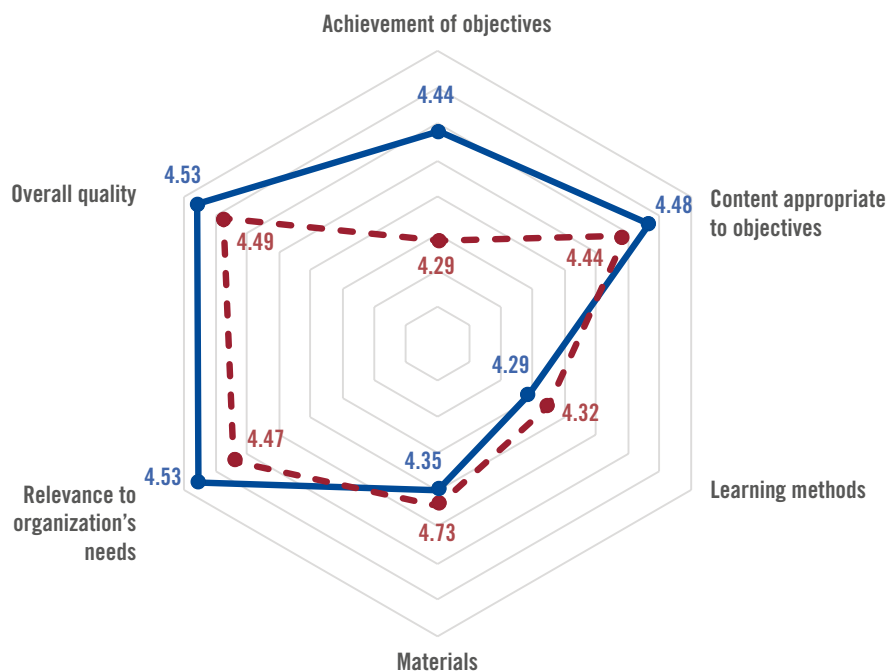
It's not just about scholarships. Participants acknowledge the great value, quality and relevance of our Programme's trainings, because the time they invest with us translates into better results for their EBMOs.

*ITCILO 2023 4.58

GENERAL EVALUATION 2023 RESULTS

ACT/EMP vs ITCILO 2022

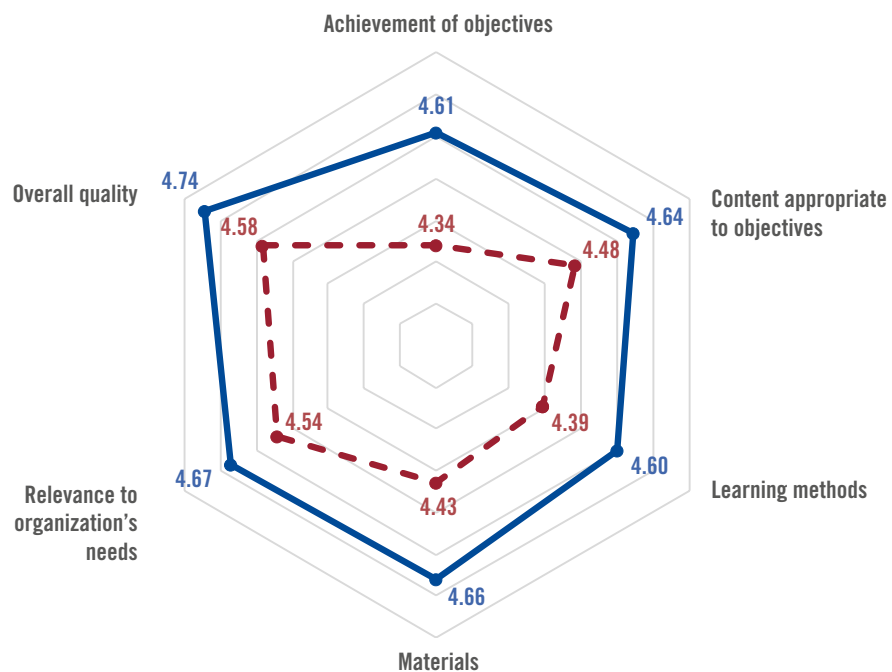
—●— ACT/EMP —●— ITCILO



ACT/EMP 2022 **ITCILO 2022**
4.53 4.49

ACT/EMP vs ITCILO 2023

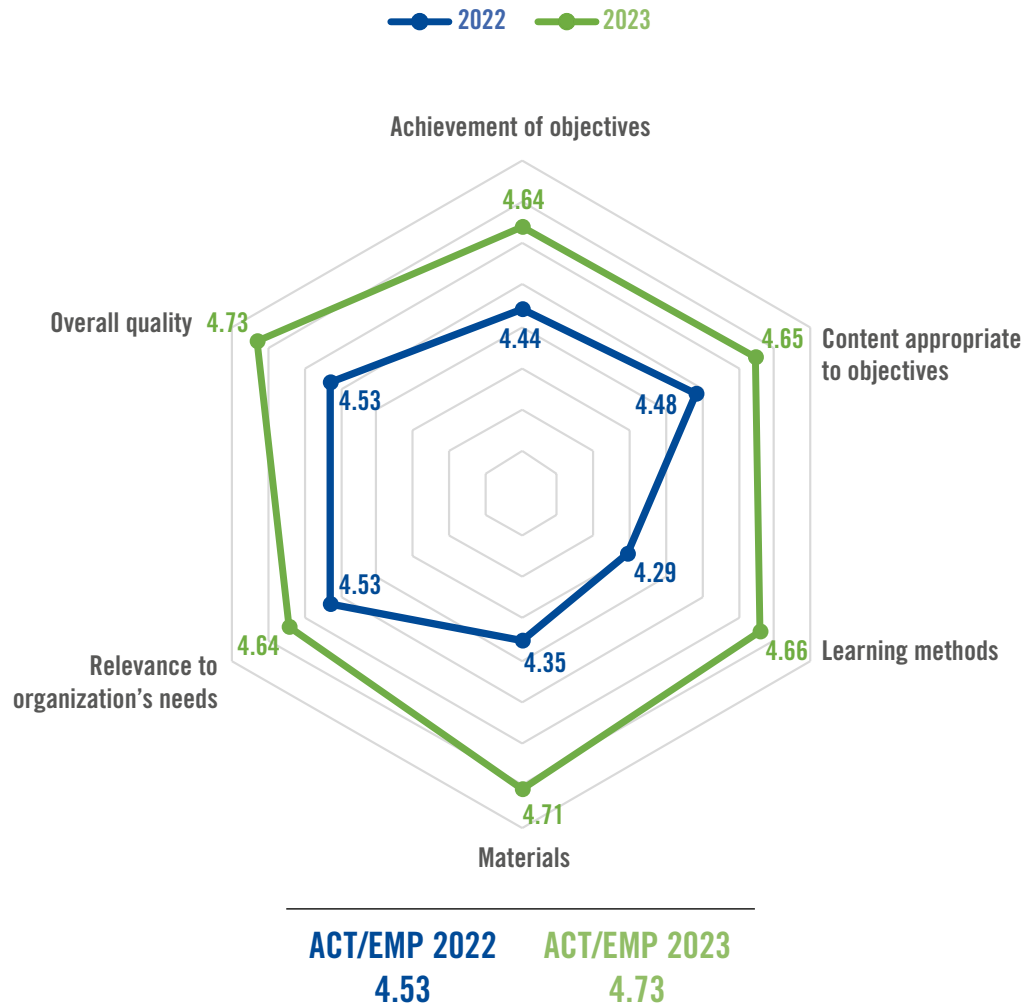
—●— ACT/EMP —●— ITCILO



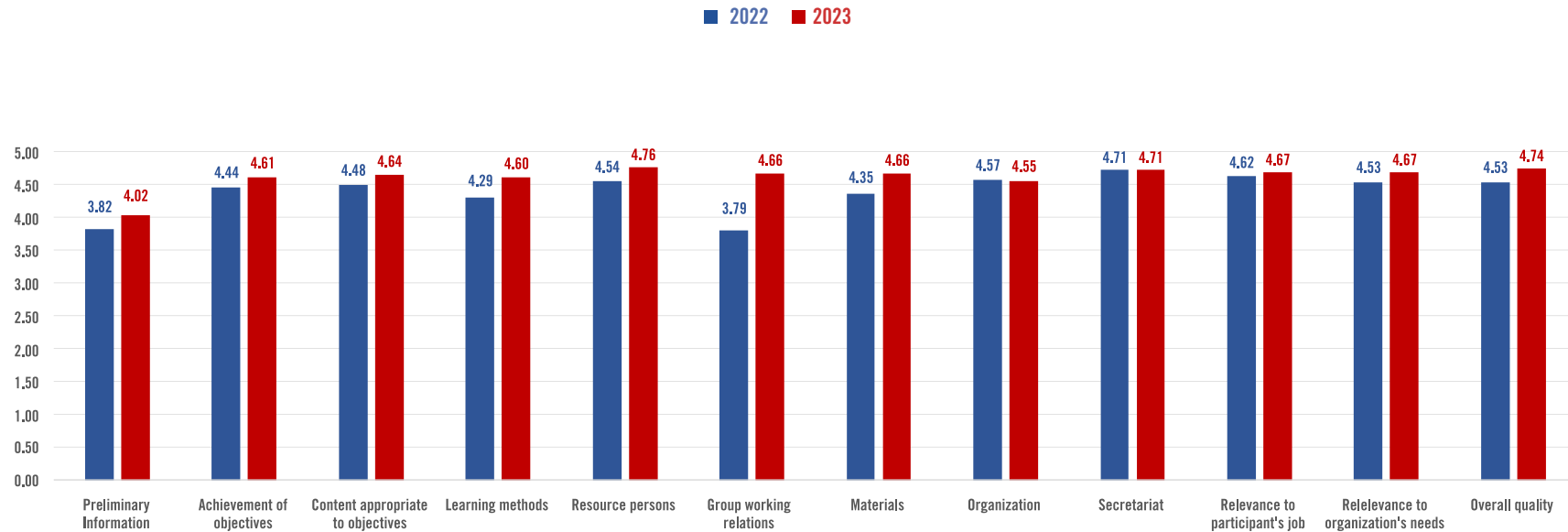
ACT/EMP 2023 **ITCILO 2023**
4.74 4.58

GENERAL EVALUATION 2023 RESULTS

ACT/EMP: 2022 vs 2023



EVALUATION RESULTS ACT/EMP 2022 vs 2023



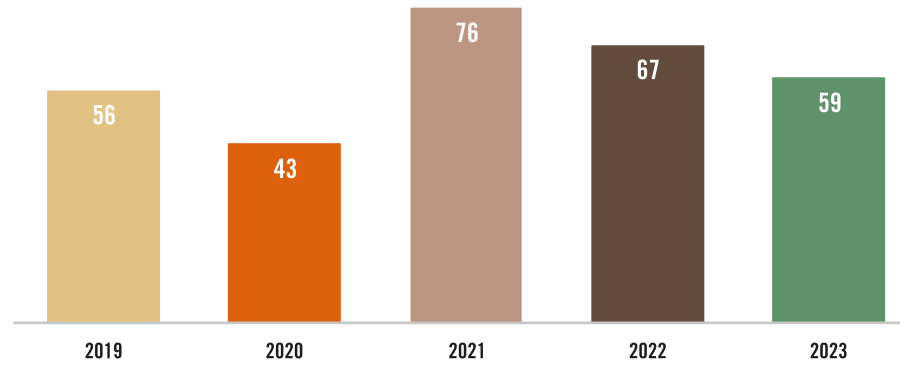
In 2023, our courses achieved an impressive overall rating of 4.74/5.0 from participants, a notable increase from 4.53/5.0 in 2022. This represents the highest rating ever recorded by ACT/EMP Turin. Key factors contributing to this success included the integration of personalized tutors in distance learning, innovative training methodologies, and effective facilitation techniques, alongside a return to blended course formats.

2023 FACTS & FIGURES

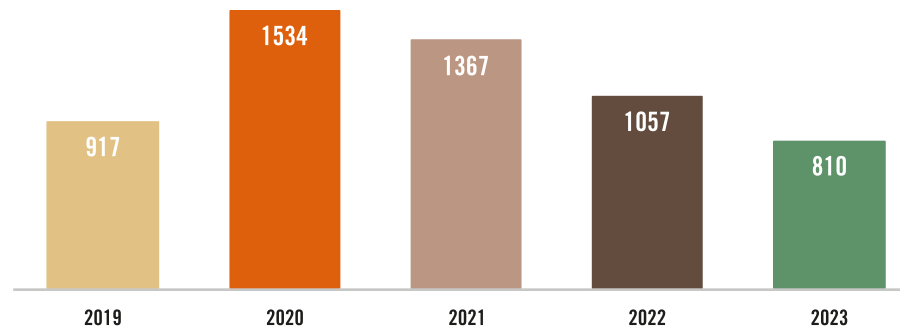


I. PARTICIPATION ANALYSIS

N° of Activities



N° of Participants



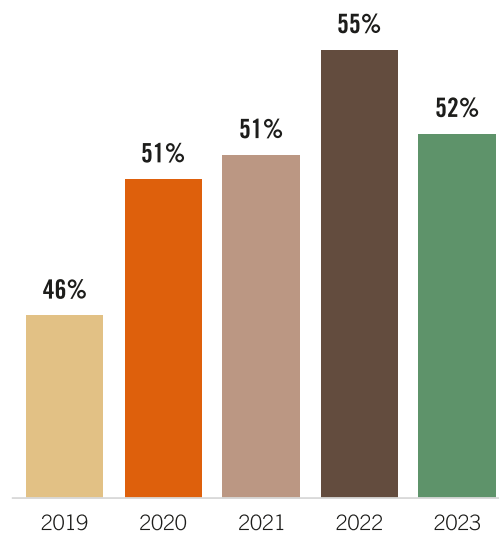
II. PARTICIPATION BY GENDER



Women's target
participation at ITCILO:
45%

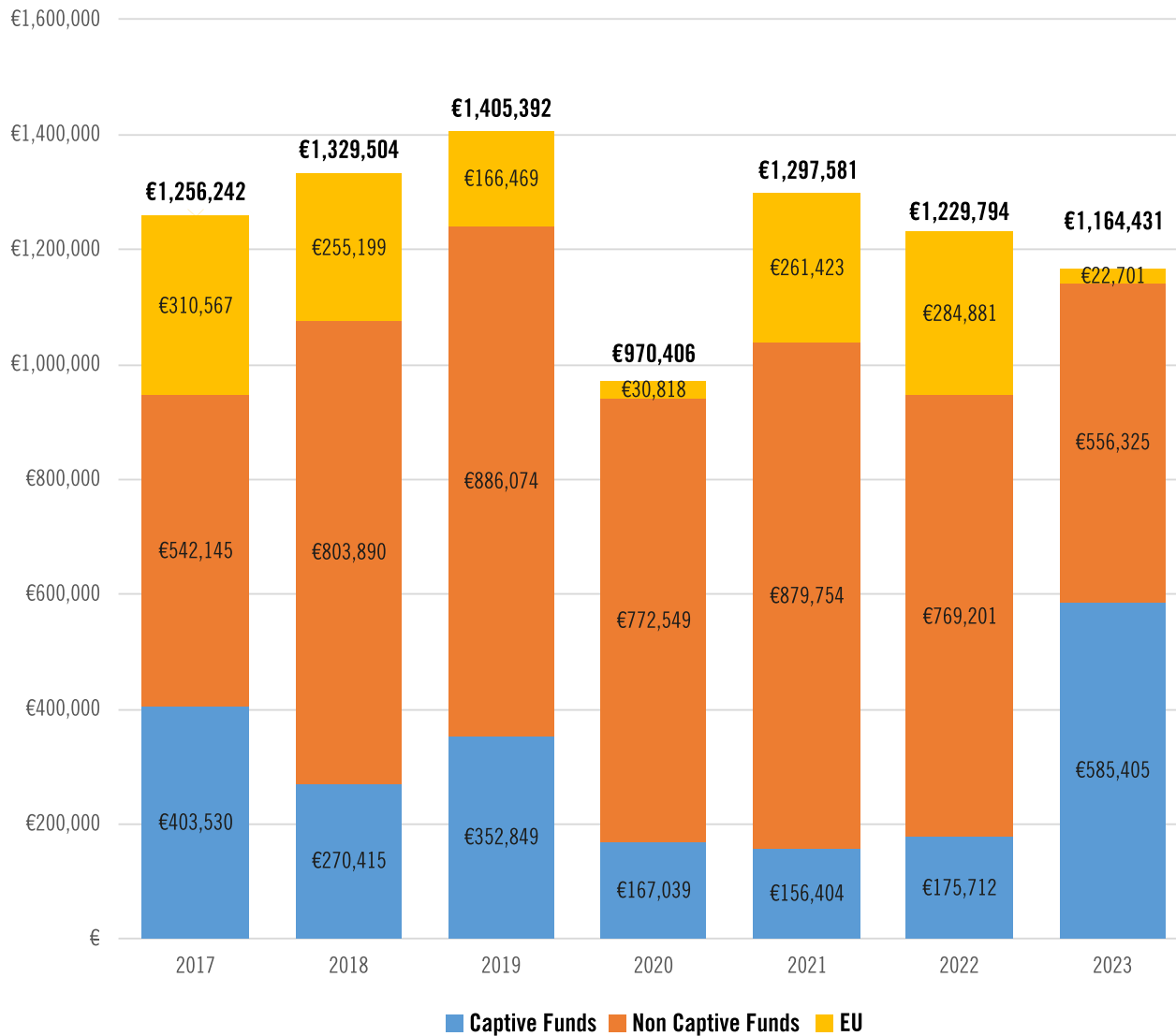


2023 women's
participation at ACT/EMP:
51%



In 2023, women's participation in our courses remained exceptionally high, exceeding the Centre's biennial target of 45% by 7 percentage points and surpassing the Centre's overall biennial results by 13 percentage points.

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



Our program is primarily funded through three key sources. In 2023, we relied heavily on captive funds; the prudent financial management of 2022, which included consistent savings from the Fellowship Funds allocated that year, enabled us to continue our portfolio of activities effectively in 2023.

50% Captive Funds including:

- ▶ Yearly allocation from the Italian Government (4.3%)
- ▶ Fellowship Fund allocation in 2023 (25.7%)
- ▶ Carryover of unspent Fellowship Funds assigned in 2022 (20%)

48% Non-captive Funds: this is the yearly variable income resulting from invoicing our training courses and advisory services to ILO and other sponsors.

- ▶ ILO funds - RBTC and projects (44%)
- ▶ Other sponsors (4%)

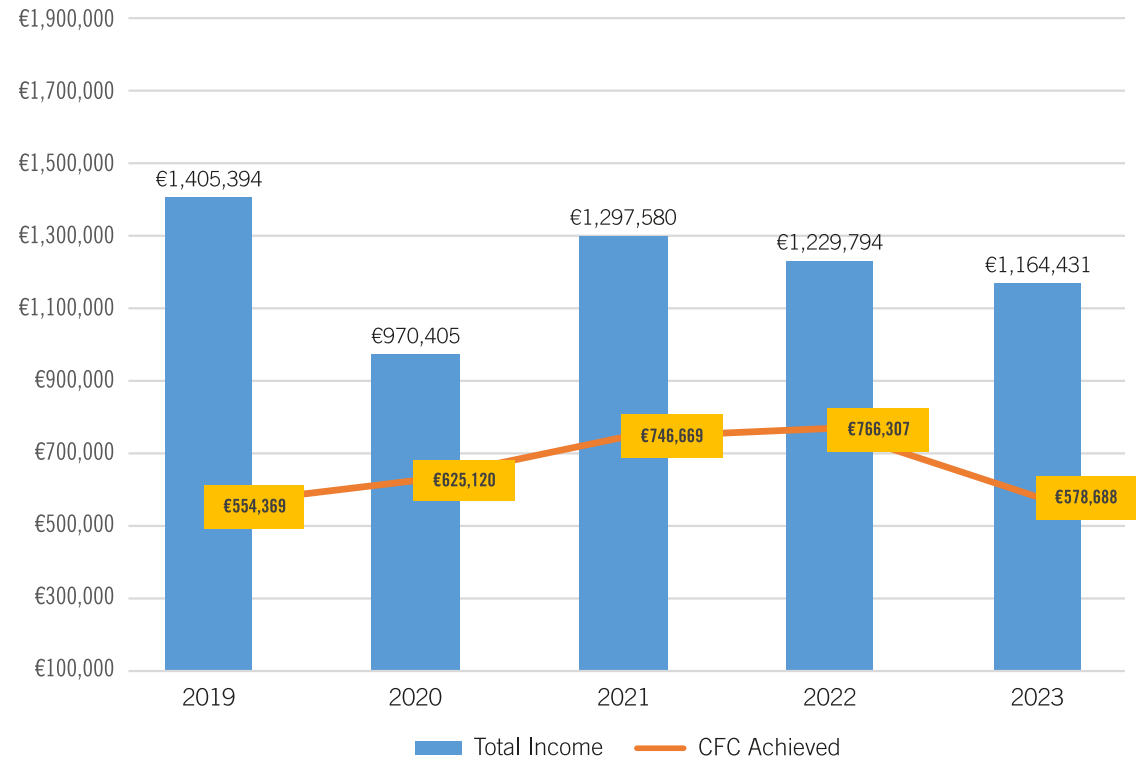
2% European Union – EU Funds

this is a yearly variable income resulting from the joint application to the European Commission grants. Most of these grants ended in 2022.

In 2024, the program implemented significant resource mobilization efforts aimed at increasing overall income and reducing reliance on captive funds.

IV. INCOME & CFC

ACT/EMP	Total Income	CFC Target	CFC Achieved	CFC Target Achievement	CFC/Income
2019	€1,405,394	€600,000	€554,369	92.39%	39.45%
2020	€970,405	€600,000	€625,120	104.19%	64.42%
2021	€1,297,580	€660,000	€746,669	113.13%	57.54%
2022	€1,229,794	€690,000	€766,307	111.06%	62.31%
2023	€1,164,431	€700,000	€578,688	82.67%	49.70%
Total	€6,067,604	€3,250,000	€3,271,153	100.65%	53.91%



Due to the overall income reduction, in 2023 our Contribution to the Centre's Fixed Costs (CFC) was €578,688, representing 83% of the target. However, the CFC/Income ratio of 49.5% remains high; this indicates that, despite lower income, the Programme adapted its cost structure to strive for the CFC target while maintaining premium services. On a positive note, The Programme is set to achieve the set target (€700,000) in 2024.

OUR TEAM



THE TEAM IN 2023



THE TEAM IN 2024



Paolo Salvai
Programme Manager

Rachida Zingara
Programme Assistant

Sandro Pettineo
Senior Programme Officer

Irene Panizzolo
Programme Secretary

Jorge Cesar Ramirez Mata
Senior Programme Officer

Francesca Gaglia
Jr. Programme Secretary

Sonali De Silva
Programme Officer

Yulia Meshikh
Jr. Programme Secretary

Eugenia Migliori
Programme Officer

Eleonora Gonnelli
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Demand driven, impactful capacity
building for Employers' and Business
Member Organizations-EBMOs

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