

## Outcome 9: Employers have strong, independent and representative organizations.

Indicators	2014-15 targets	2014-15 results					
		Total No.	Africa	Americas	Arab States	Asia-Pacific	Europe-Central Asia
Indicator 9.1: Number of national employers' organizations that, with ILO support, adopt a strategic plan to increase effectiveness of their management structures and practices	15 employers' organizations	13 employers' organizations	Botswana Cabo Verde Malawi Namibia São Tomé and Príncipe Swaziland	Antigua and Barbuda Peru		Fiji Myanmar Philippines	Albania Montenegro
Indicator 9.2: Number of employers' organizations that, with ILO support, create or significantly strengthen services to respond to the needs of existing and potential members	25 employers' organizations	41 employers' organizations	Botswana Burkina Faso Cameroon Chad Comoros Côte d'Ivoire Democratic Republic of the Congo Ethiopia Morocco Senegal Sudan Tunisia Uganda	Barbados Bolivia Chile Colombia Costa Rica Guatemala Honduras Mexico Paraguay Suriname Uruguay Venezuela	Jordan Lebanon Oman	Cambodia Indonesia Malaysia Mongolia Philippines Timor-Leste Vanuatu Viet Nam	Armenia Georgia Republic of Moldova Montenegro Serbia
Indicator 9.3: Number of employers' organizations that, with ILO support, have enhanced capacity to analyse the business environment and influence policy development at the national, regional and international levels	20 employers' organizations	34 employers' organizations	Benin Egypt Lesotho Malawi Senegal South Africa Swaziland Zambia	Argentina Bahamas Cayman Islands Colombia Dominican Republic Ecuador Honduras Mexico Nicaragua Paraguay Venezuela	Occupied Palestinian Territory	Cambodia Fiji Indonesia Lao People's Democratic Republic Mongolia Myanmar Philippines Thailand Vanuatu Viet Nam	Albania Bosnia and Herzegovina Macedonia Serbia

### ***How the strategy delivered on the two or three areas of focus identified in the programme and budget 2014-15***

A key priority was to strengthen the capacity of business and employers' organizations to provide useful membership services and engage in policy development with a view to ensuring an environment conducive to business development and sustainable enterprise. In line with the strategic priorities, the Outcome's indicators measure organizational strengthening in three areas: strategic planning and governance, provision of membership services and policy development. The overall results exceeded the targets for the biennium. A combination of factors contributed to these results: cost-efficient use of resources, continued development and application of tools, and the ongoing institutional capacity-building begun during the previous biennium.

The Turin Centre's Essentials of Occupational Safety and Health (EOSH) training package for employers' organizations resulted in a number of new and improved membership services that contributed to stronger results under Indicator 9.2. A new tool, the Customer Relationship Management (CRM) software package, was introduced in over 40 countries. The software gives better insight into membership needs and professionalizes membership management, leading to improved member services in a number of organizations. Under Indicator 9.3, a significant number of successful results were linked to application of the ILO's Enabling Environment for Sustainable Enterprises (ESEE) toolkit.

The larger number of results under Indicators 9.2 and 9.3 is related to the smaller number of successful results under Indicator 9.1. Strategic planning (9.1) is a building block in preparation for more effective delivery of membership services and policy advocacy and is designed primarily to help weaker organizations prepare for work under Indicators 9.2 and 9.3. Many of these organizations have become sophisticated enough to focus on scaling up their membership services and policy development.

### ***How the strategy delivered support to constituents***

Underpinning capacity development is the ongoing research programme, carried out in cooperation with academic partners, which performs empirical analyses of organizational and functional developments in order to prepare constituents for change. Knowledge gaps were identified and studies undertaken to shed light on the adaptive capabilities of organizations in Western Europe, the interaction of apex and sectoral organizations and the role of sectoral organizations in promoting productivity and growth in selected sectors in South-East Asia. Research also focused on the role of employers and business organizations in crisis and disaster preparedness, response, and reconstruction in response to the needs of constituents in unstable and disaster-prone regions in South-East Asia and the Pacific. In November 2015, a research symposium on the theme, "The Future of Employers and Business Organizations: Adaptations and Transformations", was organized in order to discuss the findings of this research with experts and practitioners and to identify elements for the future research agenda. The outcomes of the symposium will contribute to the Office's work on the Future of Work centenary initiative in the areas of labour market governance and the role of the social partners.

In recognition of the growing demand for policy engagement by constituents, evidence-based approaches to policy-making, especially in fostering sustainable enterprises, job creation and development, was a key area of support. The ESEE methodology and toolkit are proving to be a useful tool with which constituents can develop and promote their policy agendas for improving the enabling environment for sustainable enterprise. Employers in Botswana, Zambia, Swaziland, Malawi, Cambodia, Vanuatu and Honduras launched national business agendas in order to engage

with policy-makers and propose changes on the basis of empirical evidence. Work has also begun on analysing the causal relationships between policy engagement outcomes, which highlight the role of monitoring and learning as a critical element of the policy process that can maximize outcomes. A new tool, which consists of practical monitoring and evaluation instruments designed to help constituents to better plan, implement and learn from their policy engagements, has been tested in capacity-building programmes in Asia and Africa. An online platform that allows employers' organizations to produce their own secondary data assessments based on their research and policy needs was also developed and made available to employers' organizations.

Through the Organization's wider engagement with the private sector, further efforts to establish the entry point function and increase opportunities for the Office to work with enterprises were made, including through direct enterprise encounters with companies. In cooperation with employer constituents and their representative organizations, new areas of engagement, such as the Global Business Network for Social Protection Floors, were established and new avenues of outreach were pursued, including through conferences and individual meetings.

### ***How the strategy helped to address gender equality and non-discrimination***

A report, entitled *Women in Business and Management: Gaining Momentum*, brings together data and ILO statistics to provide a comprehensive, up-to-date picture of women in the business world and in management positions. The report provides a solid, research-based basis for increasing knowledge of the good practices, resources, organizational structures and networks already in place in the business community. To promote the report and its messages, events in Singapore and London brought constituents from businesses and their representative organizations together with experts and practitioners from around the world. The participants discussed the challenges and critical steps for increasing women's access to leadership positions and levelling the playing field. The report's main messages on the business case for promoting gender equality and diversity in the workplace, increasing women's participation in governance structures and fostering their entrepreneurship through an adapted business environment continue to be promoted in various national and international forums. In addition, the gender dimension of the EESE methodology has been further strengthened to ensure the gender sensitivity of policy outcomes.

In cooperation with employers' organizations and Network member companies, the ILO Global Business and Disability Network is developing a growing number of national networks in four regions. New and existing networks have been supported in China, Saudi Arabia, Egypt, Zambia and Peru and technical assistance is being provided with a view to the establishment of networks in Kenya and Nigeria. In October 2015, 11 major international companies became the first signatories to the Business Charter on Disability. A tool for promoting the inclusion of persons with disabilities in the world of work, the Charter is the first of its kind to be initiated by companies. It covers a wide range of areas, from protecting staff members with disabilities from discrimination to progressively making company premises and communication for staff accessible to all employees.

### ***Significant external partnerships that have helped in delivering the strategy***

Partnerships with like-minded donors from business organizations have been formed in order to develop consistent approaches, facilitate the sharing of good practices and inform policy development. A partnership with the University of Konstanz was formed in order to disseminate research findings and promote academic interests regarding employers' and business organizations. An academic network has been expanded to include researchers from Asia, Europe and North America. Strengthening the monitoring and learning dimension of policy influence through the EESE toolkit involved collaboration with the Overseas Development Institute (ODI), a leading United-

Kingdom-based think tank, and a network was established with 14 Latin American think tanks in order to strengthen cooperation and information exchange on key employer research priorities.

## Significant outputs

### Knowledge generation and management

- A research report, *The Future of Interest Representation: Issues and Challenges*, was produced and a research symposium on The Future of Employers and Business Membership Organizations: Adaptations and Transformations was held in Konstanz, Germany in December 2015. The report provides a thorough review of existing research and empirical evidence of transformations and adaptations by employers' and business organizations at the global and regional levels, including in European and Association of South-East Asian Nations (ASEAN) countries. It identifies key research gaps that should be addressed in the future. The symposium created an academic and practitioners' platform for the dissemination of knowledge regarding current status, trends and developments in employers' and business organizations to a wider academic network and promoted further interest in the subject. Better understanding of the institutional and organizational dynamics of employers' and business organizations is expected to contribute to the ongoing debate on the Future of Work, labour market governance and ILO programmes of relevance to employer constituents.
- The second edition of the regional report on the promotion of sustainable enterprises in Latin America was published in collaboration with the Centro de Investigación para el Desarrollo (CIDAC). One of the main challenges faced by Latin American employers' organizations is the need to build a cohesive policy position in the main policy-making debates in the region. These organizations have been especially committed to the "conducive environment for sustainable enterprises" concept, first launched in 2007 at the 96th Session of the International Labour Conference (ILC). The report is a new edition of a similar report that was published for the first time in 2012. It contains a full assessment of the 17 policy pillars of the enterprise environment in Latin America, highlighting the primary achievements and challenges and providing employers at the regional level with a tool for influencing key regional processes with a view to strengthening social dialogue in these forums.
- *The Road to ASEAN Economic Community 2015: The challenges and opportunities for enterprises and their representative organizations* was issued at the ASEAN Confederation of Employers (ACE) Board meeting in May 2014 with support from the Norway partnership. The report provides recommendations on ways for ACE and its members to remain relevant and respond to the changing needs of their members as the ASEAN countries move towards a more integrated market economy. Through a participatory approach involving employers' organizations in the ASEAN region, the report and related process has significantly strengthened the capacity of ACE to provide its members with relevant and timely information on the ASEAN integration process, in particular on matters relating to labour mobility, employment relations, skills and social dialogue. These findings were presented at the national level in Cambodia, Viet Nam and Cambodia.
- Extensive research on the future of work and the changing goals, needs and challenges facing the new generation of enterprises and workers in the ASEAN region has been conducted under the Norway partnership with employers' organizations and international experts. The research methodology includes a survey of enterprises and students in 10 ASEAN countries. The research will make a significant contribution to the Director-General's future of work centenary initiative and to the 16th Asia and the Pacific Regional Meeting (2016) by providing primary data on and evidence of the impact of technology on people, firms and work in the ASEAN region. A comprehensive report will be presented in 2016 at a major employers' conference and its findings will equip employers' organizations with the knowledge and tools needed in order to contribute to national and regional level policy discussions related to the future needs of enterprises.
- The ILO report, *Women in Business and Management: Gaining momentum*, was introduced and, as direct follow-up, an international conference, organized in cooperation with the International Finance Corporation and Confederation of British Industry, was held in London in April 2015. In July 2015, a regional report, *Women in business and management: Gaining momentum in Asia and the Pacific*, was launched at a regional meeting organized in partnership with the Singapore National Employers Federation. Both reports received significant media attention and have been widely disseminated to ILO constituents and partners. The two reports provide up-to-date statistics, measures and initiatives on the advancement of women in business and management and discuss the business case for gender equality advocacy. Employers' organizations are now better equipped to engage in national policy development, promote gender equality and help their members to better respond to rapidly-changing gender roles in the business environment.

Upstream policy advice	<ul style="list-style-type: none"> <li>• A symposium on supply chains for employers, held in Bangkok in December 2015, brought together business actors in the supply chain – including suppliers, multinational enterprises and industry initiatives, sectoral associations and employers’ organizations – to review current practices, assess lessons learned and prepare for the ILC discussion on decent work in global supply chains. By bringing together major actors in the debate, the workshop increased overall understanding of the complex issues related to global supply chains, identified areas of convergence and divergence among the various actors and strengthened the capacity of the participating employers’ organizations to educate their members on these issues.</li> <li>• In October 2015, 11 major international companies became the first signatories to the Business Charter on Disability. Signatories commit to the principles set out in the Charter. A tool for promoting the inclusion of persons with disabilities in the world of work, the Charter is the first of its kind to be initiated by companies. It covers a wide range of areas, from protecting staff members with disabilities from discrimination to progressively making company premises and communication for staff accessible to all employees. By honouring the commitments made under this Charter, the private sector will demonstrate leadership by making it possible for people with disabilities to carry out productive work and to live in dignity. Its signing by 11 major companies will facilitate the dissemination of a simple but essential message: employing persons with disabilities is not only a moral act; it is also good for business. The Charter, in conjunction with a self-assessment tool, allows companies to conduct internal assessments of their progress on disability issues.</li> <li>• The ILO supported efforts to build the capacity of the ASEAN Confederation of Employers (ACE) to represent regional employers’ organizations in key policy debates on issues such as migration, skills mobility and regional integration under an initiative entitled “Tripartite Action for the Protection and Promotion of the Rights of Migrant Workers in the ASEAN Region” (the ASEAN TRIANGLE project). As a result, country employer migration background notes; technical workshops and reports and ACE policy papers on OSH, skills, recruitment and forced labour; and country case studies to capture enterprise best practices in recruiting skilled migrant workers were developed. Through its reports and policy documents, as well as a number of technical workshops organized for its members, ACE has been able to contribute more effectively the preparation of key statements on ASEAN platforms. The Confederation has also developed and endorsed regional policy positions on issues related to labour mobility: skills and mobility, occupational safety and health (OSH), productivity, recruitment and forced labour.</li> </ul>
Capacity development	<ul style="list-style-type: none"> <li>• A new resource, <i>Monitoring and Learning from Policy Engagement: Toolkit for Employers’ and Business Organizations</i>, was developed. Employer constituents can use this resource to better plan, monitor and learn from their policy engagement. Pilot testing of the Toolkit helped employers’ organizations, involved in ILO-Sweden Partnership-funded programmes to adopt a systematic approach to tracking the results and impact of advocacy strategies for improving the business environment.</li> <li>• A Secondary Data Report Tool (SDRT) was developed as an online platform that allows employers’ organizations to produce their own secondary data assessments based on their research and policy needs. The SDRT allows employers’ organizations in several regions (the Americas, Asia, Africa and Eastern Europe) to process and analyse secondary data using over 100 indicators from several official sources to produce their own secondary data assessments covering the 17 pillars of the 2007 ILC conclusions. These organizations now have a user-friendly tool for describing the current challenges, strengths and main areas for reform of enterprise environments for presentation to their members and use in national policy debates.</li> <li>• The ITC-ILO trained 2,600 employers’ representatives from 70 countries through 140 national, subregional and interregional activities with a focus on increasing representativeness, institutional capacity, service delivery and policy influence. Key training and tools delivered include the Customer Relationship Management (CRM) software package, which was implemented at the national level in 47 countries; and the Essentials of Occupational Safety and Health (EOSH) training package, which focused on setting up new health and safety training services in 24 countries with at least 3,150 trainees. Using the CRM, employers’ organizations have adopted professional membership management tools in order to increase their membership, and representativeness and improve their services. Through EOSH, employers’ organizations have created new services that create sustainable income and are relevant to the decent work objectives in the field of OSH.</li> <li>• A new enterprise training tool, <i>In Business</i>, was developed to support small and medium-sized enterprises (SMEs). It provides effective tools that employers’ organizations can use to facilitate the work of their business membership associations through a commercially sustainable demand-driven business model. <i>In Business</i> was launched with the Employers’ Confederation of the Philippines (ECOP) in 2015 and will be further expanded through employers’ organizations in Asia and the Pacific and in other regions. <i>In Business</i> helps employers’ organizations to provide a range of services to SMEs, expand their national brand and increase their membership. It includes a monitoring tool which allows for tracking of key performance indicators and automated</li> </ul>

	<p>generation of certificates and includes a custom-built survey application. It strengthens business resilience and the development of small growing enterprises, thereby improving the quantity and quality of employment.</p>
Strategic normative support	<ul style="list-style-type: none"><li>• The Employers' Group in the Governing Body and the ILC was provided with assistance in connection with the Standards Initiative, including the possible referral of the dispute over the right to strike under the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87) to the International Court of Justice, reporting on the functioning of the various ILO standards supervisory procedures, improvement of the working methods of the Conference Committee on the Application of Standards and establishment of a standards review mechanism (SRM). The Employers' Group was able to clarify its positions on the various items of the Standards Initiative and to find common ground with the Workers' Group and the Government Group on the way forward, as reflected in the ILO Standards Initiative – Joint Statement of Workers' and Employers' Groups of 23 February 2015.</li><li>• Advice on the requirements of ILO standards was provided to employers' organizations in a number of countries (e.g. Algeria, Cambodia, Norway, Sweden, Ukraine, and Viet Nam) in connection with the comments and decisions of ILO supervisory bodies. Employers' organizations in the countries concerned were able to better assess the relevance to the national business environment of specific ILO standards and of the work of ILO supervisory bodies. They took the advice provided into account in developing their positions towards their governments and social partners.</li></ul>