



International
Labour
Office

The Bureau for Employers' Activities
(ACT/EMP)

BIANNUAL REPORT ON TECHNICAL COOPERATION 2010 - 2011



ACT/EMP
The Bureau for Employers' Activities

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BIANNUAL REPORT ON TECHNICAL COOPERATION 2010 - 2011

The ILO is the only “tripartite” United Nations agency in that it brings together representatives of Governments, employers and workers to jointly shape policies and programmes. The ILO is the global body responsible for drawing up and overseeing international labour standards. Working with its 181 member States, the ILO seeks to ensure that labour standards are respected in practice as well as principle.

The Bureau for Employers’ Activities of the ILO (ACT/EMP) is a specialized unit within the ILO Secretariat. Its task is to maintain close and direct relations with employers’ organizations in member States, to make the ILO’s resources available to them and to keep the ILO constantly aware of their views, concerns and priorities.



The Bureau for Employers' Activities
(ACT/EMP)

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FOREWORD

When business or employers' organizations are able to influence and shape national policy environments in a way that allows competitive and sustainable enterprises to thrive they make a significant contribution to overall socio-economic development. It is the mission of the ILO Bureau for Employers' Activities (ACT/EMP) to help foster these kinds of organizations, whether they are traditional employers' organizations focusing on industrial relations services, or business associations covering all policy areas which impact on business. It is also our objective to lead, encourage, and guide the ILO as a whole to be more responsive to the real needs of business in its policy and technical cooperation work.

In September 2011, ACT/EMP brought together change leaders from business representative organizations, representatives from multinational companies and small and medium-sized enterprises and leading academics to discuss the "Business of Representing Business." This international Symposium aimed to explore our assumptions and anecdotal evidence, based on our daily contacts with ILO constituents, that the dynamics and nature of business representation is changing at national and international levels. In order to sharpen up our own technical cooperation offer, we needed to better understand the nature of these dynamics and the strategies which organizations are adopting to respond to these changes and remain relevant in a crowded marketplace.

The key theme which emerged from the meeting was constant CHANGE. Business representative organizations are operating in a changed policy environment brought on by globalisation, the changing nature of labour market gov-

ernance, increased competition AND the evolving requirements of their own company members. Whilst there is no "one size fits all" approach to the business of representing business, it is clear that common challenges and approaches emerge. Now, more than ever business representative organizations need to show leadership in policy debates. They need to be closer than ever to their member companies in order to understand their needs and priorities so that these can be articulated to policy makers. They need to offer (where companies are demanding it), quality and professional services. And, more than ever, they need to understand all the policy areas which impinge on business and the enabling environment for private sector development whether these developments are national, regional or international.

The outcome of the Symposium confirmed that our approach to the technical cooperation work we do with employer constituents in the ILO is on the right track. We work in partnership with representative business organizations to develop effective strategic plans with them that: i) deliver increased value to their members (and enable the organizations themselves to remain representative and relevant); ii) enable them to provide a comprehensive array of relevant services to members; and, iii) increase their policy capacity and analysis (based on their knowledge or real business priorities) in order to engage in evidence based lobbying. We have learned that to have sustainable results in this area, our work needs to be based on the real needs of the organizations we are working with and the results need to be owned and implemented by them as part of their own business strategies.

I am pleased to present this report to you. It contains a cross section of the global technical cooperation work we have done in 2010/2011 highlighting some of the main outcomes achieved. I would like to thank ILO donors, particularly the Governments of Norway and Sweden, who provided extra-budgetary support earmarked for employers' activities in the ILO without which we would not have been able to contribute to the initiatives undertaken and results achieved by employers' organizations in promoting social dialogue and decent and productive work. I wish to also recognize ACT/EMP field specialists for their hard work and commitment in delivering these results. I would additionally like to thank those business and employers' organizations who put financial and human resources at our disposal for their on-going collaboration and support. And of course I would like to acknowledge support we have received from ILO colleagues in both Headquarters and the Regions.

Heading into 2012/13, ACT/EMP intends to become a genuine knowledge centre and resource on representative business and employers' organizations by deepening our collaboration with academic networks and pursuing research that exploits our strong technical knowledge on business priorities and the dynamics of business representation in the new global environment. This will not only enable us to further refine and improve our technical cooperation offer but also to feed into the wider work ACT/EMP pursues within the ILO.

To do this we will continue to widen our networks and create opportunities to increase collaboration with like-minded donors to support the work of our technical cooperation programme while strengthening our role as the key entry point for business in the ILO.

Deborah France-Massin

Director,
ILO Bureau for Employers' Activities

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ACT/EMP's PROGRAMME

ACT/EMP'S MISSION

Employers' organizations are institutions set up to organize and advance the collective interests of employers. Given that the range and content of such collective interests vary from one country to another, the structure, membership base and functions of employers' organizations differ widely among countries. For the ILO, employers' organizations represent one of the three constituencies that make up its tripartite structure and are therefore a fundamental pillar of its overall policy work and technical cooperation.

The ILO Bureau for Employers' Activities (ACT/EMP) seeks to foster well-functioning employers' organizations, which are important actors in shaping an environment conducive to competitive and sustainable enterprises, good governance, political and social stability, democracy and socio-economic development. ACT/EMP assists employers' organizations in building strong, independent and representative organizations that respond to their members' needs and challenges. Its task is to i) maintain close and direct relations with employers' organizations in Member States, to keep the ILO aware of their views, concerns and priorities and ii) to provide technical cooperation.

KNOWLEDGE GENERATION AND SHARING

In addition to its role in designing and implementing a technical cooperation programme, ACT/EMP is the internal resource within the ILO on the evolving nature of the "business of representing business." One of the key roles of the Bureau is to transmit the knowledge, policy priorities and approaches of business across the ILO to strengthen its policy analysis and technical programmes.

Knowledge development and sharing is becoming an increasingly prominent feature of the ACT/EMP programme. Knowledge is not only a key dimension of ACT/EMP's policy function, but also an essential prerequisite for well-designed, results-oriented technical cooperation. ACT/EMP's knowledge strategy aims at making research and analysis available to beneficiary organizations on trends, developments, and external and internal factors influencing organizational dynamics. For example, ACT/EMP's global survey on employers' organizations provides a dynamic picture of development with regard to policy dialogue participation, membership fluctuations, service offerings, and emerging issues and challenges. ACT/EMP's academic network supports empirical research on global trends and developments within organized business interests. ACT/EMP's field specialists also contribute to this body of knowledge by updating the organizational profiles of constituents.

TECHNICAL COOPERATION AND CAPACITY-BUILDING

The main aim of ACT/EMP's technical cooperation programme is to promote strong, independent and representative employers' organizations. While the objective itself is broad and multidimensional, the programme is focused on specific capacity aspects – capacity to adopt and pursue a strategic approach to organizational development and management, improve services in order to provide value to existing and potential members, and to strengthen the policy influence of employers' organizations on the basis of communication skills and well-researched advocacy. In essence, it is focused on strengthening the key elements of institutional capacity that employers' organizations need to promote their value to members and fulfil their mandates as representative membership organizations designed to advance the interests of their member companies.

The programme operates on a global, regional and national level through a team of technical specialists at ILO Headquarters, at the ILO International Training Centre, and in ILO Regional and Country Offices and Decent Work Teams. It is based on a thorough organizational analysis developed through in-depth dialogue and seeks buy-in and ownership of the results by the employers' organizations to ensure the sustainability of results.

Assistance provided to employers' organizations combines an optimum of various methods and resources depending on identified needs, including advisory services, training, exchange of experience, study visits and technical support. ACT/EMP's global products provide training and hands-on guidance including toolkits, handbooks, research, and good practice in support of the country-level interventions.

MEASURING RESULTS

Results and achievements of ACT/EMP's technical cooperation programme are assessed by monitoring organizational changes and developments which indicate that they are becoming more effective, relevant and responsive to members' needs and better able to influence the policy environment to create conditions conducive for private sector development. The key indicators against which ACT/EMP results are measured are listed below.

With ILO support, employers' organizations:

- Adopt a strategic plan endorsed by their boards to increase the effectiveness of their management structures and practices and implement capacity building programmes in line with the strategic plans.
- Create or significantly strengthen services to respond to members' needs, including the adoption of budgeted plans.
- Strengthen internal structures to coordinate members' views, develop well-researched policy positions and advocacy materials, and formulate advocacy strategies.
- Consult with Government or key parties to provide views on policies and legislation, enter into partnerships with other stakeholders, and obtain greater media coverage of policy positions.
- Monitor the extent to which policy positions are adopted in legislation or policy at the national, regional or international levels.

Policy Influence

Employers' organizations in many countries have achieved tangible policy results on a number of socio-economic issues as a result of ACT/EMP technical cooperation work. These achievements range from improved social security regulations in Cambodia, to more favourable SME policies in Jordan achieved by enhancing the advocacy capacity of the Jordan Chamber of Commerce, and a differentiated minimum wage policy adopted in Mongolia as a result of advocacy by the Mongolian Employers' Federation.

Value-Added Services

Employers' organizations across all regions have developed and delivered services and tools for members that have helped generate income while attracting new, and retaining existing, members. For example, in 2011 the China Enterprise Confederation (CEC) introduced a *Code of Practice and Guide for Employers on Promoting Equal Opportunity and Treatment and Preventing Discrimination at Work*. As a result of ILO support in 2010-11, the Employers' Confederation of the Philippines (ECOP) delivered new services to improve the competitiveness of its members and promote corporate social responsibility (CSR).

Lessons Learned :

- Technical cooperation strategies need to be flexible and responsive to the dynamics of employers' organizations, which are rapidly evolving with the changing needs of their members
- Capacity development is a medium to long-term goal which requires systematic and long-term engagement based on an initial situation analysis and thorough benchmarking
- Buy-in and ownership by the organizations ensures leadership commitment and follow-up
- Delivering sustainable results requires a critical mass of human and financial resources
- While developing the human resources of employers' organizations it is important to ensure that capacity is "institutionalized" to ensure sustainability.

PARTNERSHIPS

ACT/EMP works in close cooperation with the International Organisation of Employers (IOE). The IOE is the permanent liaison body for the exchange of information, views and experience among employers throughout the world. It acts as the recognized channel for the communication and promotion of employers' views in all United Nations agencies and other international organizations. Today, IOE is comprised of 145 national employers' organizations from 138 countries worldwide.

To deliver its technical cooperation programmes, ACT/EMP also works with advanced employers' and business organizations including in the Netherlands, Norway, New Zealand, Turkey, Australia and other countries which partner with and provide their staff and financial resources to strengthen capacity in developing employers' organizations around the world.

The Programme for Employers' Activities at the ILO Turin Centre (ITC-Turin) works closely with ACT/EMP and the IOE to offer training and experience-sharing opportunities to employers' organizations across a wide range of fields ranging from workplace issues to social and economic issues. These opportunities are crucial in building up the capacity of employers' organizations and enterprises to play an effective role as social partners and to participate in national agenda setting.

ITC-Turin's programme complements ACT/EMP's technical cooperation programme with a comprehensive training strategy that involves innovative learning approaches and best practices with the aim of making employers' organizations stronger partners in economic and social development. The training activities at ITC-Turin are open to board and staff members of national, sector and provincial employers' organizations as well as company representatives with attendance coordinated through the IOE.

2010-11 Global Products and Tools

ACT/EMP's global products and tools are designed and developed with strong elements of best practice and adaptable application to ensure that they are replicable and sustainable to allow diverse organizations from around the world to tailor solutions to their own needs. The global products and tools are utilized either on their own or in conjunction with training programmes developed by ACT/EMP field specialists and ITC-Turin.

BUILDING KNOWLEDGE ON BUSINESS REPRESENTATION

To better understand the factors driving change for employers' organizations, an International Symposium on the Business of Representing Business was held in September 2011. The Geneva symposium brought together heads of business membership organizations, companies, and academics to share experiences and debate potential ways forward. The Symposium provided an overview of challenges in the coming decade and discussions of what they mean for organizations that represent business. A report on the results of the 2010 Survey of Employers' Organizations¹ providing indications of underlying trends for employers' organizations was also presented and discussed.

The *Report on the Symposium*² highlights the key messages and conclusions of the symposium. Foremost among these is that there still is a strong market for business associations that respond to enterprise needs. However, the organizations which will thrive in the future are those which can quickly adjust to changes in business priorities and seize new opportunities in a rapidly evolving environment. Based on the key messages drawn from the symposium, regional meetings will be held to develop region-specific recommendations.

A working paper on recent developments in the evolving field of business representation has been produced involving contri-

butions from outside academics and constituents. The paper contains a dense literature review and up-to-date analysis of issues and challenges, based on the body of existing knowledge. This research will serve as a basis for deepening the knowledge base and priorities of employers' organizations and will feed into new strategies for technical cooperation.

TOOL FOR EFFECTIVE POLICY ASSESSMENT AND ADVOCACY

The Enabling Environment for Sustainable Enterprises "EESE" Toolkit (a set of 22 tools and 17 policy briefs, plus additional information products) is a resource for employers' and business organizations that wish to assess the environment in which businesses start-up and grow. The toolkit helps organizations identify constraints to sustainable enterprise and formulate proposals for reform that can be used to make dialogue and advocacy with Governments more effective. It is based on the ILO's 17 Pillar Sustainable Enterprise Framework, unanimously endorsed at the International Labour Conference in 2007.

The toolkit is the result of collaborative work with the ILO Enterprise Department and has been successfully tested and piloted in 4 countries, with National EESE Reports produced in Swaziland, Mongolia, Oman, and Botswana. The toolkit has helped provide employers' organizations in each country with comprehensive data to use in policy dialogue processes.

¹ http://www.ilo.org/public/english/dialogue/actemp/downloads/events/2011/symp/survey_report.pdf

² http://www.ilo.org/public/english/dialogue/actemp/downloads/events/2011/symp/symposium_report_en.pdf

ILO GLOBAL BUSINESS AND DISABILITY NETWORK

The ILO Global Business and Disability Network, a network of multi-national enterprises, employer and business networks on disability, and representatives of disabled persons' organizations has been set up by the ILO Skills Department and ACT/EMP to share knowledge and identify good practices related to disability inclusion in the workplace among companies and employers' organizations. Network members include 43 multinational enterprises and 17 employers' organizations worldwide in addition to disabled persons' organizations.

The Network has produced two working papers on contemporary experiences of private enterprises and business and employers' organizations on the issue of disability (Disability in the Workplace: Company Practices and Disability in the Workplace: Employers' Organizations and Networks.) A Network website, quarterly newsletter, information briefs and disability-related legislation/ policy updates keep Network stakeholders up-to-date. Four regional meetings have taken place in Bangalore, Buenos Aires, New York and Paris as well as the Network's first Steering Committee meeting in June 2011.

The Network's website can be found at:
<http://www.businessanddisability.org>

EFFECTIVE EMPLOYERS' ORGANIZATION TRAINING PACKAGE

ACT/EMP's flagship global product, the Effective Employers' Organization training package is a series of guides designed to help employers' organizations build and run their organizations more strategically and effectively. In 2010-11 a new guide, *Persuasive Communication: Making the Voice of Business Heard*, was produced explaining how to design and implement more efficient communication techniques and strategies. New training courses on communications for employers' organizations are being rolled out worldwide.

The Effective Employer training package is being further expanded through the development of a second series of modules on membership services. The first two modules produced were a guide on labour law services and on industrial relations/human resources services. The development of these new modules was accompanied by sub-regional validation and training workshops for employers' organizations provided by ACT/EMP and ITC-Turin in the Central and Eastern European and Asia-Pacific regions.

DECENT WORK COUNTRY PROGRAMMES (DWCP)

A promotional booklet on United Nation Reforms and Employers' Organizations was published in collaboration with the International Organization of Employers (IOE) and a guide on 'Maximizing the opportunities for Employers' Organizations in the framework of Decent Work Country Programmes (DWCPs) was produced with ITC-Turin. The booklet and the DWCP guide which have been distributed to ILO field staff, employers' organizations and various UN agencies, contribute to a better understanding of business interests and the role of employers' organizations in articulating business priorities in DWCP and UN reform. Based on the DWCP Guide, ACT/EMP and ITC-Turin organized several regional training workshops during the course of the biennium on the role of employers' organizations in DWCP in which representatives from 35 organizations participated.

REGIONAL OVERVIEW : AFRICA

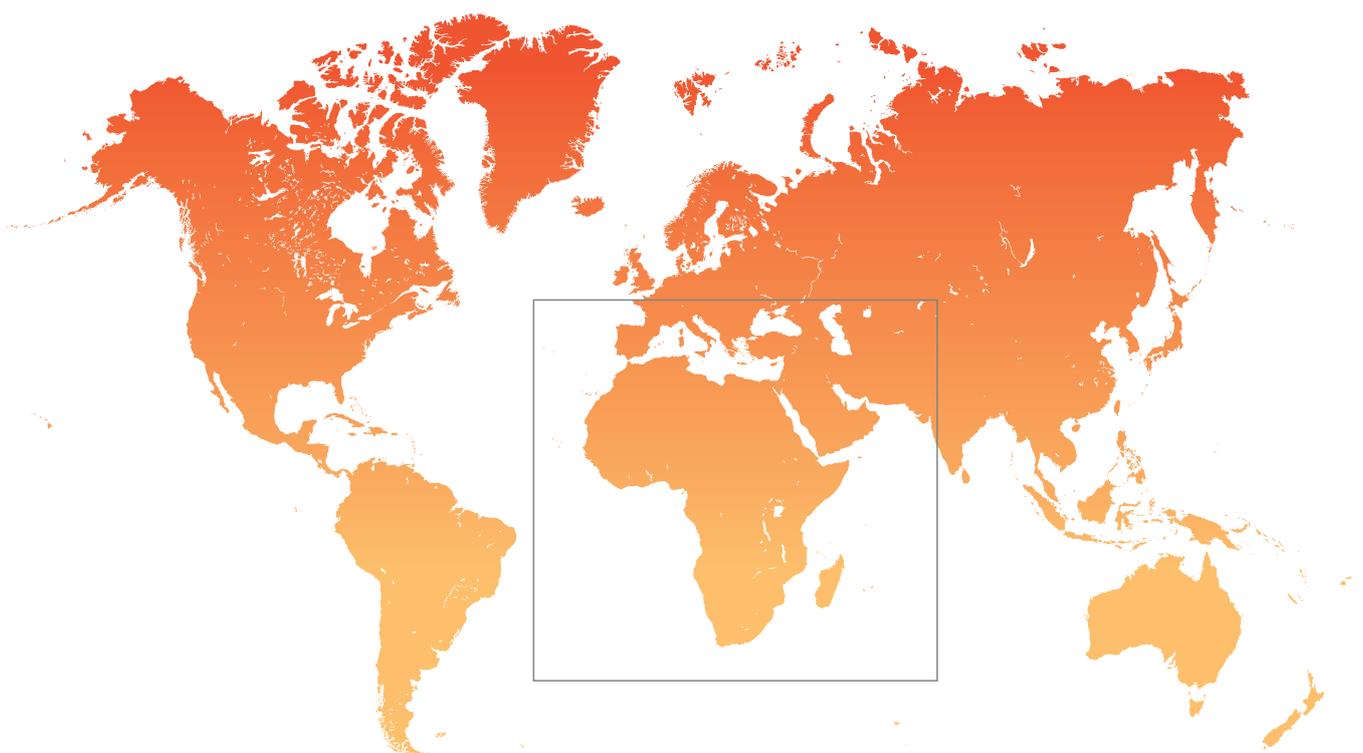
In 2010 – 2011, ACT/EMP worked with its field specialists in Pretoria, Dakar, Yaoundé and Addis Ababa, and with the ITC-Turin team to help strengthen the capacity of business and employers' organizations in strategic planning, service delivery and policy advocacy.

A key area of focus was strengthening the evidence-based policy analysis of employers' organizations to better equip them to participate in policy debates on the impact of the global financial crisis on business. Another area of focus was the development and adoption of new strategic plans including targeted training activities for management and staff to enhance their capacity to fully implement the new plans.

ITC-Turin, in co-operation with the Dutch Employers Cooperation Programme (DECP), implemented a Europe-Aid-Pro€Invest funded programme to strengthen membership services and develop lobbying and advocacy capacity. The programme was carried out in Kenya, Tanzania, Rwanda, Uganda and Ghana.

In collaboration with the IOE, ACT/EMP facilitated discussions among African employers' organizations on innovative approaches to promoting sustainable growth and productive employment through sustainable enterprises. These discussions culminated in April 2010 at the High-Level Conference in Johannesburg, resulting in the development of the African private sector's contribution to the G20 Debates.

In 2012-13 ACT/EMP will continue to strengthen employers' organizations in the areas of strategic planning, service delivery and policy advocacy at both the national and regional levels. Specific attention will be given to SME development and building sustainable enterprises.



BOTSWANA CONFEDERATION OF COMMERCE, INDUSTRY AND MANPOWER

Since 1971 the Botswana Confederation of Commerce, Industry and Manpower (BOCCIM) has promoted the economic interests of the business community. Through its philosophy of constructive policy dialogue, BOCCIM had won the respect of government and other stakeholders in Botswana. However, in recent years, the organization recognized the need to strengthen its ability to act effectively as the voice of the private sector. BOCCIM had developed a 10-year strategic plan in 2006 but did not have an implementation plan or staff capacity to support the strategic plan. In addition, BOCCIM's advocacy programme needed to become more effective by basing its policy proposals on research and fact-based evidence.

STRATEGIC PLANNING EXERCISE

In order to reposition BOCCIM to become more relevant to its members, ACT/EMP supported a strategic planning exercise that led to the adoption of a new strategic plan (2011-2014). The next step was to build BOCCIM's capacity to deliver the strategy. Following adoption of the plan, BOCCIM's secretariat was restructured, new staff hired and departments on policy advocacy and business development services were created. In line with the strategic plan, ACT/EMP and ITC-Turin trained BOCCIM staff on essential macroeconomic concepts for negotiators in tripartite dialogue, advocacy and lobbying, communication, and membership services.

EMPLOYERS' INPUT INTO THE TRADE DISPUTE ACT

A primary goal of the new strategic plan was to increase BOCCIM's role as a credible social partner that could actively engage in social dialogue in the context of the National Development Plan for Botswana. With ACT/EMP support, BOCCIM carried out an assessment of the local business environment using the Enabling Environment for Sustainable Enterprises (ESEE) toolkit.

The ESEE assessment formed the basis of BOCCIM's structured advocacy agenda and strengthened its policy-level advocacy work. BOCCIM recently conducted an in-depth review of the impact of the Dispute Settlement Mechanism as it relates to investment, business sustainability and job security. The results of this assessment have enabled BOCCIM to make substantial inputs into the "Trade Dispute Act" which is currently under review.

BOCCIM has been able to build a critical mass of support for its policy advocacy through the establishment of a Business Labour Consultative Council (BLCC), which provides a platform for structured dialogue between BOCCIM and the Botswana Federation of Trade Unions (BFTU) on socio-economic policies that are of mutual concern.

GHANA EMPLOYERS ASSOCIATION

Representing 1,500 employers from both the formal and informal sectors, and seven national business affiliates, the Ghana Employers Association (GEA) is the leading advocate for employers' interests in Ghana. In order to increase its effectiveness in promoting the interests of employers, GEA recognized the need to base its policy proposals on strong research and analysis and develop a national business agenda to strategically focus and guide its advocacy programme.

GEA BUSINESS AGENDA

To help GEA meet these goals, ITC-Turin and ACT/EMP conducted training on lobbying and advocacy strategy and on membership service development and training delivery as part of a regional capacity building programme. The training programme also included seminars to build research and analysis capacity including on proposal writing, survey and questionnaire design, research and data processing, and report writing.

ITC-Turin and ACT/EMP provided technical assistance and support to guide the research, preparation and publication of the *GEA Business Agenda 2011-2014*. The Agenda outlines the strategic lobbying and advocacy priorities of the association, focusing particularly on areas crucial to the growth and competitiveness of the private sector in Ghana. These include the cost of capital, productivity, skills development, redundancy, and counterfeit and illicit trade.

DEVELOPMENT SERVICE

With technical assistance from ACT/EMP, GEA established a Business Development Service Unit and implemented a training business plan that led to improved fee-based courses for members on effective people management, negotiation skills, accounting and finance with more courses to be added in 2012. GEA's lobbying capacity has also been strengthened by the establishment of a Research Unit. This Unit provides stronger analysis of national policy issues and with assistance from ITC-Turin and ACT/EMP, has produced several position papers on the cost of capital, fuel price increment policy, redundancy policy and the 2011 National Budget and Economic Policy.

BUSINESS UNITY SOUTH AFRICA

Business Unity South Africa's (BUSA) service strategy for small and medium-sized enterprises (SMEs) and for chambers of commerce needed improvement in order to better meet membership needs. Its research capacity also needed strengthening in the area of evidence-based advocacy.

CHAMBER OF COMMERCE AND SME DESK

ACT/EMP provided technical and capacity building support to strengthen BUSA's SME and chamber of commerce services through sub-regional workshops on lobbying and advocacy, communication and development of a business agenda. ACT/EMP also supported the commissioning of research to strengthen BUSA's negotiation capacity in social and economic policy debates. The research examined the impact of the global economic crisis on business and the impact on SMEs of the Government's measures to mitigate the financial crisis.

A new Chamber of Commerce and SME Desk was established to enable better coordination of views on SME policy and improved services to this membership sector. BUSA now consults regularly with Government on various policy issues, particularly on job rich-growth, the New Growth Path Strategy, and related policy discussions through the National Economic and Development Labour Council (NEDLAC).

REGIONAL OVERVIEW: LATIN AMERICA & THE CARIBBEAN

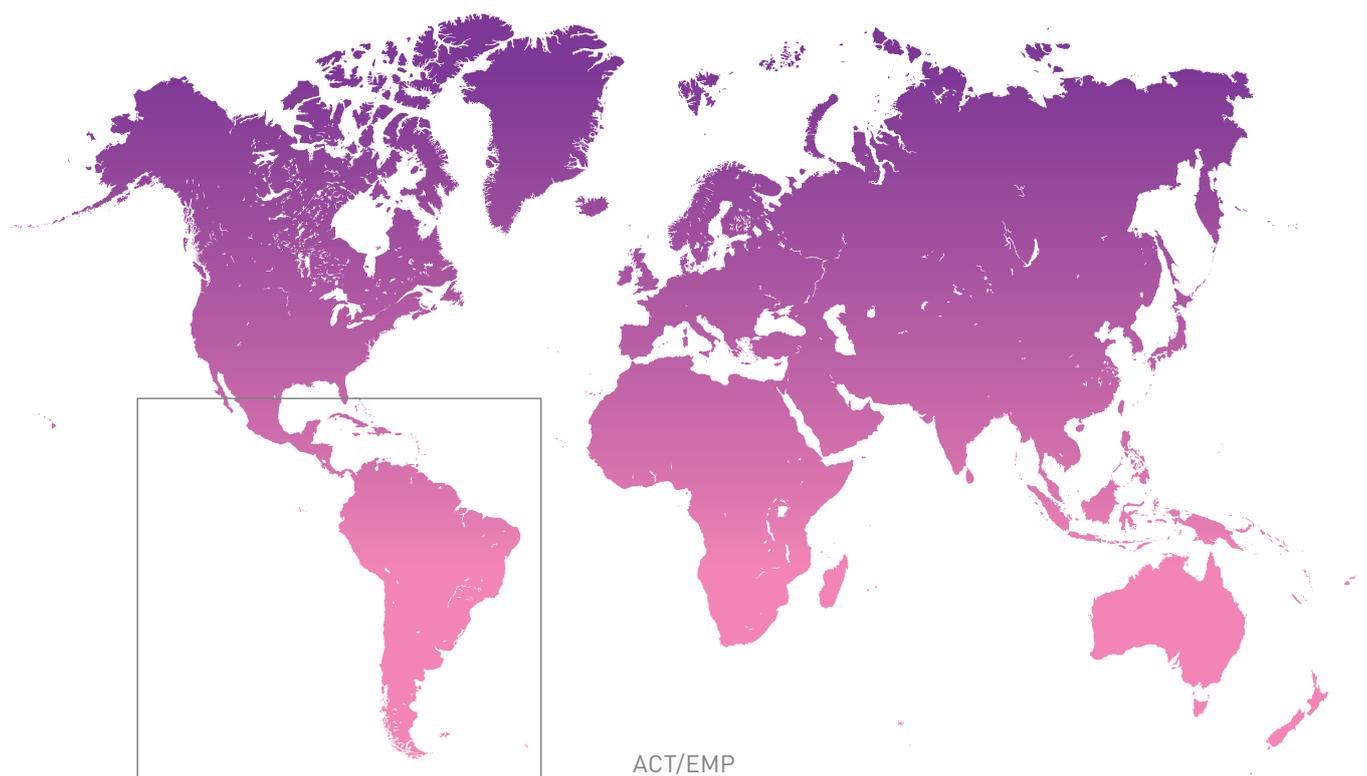
With field specialists located in Lima, San José, Santiago, and Port of Spain, ACT/EMP is well situated to support employers' organizations in addressing the challenges in the region. With ACT/EMP support, employers' organizations were able to implement initiatives that helped drive positive change in the region and foster a better policy environment for business.

One of the most successful initiatives in the region over the past 26 years has been the Instituto Latinoamericano para la Gerencia Organizacional (ILGO). Developed by ACT/EMP in 1985, with the full support of the IOE, ILGO is now coordinated and managed in close collaboration with the INCAE Business School. This six-day annual programme, held again in the 2010-11 biennium, targets over one thousand executives of employers' organizations from 18 Spanish-speaking countries. Its aim is to help national employers' organizations improve their level of services, relevance and sustainability. Areas covered by the programme include business operating environments, governance, strategic planning, advocacy, industrial relations, personal development and leadership, revenue generation, public relations and marketing.

In the Caribbean, ACT/EMP collaborated with the Cave Hill School of Business of the University of the West Indies, Barbados, to produce the Third Caribbean Academy

for the Management of Employers' Organizations (CAMEO III) in 2011. An intensive, five-day capacity-building programme patterned after the successful ILGO Programme, CAMEO provides executives and high-level officials from 22 national employers' organizations in the Caribbean with the knowledge and tools needed to effectively fulfil their mandates. Since its launch in 2007, a total of 66 representatives of employers' organizations from across the region, including Haiti, have completed this biannual programme.

In 2012-13, ACT/EMP will continue to focus on the application of new ACT/EMP tools and products on sustainable enterprises (EASE toolkit) and develop knowledge networks with academia and research institutions that will inform employers' policy proposals and positions. Strengthening the communication services of employers' organizations in the region will also be a key focus.



ACT/EMP

GUAYAQUIL CHAMBER OF INDUSTRIES, ECUADOR

The law mandating compulsory membership in the Guayaquil Chamber of Industries (GCI) was recently deemed unconstitutional and repealed, prompting GCI to completely review and restructure its membership services department to improve membership recruitment and retention. In the process, GCI prioritized the need to establish new ICT-based systems (Customer Relationship Management-CRM system and Integrated Statistics Management System) to better manage their membership database and consolidate economic and business statistical data into one accessible format.

MEMBERSHIP RECRUITMENT AND MANAGEMENT

After the ICT systems were introduced, GCI responded more efficiently to member requests, including reducing the response time. By keeping track of member inquiries and requests, GCI has been able to reach out more effectively to members through tailored services.

GCI's service and training offers now respond better to member needs, while marketing costs have been significantly reduced.

The number of companies that terminate membership has decreased and new members are being recruited as a result of a stronger, needs-based service portfolio.

UNIÓN INDUSTRIAL DE CÓRDOBA, ARGENTINA

Despite the robust structure of employers' organizations in Argentina, few opportunities exist for managers of employers' organizations to receive formal training on the core competencies needed to effectively run their organizations. To respond to this need, ACT/EMP with the Unión Industrial Argentina carried out the PROFOREM programme (Programa de Fortalecimiento de la Red Empresarial). The objective was to strengthen the management of employers' organizations in order to provide member enterprises with better services. The programme consisted of a series of training workshops targeting managers of employers' organizations from different provinces in Argentina.

MANAGERIAL SKILLS OF PROVINCIAL EMPLOYERS' ORGANIZATION MANAGERS

With ACT/EMP support, the Executive Director of the Unión Industrial de Córdoba (UIC), who participated in the PROFOREM training workshop, replicated the programme in Córdoba by establishing a provincial training programme for managers of employers' organizations. ACT/EMP provided guidance and technical assistance in the design and development of the UIC training programme using ACT/EMP's Effective Employers' Organization training package as the core training material. UIC developed a 5-month training programme consisting of 17 workshops. The workshops focused on strategic planning, good governance, lobbying, revenue generation and business communications. Thirty managers participated in the programme, which was fully financed by the UIC and the Federación Comercial de Córdoba.

WEB-BASED TRAINING SERVICES

Following additional ACT/EMP support, UIC introduced web-based training courses for industrial SMEs as an enhanced member service. These user-friendly e-courses cover SME management and leadership, communication for SMEs, time-management skills, small business performance, occupational health and safety, and the environment.

HONDURAN COUNCIL OF PRIVATE ENTERPRISES

At ACT/EMP's 2011 Symposium on the Business of Representing Business, representatives from employers' organizations around the world discussed their member's requests for more trade and economics services, with less focus on labour and social issues. In many Latin American countries however, including Honduras, the reality is just the opposite. Business associations, such as the Honduran Council of Private Enterprises (COHEP) are further developing their industrial relations and labour-related services to meet demand within the framework of sustainable enterprises.

INFORMATION AND ANALYSIS ON LABOUR AND SOCIAL ISSUES

ACT/EMP provided technical support to COHEP in providing their members with information and analysis on labour and social issues, such as collective bargaining, labour law compliance and the promotion of business productivity and competitiveness. A specialized commission was established, the Enterprise Workforce Commission, which is increasing COHEP's level of influence on economic and social policy issues in the country. The Commission provides a valuable service for members including preparation of position papers which promote business positions on prospective labour and social legislation.

BAHAMAS CHAMBER OF COMMERCE AND EMPLOYERS' CONFEDERATION

The Bahamas Employers' Confederation (BECon) and the Bahamas Chamber of Commerce (BCC) are long-established organizations of the private sector. In the early 2000's, the two organizations stepped up their dialogue on a possible merger in response to changes in the local and wider economic operating environments that impacted both organizations and affected their ability to provide services to their members. The two organizations agreed to strategically join their resources to become a unified and stronger voice for the private sector.

MERGER OF TWO ORGANIZATIONS

ACT/EMP provided an organizational review and strategic planning exercise and reviewed the revised draft constitution. A national workshop was held to review the roles and responsibilities of the newly constituted board of the merged organization in providing services and advocacy in the area of business development, and for the promotion of a positive industrial relations climate. In addition, ACT/EMP provided technical support to the Chamber Institute, an established division within the merged organization, to provide training and education programmes.

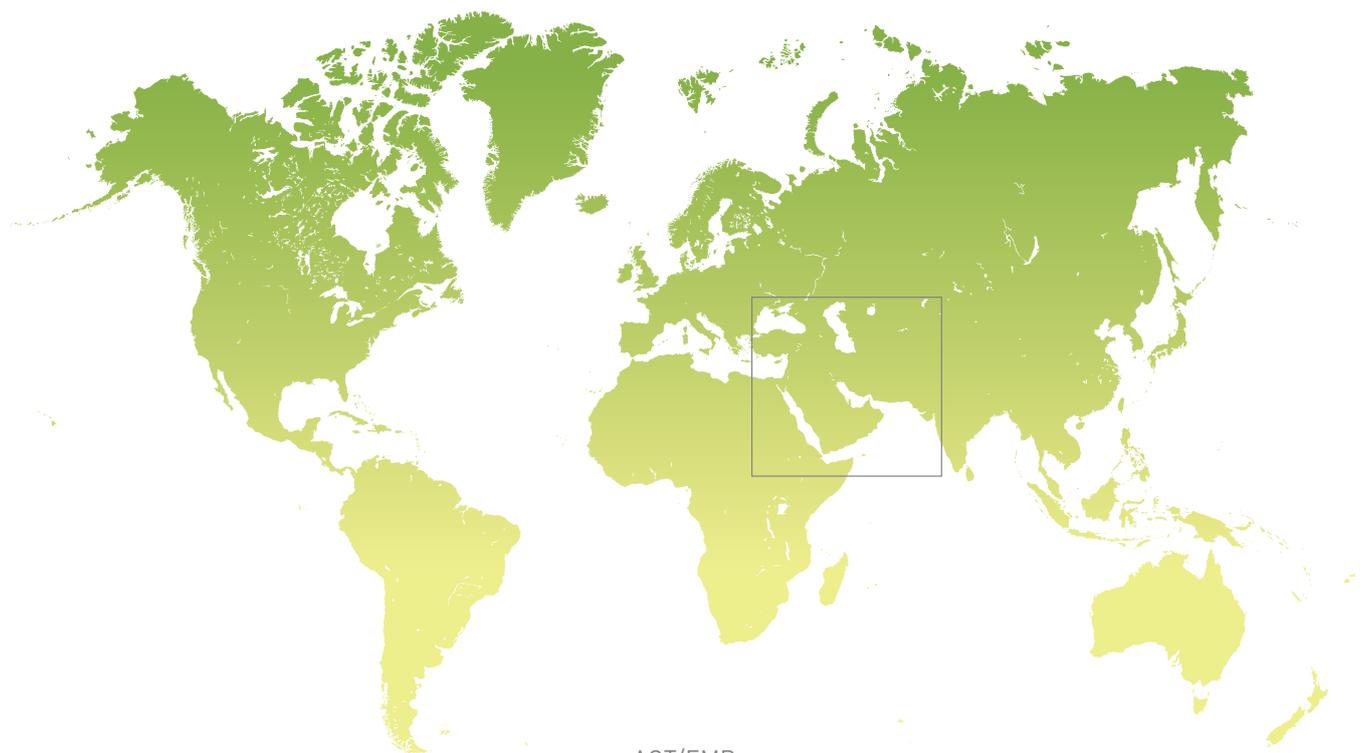
In January 2011, the two separate organizations of the Bahamas Employers' Confederation and the Bahamas Chamber of Commerce merged to form a new legal entity, the Bahamas Chamber of Commerce and Employers' Confederation (BCCEC). The BCCEC was established to combine functions of the labour and social dimensions with the trade and economic dimensions in order to better serve the interests and demands of employers in The Bahamas. The BCCEC is now re-visiting its pre-merger plans to make them more practical and operational. BCCEC intends to strengthen its newly established labour relations division and develop a communications strategy for effective outreach to its members.

REGIONAL OVERVIEW: ARAB STATES

As events in the Arab region unfolded in 2011, it became clear that representatives of business in the region would need to adapt and evolve to successfully operate in the emerging new environment. In the latter half of 2011, ACT/EMP's efforts were focused on developing a coherent response to the shifting events and anticipated changes in the region. Work focused on mapping the situation and devising regional responses. However, given the unstable security situation, ACT/EMP was only able to provide assistance to employers' organizations in those countries where ILO staff were able to visit.

An opportunity now exists to demonstrate the valuable role representative organizations of the private sector can play through evidence-based contributions to national policy-making on sustainable enterprises and employ-

ment. Through a comprehensive region-wide exercise ACT/EMP will work with employers' organizations in 2012-13 throughout the region to help them maximise these opportunities.



OMAN CHAMBER OF COMMERCE AND INDUSTRY

The Oman Chamber of Commerce and Industry (OCCI), the national representative organization of business in the Sultanate of Oman, needed to strengthen its capacity to effectively engage in dialogue with policy-makers, involving a significant reorganization of its internal structures.

ROADMAP FOR STRUCTURAL CHANGE

With ACT/EMP assistance, a review of the organization and its current structures and processes was undertaken. A report was produced, *External Review and Assessment of the OCCI*, which outlined a comprehensive roadmap for the OCCI structural change process, providing a series of milestones that the organization could target and outlining priorities for future ILO capacity-building assistance.

ASSESSING THE POLICY ENVIRONMENT

The policy environment in which Omani enterprises operate was assessed using the EESE Toolkit, developed by ACT/EMP and the ILO Enterprise Department. An assessment report was produced on The Enabling Environment for Sustainable Enterprises (EESE) in Oman that combined the findings of a national enterprise survey, focus group discussions, and a comprehensive review of the conditions or policy areas related to the enabling environment.

Armed with an evidence base, the OCCI is advocating for improvements to the business environment, particularly in the areas of entrepreneurship and skills development.

JORDAN CHAMBER OF INDUSTRY

The Jordan Chamber of Industry (JCI) needed to scale up its work for small and medium-sized enterprises (SMEs), both in terms of its service provision and its policy work. This important constituency had been neglected within the JCI structure and levels of dissatisfaction were high.

SHAPING AN SME UNIT

ACT/EMP provided an SME study and a national SME workshop conducted through ITC-Turin in May 2011. ACT/EMP assistance included a survey of constraints on SME development and workshops on the role of the main chambers and the SME Unit. Training through the EESE toolkit was also provided to assist JCI in distilling information into effective policy positions for dialogue with Government. The training gave JCI a greater understanding of how to use primary and secondary data to shape its policy advocacy work and to identify priorities for policy dialogue.

JCI established the SME Unit in late 2011 and a range of possible services and policy responses is currently under consideration. The capacity of JCI to provide constructive contributions to the national policy dialogue in Jordan has been strengthened through new feedback channels with members that ensure policy positions reflect the concerns of SMEs

REGIONAL OVERVIEW: ASIA - PACIFIC

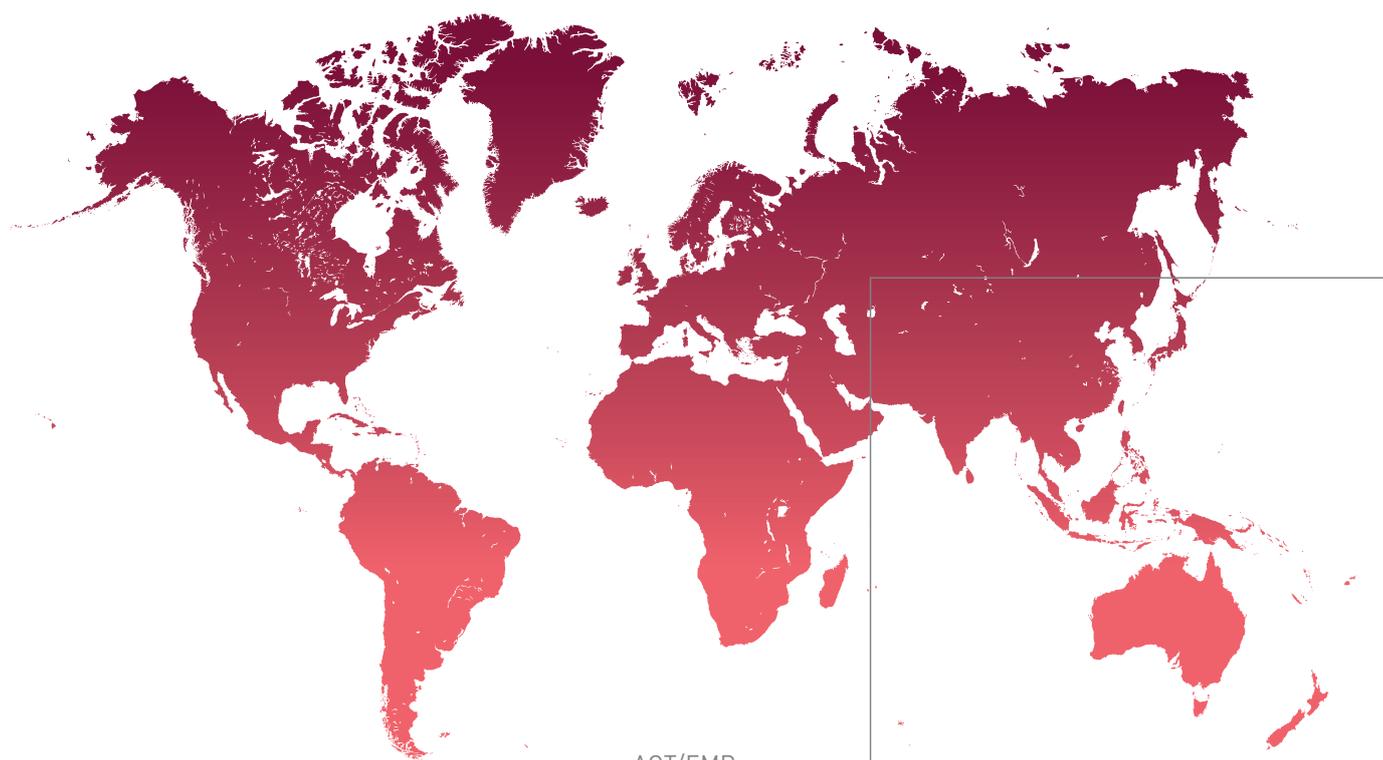
ACT/EMP has three field specialists covering the Asia-Pacific region, which stretches from Iran in the West to the island nations of the Pacific Rim. It is perhaps the most economically, politically and culturally diverse region of the world. This diversity is reflected in the way business representation is organized in each country, as well as in the membership needs to which business associations respond.

During 2010-11 ACT/EMP's programme covered a wide number of topics including helping employers influence labour law reform in six countries. ACT/EMP also worked on producing investor guides on labour law and labour market issues in two countries. The greatest number of requests was for assistance in strategic planning, which was provided in eight countries. To address the continued importance of labour law and labour relations for a number of organizations in the region, a regional meeting was organized in Bangkok at which a new module on the subject, developed for inclusion in ACT/EMP's Effective Employers' Organization training package, was field-tested. The regional meeting supplemented the more specific assistance provided at the national level that led to labour law units being launched in two countries within the year.

Although two regional events had been planned, in collaboration with the Confederation of Asia-Pacific Employers (CAPE), the devastating earthquake and tsunami that

hit Japan in April 2011 forced one event to be cancelled. By capitalizing on the presence of employer leaders for the 15th Asia-Pacific Regional Meeting of the ILO in Kyoto, Japan on 4-7 December 2011, the 8th ILO/IOE/CAPE High-Level Employers' Conference in Kyoto was convened on 3 December to discuss policies that were necessary at national and international levels to deliver on the promise of Asia-Pacific prosperity. The discussions from this Conference will inform business messages at both national and international levels, as well as ACT/EMP assistance where needed in policy development.

The members of the ASEAN group of countries intend to achieve significant integration by 2015. In view of this, the ASEAN Confederation of Employers (ACE) has begun to consider the effect this would have on business. With the help of ACT/EMP, ACE has reviewed the implications for business in the region and is in the process of assessing the key labour and social constraints for successful integration.



ACT/EMP

VIET NAM CHAMBER OF COMMERCE AND INDUSTRY

In 2008 there was an unprecedented wave of work stoppages in Vietnam, caused in part by macroeconomic instability and inflation. In response, the Government established a framework for enhancing leadership and direction for the development of harmonious, stable and progressive labour relations. A comprehensive revision of the Labour Code was a priority that needed to be addressed. In addition to improving industrial relations, the Government encouraged the Viet Nam Chamber of Commerce and Industry (VCCI) to expand into the provinces and provide on-going support to employers through better outreach and coverage.

LABOUR LAW REVISION

VCCI organized several technical workshops with ILO assistance in order to build employers knowledge of key issues relevant to the labour law revision. With technical inputs from ACT/EMP on the law and on VCCI's advocacy position and strategy, the organization produced a comprehensive, well-researched position paper that was formally presented to Government at a major national conference in Hanoi in October 2011.

FOUR NEW EMPLOYER COUNCILS

Following the development of VCCI's strategic plan in 2009, which included expansion of employer councils in the provinces, ACT/EMP provided technical assistance in setting up four provincial employer councils.

The four new councils were established by the VCCI in Vinh Phuc, Dak Lak, Ha Noi and Bac Ninh. The Ha Noi employer council is currently focusing on improving industrial relations at the local level, including implementation of collective bargaining agreement strategies in the garment sector.

CAMBODIAN FEDERATION OF EMPLOYERS AND BUSINESS ASSOCIATIONS

Cambodia, one of the least developed countries in Asia, has experienced significant challenges in developing a functional relationship between employers and workers at the enterprise level. Industrial relations have not yet matured and the main manifestations of disputes in the formal sector are strikes that are often a first, rather than last, resort in the dispute resolution process. The Cambodian Federation of Employers and Business Associations (CAMFEBA) viewed the development of a guide, along with training in dispute prevention and resolution as an important factor in improving industrial relations at enterprise level and reducing the number of strikes. In addition, union proliferation, particularly in the garment sector, created major challenges for some employers—a number of garment factories reported more than five competing unions at the enterprise. A new law on trade unions was seen by employers as an important tool to encourage consolidation and professionalization of the trade union movement in Cambodia. An additional need to be addressed in CAMFEBA was improving the image of employers in the country by developing a stronger employer voice and more balanced media messages and coverage.

LABOUR DISPUTE RESOLUTION FOR EMPLOYERS

CAMFEBA expanded its training services by developing and publishing a new guide, with technical support from ACT/EMP, *Labour Dispute Resolution for Employers*, aimed at improving industrial relations and preventing labour disputes. The guide was used as training material for a new training course offered by CAMFEBA to employers in Phnom Penh and Seam Reap.

TRADE UNION LAW

ACT/EMP organized technical workshops for CAMFEBA members to develop their understanding of the key issues relevant to trade union law. On-going technical guidance

was provided on CAMFEBA's submission of its proposals to the Government on the law as well as during bipartite and tripartite negotiations. In a bipartite meeting with trade unions, CAMFEBA obtained an agreement on "one collective bargaining agreement per enterprise approach." This approach stabilizes industrial relations at enterprise level and ensures collective bargaining agreements are manageable.

MEDIA COVERAGE AND IMAGE

ACT/EMP also provided assistance in strengthening and improving the Garment Manufacturers' Association of Cambodia (GMAC) and CAMFEBA's media coverage and image. By making more frequent and higher quality public relations statements and media interviews, both GMAC and CAMFEBA have been able to more effectively promote the image of employers in Cambodia.

EMPLOYERS' FEDERATION OF SOUTH INDIA

The lack of relevant skills among job seekers is a critical issue for employers. Recognising the role employers' organizations can play in identifying skill demands and enhancing the employability skills of young people, ACT/EMP partnered with the Employers' Federation of South India (EFSI) based in Chennai to address this issue. The aim was to broaden EFSI's understanding of how an employers' organization could best improve the situation through partnerships between training institutions and business.

A SKILLS SURVEY

ACT/EMP provided technical and financial support to EFSI to conduct a survey, consult with employers on skills requirements and to address the needs expressed by local industries in the Kancheepuram District of the state of Tamil Nadu. ACT/EMP helped facilitate partnerships between EFSI, relevant Government institutions, trade unions and training providers, while advising on skills training for youth.

TRAINING COURSES FOR YOUTH

EFSI set up a programme to address the skills gaps identified in the survey that involved partnering with six poly-technic training colleges to develop and deliver tailor-made courses in 7 different skill areas to over 250 young people. Many of the trained youth were recruited by EFSI members, while others set up their own businesses. The partnerships developed under this initiative will continue to play a useful role in the future for EFSI in addressing skills related issues.

EMPLOYERS' CONFEDERATION OF THE PHILIPPINES

The Employers' Confederation of the Philippines (ECOP) has been consistently defending the interests and rights of employers within the legislative branches of the Government where a large number of labour and social bills that may adversely affect employers and businesses are routinely filed. In 2010, when a new Government and legislature entered into Office, ECOP decided to adopt a more pro-active approach to advocacy and lobbying, which included the development of timely and comprehensive positions on critical issues that affect employers and businesses.

IDENTIFYING CRITICAL POLICY PRIORITIES

ACT/EMP provided technical guidance and support to ECOP in the development of its Medium Term Policies and Legislative Agenda. With ACT/EMP support, ECOP:

- Undertook a survey to identify critical issues and priorities of employers and business
- Organized dialogue, focus group discussions and policy meetings with members, industry groups and chambers to gather views and validate ECOP's legislative and policy agenda
- Held consultation meetings with key legislators and legislative staff to enhance mutual cooperation and cooperation

With ACT/EMP assistance, ECOP developed a draft bill on contracting and outsourcing, produced position papers on the security of tenure bills and the proposed two-tiered wage system, and reinforced its position for the creation of a National Efficiency and Integrity Board.

WORKING GROUP ON LABOUR AND SOCIAL POLICY

A Technical Working Group on Labour and Social Policy, comprised of various business groups, was created to provide context and insight into the formulation of policy positions and advocacy strategies. The Group has helped strengthen the capacity of ECOP to make a significant contribution to the national policy debate in critical issues of concern. For example:

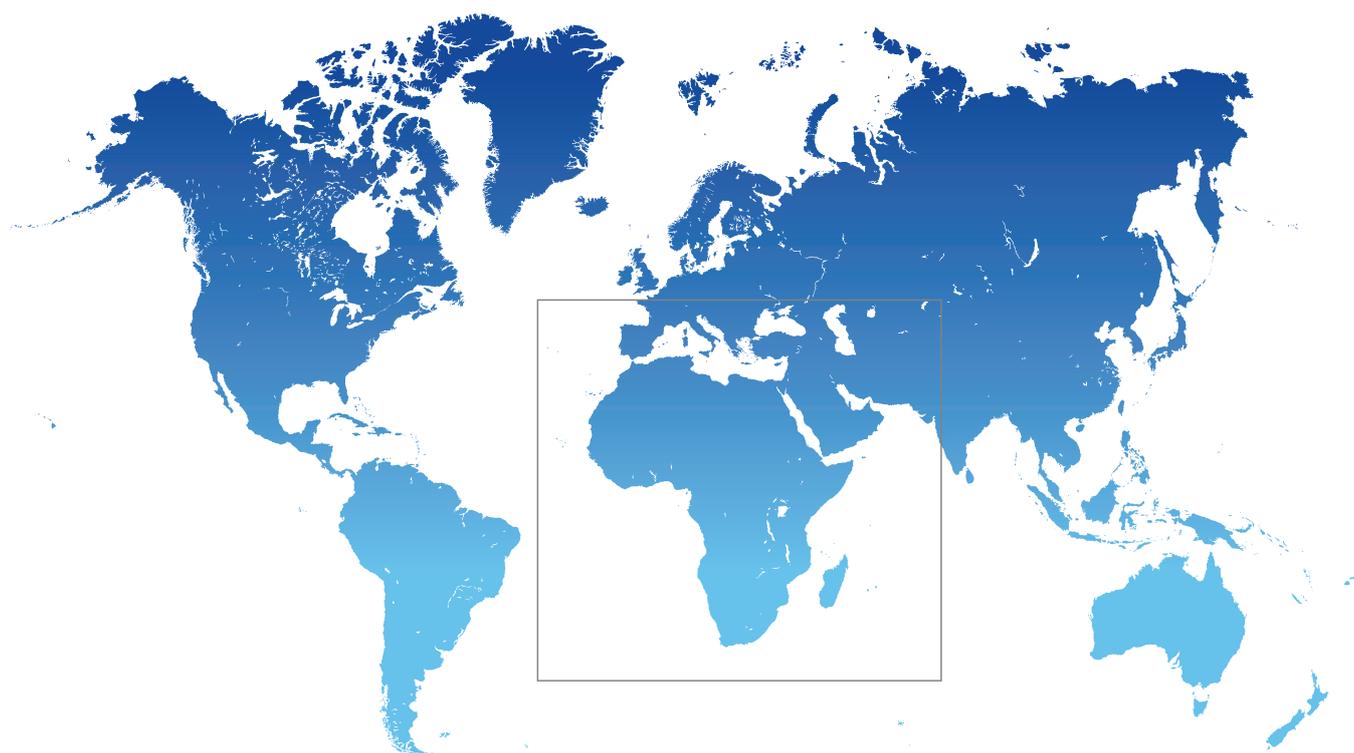
- ECOP's policy position on the highly publicized two-tiered minimum wage proposal has received wide media coverage.
- ECOP's continued call for a tripartite approach to ensuring the efficiency and quality of services from the Department of Labour and Employment and its agencies, resulted in the adoption of a tripartite resolution instituting the National Tripartite Efficiency and Integrity Board (NTEIB) as an overall monitoring body.

REGIONAL OVERVIEW: EUROPE & CENTRAL ASIA

The situation and needs of employers' organizations in the region of Europe and Central Asia continue to be quite diverse. ACT/EMP field specialists in Moscow and in Budapest provide technical assistance in this region.

In the Moscow sub-region, most employers' organizations, owing to an unstable political and economic context, are still relatively weak. ACT/EMP assistance in 2010-11 focused on basic capacity building involving organizational audits (SWOT analysis), as well as training on effective management (governance, strategic planning, revenue building, membership management and advocacy). A number of employers' organizations also benefited from Occupational Safety and Health (OSH) risk assessment training, which developed their capacity to provide member services in this field. Follow-up work in these areas planned for 2012-13 is to continue updating organizational audits, to promote strategic planning and to improve the service development capacity of employers' organizations in the region. In addition, capacity building on specific services for women entrepreneurs is foreseen for selected employers' organizations.

Despite the impact of the economic crisis, employers' organizations in the Budapest sub-region are more developed and have remained relatively stable. In 2010-11, ACT/EMP technical cooperation concentrated on member service provision in the field of OSH, wage fixing and dispute prevention/settlement. Employers' organizations were also assisted to strengthen their role in transposing EU Directives into domestic legislation to ensure a business-friendly environment and to support on-going employment creation. In 2012-13 assistance will focus on enhancing the capacity of employers' organizations to work towards a business environment that can support sustainable and viable enterprises with a special focus on entrepreneurial development and women. The work to strengthen the role of employers' organizations in influencing the adaptation of EU directives into national legislation will also continue.



REPUBLICAN UNION OF EMPLOYERS OF ARMENIA

As its membership increased, the Republican Union of Employers of Armenia (RUEA) was confronted with the need to streamline its structures by grouping its membership into sectoral and regional member associations. At the same time, RUEA sought to further extend its member services – Occupational Safety & Health (OSH) being a key area.

NEW SECTORAL ASSOCIATIONS

Within the framework of ACT/EMP's twinning programme, technical support was provided to RUEA through regular cooperation and knowledge exchange with sectoral employer member associations of the national employers' organization of Cyprus (OEB).

As a result of this assistance, RUEA streamlined and extended its membership by establishing two new sectoral employers' associations. One association focuses on quality management through dissemination of good practices to Armenian companies and provision of support to exporters in obtaining the CEMarking (EuroCode). The second sectoral association focuses on private employment agencies. This association provides labour market information on its website and strives to improve legislation on employment while disseminating good practices on the application of ILO codes of conduct among its members.

EXPANDED OSH SERVICES

ACT/EMP provided additional assistance through a training of trainers' programme on OSH risk assessment and Work Improvement in Small Enterprises (WISE) at the enterprise level. As a result, RUEA was able to improve its OSH service offer through the expansion of its OSH centre. Expanded OSH services include capacity building for experts in inspection of companies, procedures, risk assessment, provision of consultancy based on the ILO-OSH 2001 standard and implementation of trainings of trainers workshops on OSH.

SERBIAN ASSOCIATION OF EMPLOYERS

Rather than having a calendar of set training events that members could plan to attend, the Serbian Association of Employers (SAE) offered training services on an ad-hoc basis. Similarly, although SAE represented employers in sectoral collective bargaining and in tripartite negotiations for a national general collective agreement, it recognized the need to use a more systematic approach to identifying costs and issues relevant to specific employer groups.

NEW EDUCATION AND TRAINING CENTRE

In order to strengthen its training services, ACT/EMP supported an SAE study tour to Croatia to learn how to establish a training centre, conducted a 'training of trainers' workshop on human resources management, and provided financial support for six regional workshops undertaken by SAE staff on dispute prevention and resolution at the enterprise level through better people management. With the establishment of a new Education and Training Centre (PETUM), SEA has been able to offer training to members and potential members on a range of legal and human resources management topics. Support and sponsorship from members has allowed SAE to produce a set 6-month calendar of training activities to be delivered by its own staff and in partnership with other training programmes. SAE members sponsored the training calendars' production and dissemination.

STUDIES ON NON-WAGE COSTS

With ACT/EMP support, SAE undertook three studies on non-wage costs for employers generally, as well as specific studies in the agricultural processing and tourism/catering industries. The studies were launched at a special conference to educate Government and trade union officials on the real cost of doing business in Serbia. A separate workshop was held to ensure the media had a clear understanding of the wider costs of doing business in Serbia, resulting in additional media coverage and exposure for SAE. With the heightened awareness of business costs beyond the payment of wages, SAE improved its advisory and advocacy services to its members engaged in collective bargaining, helping them achieve more beneficial outcomes.

ASSOCIATION OF EMPLOYERS OF BOSNIA AND HERZEGOVINA

The employers' organizations of Bosnia and Herzegovina (BiH) requested guidance on the role they should play at the start of the accession process to membership in the European Union to ensure a strong employer contribution. A first issue encountered by the employers was the Government's plan to introduce a minimum wage.

SURVEY ON COSTS AND BARRIERS OF DOING BUSINESS

ACT/EMP conducted a technical workshop with the assistance of the Employers' Organization of Slovenia for the Association of Employers of Bosnia and Herzegovina (AP-BiH) on EU Directives and accession issues for joining the European Union. A survey of countries in the sub-region was undertaken by ACT/EMP to assess issues related to minimum wages (and other non-wage labour costs). The outcomes were presented in a workshop whose focus was on the type of research an employers' organization would need to engage in to ensure all necessary areas were put before a tripartite forum. Financial and technical support was also provided for an in-depth survey on the costs and barriers to business and for the development of a new AP-BiH website to enable more effective and timely communication with members and better provision of information and advice.

Results of the survey were published and a concrete lobbying strategy to circumvent identified barriers to business was developed. The results were delivered to a national conference of key stakeholders and made available through the new website.

PUBLICATIONS 2010-2011

- Disability in the Workplace : Employers' Organizations and Business Networks
- Report on the ILO Symposium on Employers' Organizations : The Business of Representing Business, 5-6 September 2011, Geneva, Switzerland
- Employers' and Workers' Handbook on Hazardous Child Labour
- Freedom of Association and Development
- An Introductory Guide for Employers' Organizations : Tackling Youth Employment Challenges - An overview of possible actions and policy considerations
- Disability in the Workplace : Company Practices
- Persuasive Communication - Making the Voice of Business Heard
- Labour Market Policies : Some Tentative Lessons from the Crisis for Employer Organizations
- The Role of Employers' Organizations in Growth and Sustainable Enterprise Promotion
- Employers' Organizations Responding to the Impact of the Crisis
- Maximizing the opportunities for Employers' Organizations in the framework of Decent Work Country Programmes

All ACT/EMP publications are available on the ACT/EMP website :
<http://www.ilo.org/public/english/dialogue/actemp/whatwedo/pubs.htm>

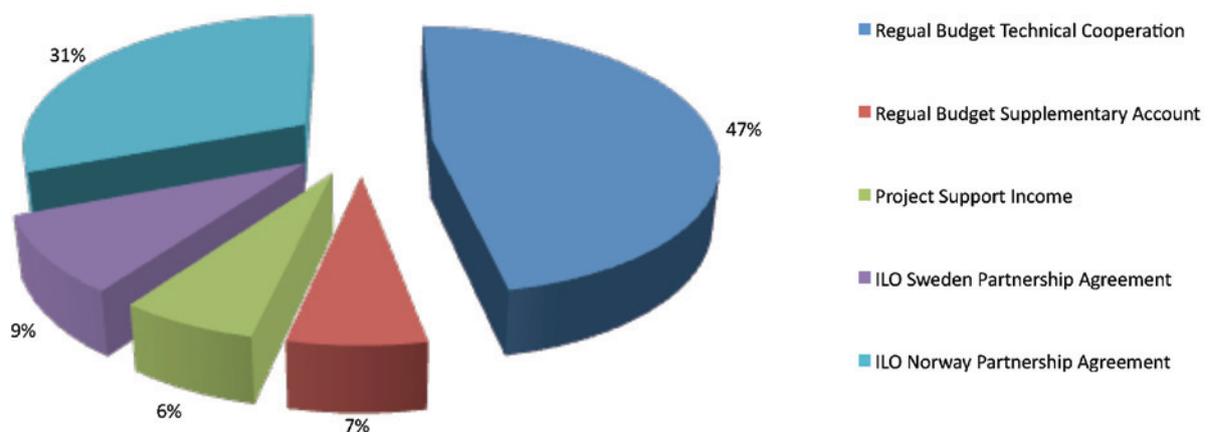
FINANCIAL INFORMATION

FUNDING

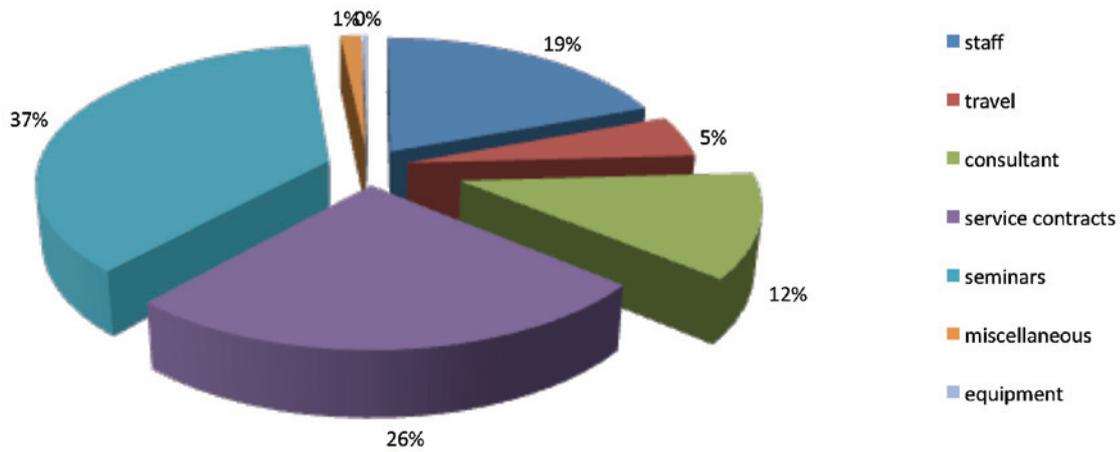
ACT/EMP's technical cooperation programme is funded by the ILO's Regular Budget and supplemented by resources from ILO donor supported extra-budgetary technical cooperation programmes (Government donors contributing to ACT/EMP's technical cooperation programme this biennium included Norway and Sweden), through the Regular Budget Supplementary Account (un-earmarked voluntary donor contributions to the ILO's technical cooperation programme) and through Programme Support Income (programme support costs from extrabudgetary financial contributions to the ILO).

ACT/EMP combines resources to achieve critical mass to deliver results. Typical inputs made by ACT/EMP into the technical cooperation programme are staff time and travel, seed inputs such as the cost of training, development of products, and study tours, and external consultants.

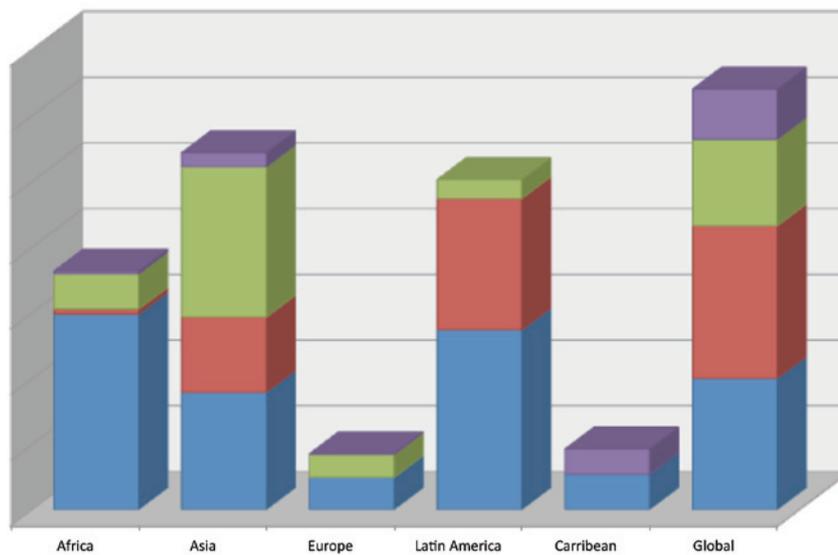
ACT/EMP TECHNICAL COOPERATION FUNDING SOURCES IN 2010-11 (\$USD)



ACT/EMP EXPENDITURES BY BUDGET LINE 2010-11



ACT/EMP'S TECHNICAL COOPERATION EXPENDITURE BY REGION, 2010-11



PSI: Programme Support Income
TC Projects: Extrabudgetary-funded technical cooperation (Sweden and Norway)
RBSA: ILO Regular Budget Supplementary Account
RBTC: ILO Regular Budget Technical Cooperation

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