



ACT/EMP
The Bureau for Employers' Activities



International
Labour
Organization



Promoting strong employer and business membership organizations:

A biennium in review

2016 - 2017



Promoting strong employer and business membership organizations:

A biennium in review (2016 - 2017)

March 2018
Bureau for Employers' Activities (ACT/EMP)

International Labour Office

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FOREWORD

The past two years have witnessed wide-ranging changes and challenges in the world of work, including the evolving conceptualization of work, the effect of technology on jobs, changing demographics and increasing labour migration. We have also seen the potential and power of businesses to make dramatic gains toward sustainable development. The International Labour Organization (ILO) Bureau for Employers' Activities (ACT/EMP) works closely with employer and business membership organizations (EBMOs) around the world to enable them to better respond to the needs of their members, strengthen their organizational structures and governance and enhance their capacity to provide leadership on key policy issues.

Successful enterprises are at the centre of strong economies and sustainable societies. They create employment and raise living standards. As representatives of the collective view of enterprises, EBMOs are essential to promoting and creating an enabling environment in which businesses, economies and societies can thrive. Indeed, to achieve the Sustainable Development Goals by their 2030 target, enterprises and EBMOs must contribute to innovative solutions to complex challenges. In partnership with EBMOs, we are working with the private sector to achieve sustainable development by fostering business leadership in Goal 1 (no poverty), Goal 5 (gender equality), Goal 8 (decent work and economic growth), Goal 9 (industry, innovation and infrastructure), Goal 16 (peace, justice and strong institutions) and more.

The trends impacting the world of work and many disruptive factors are shaping the business environment and the way EBMOs operate. Our engagement with them during 2016-17 has shown that EBMOs are increasingly adapting their structures and services to respond to enterprises' new and emerging needs while carrying out their traditional mandate as the private sector voice on social policy and in social dialogue processes.

In this report, we are pleased to present our most significant achievements with EBMOs globally, regionally and nationally. During 2016-17, ACT/EMP worked in over 90 countries to help shape more responsive business interests through demand-driven support and tailored responses. In executing our technical work in the field and at headquarters, the International Organisation of Employers and the Employers' Group provided guidance and support which we gratefully acknowledge.

As we reflect on our achievements of 2016-17, we also take this opportunity to consider the way forward. Many challenges remain which are accentuated by the changing world of work affecting economies and societies. In 2018-19 biennium, ACT/EMP will continue to support EBMOs in their roles as policy advocates and service providers to promote business as a vehicle for sustainable development and to echo the voice of the private sector within the ILO and beyond. In addition, as we look ahead to the 100th anniversary of the ILO, we will place greater emphasis on fulfilling our mandate to represent the voice of business on the changing world of work to ensure that EBMOs and their members are ready for the future.



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ABBREVIATIONS

ACT/EMP	Bureau for Employers' Activities
ACT/EMP ITC-ILO	Employers' Activities Programme, International Training Centre, ILO (Turin)
CCIJ	Council of Industrial Chambers of Jalisco
CEC	Caribbean Employers' Federation
CNC	Cámara Nacional de Comercio Servicios y Turismo
CNP	Conseil National du Patronat du Sénégal
CRM	Customer Relationship Management
EBMO	Employer and Business Membership Organization
EESE	Enabling Environment for Sustainable Enterprise
EFC	Employers' Federation of Ceylon
FCEF	Fiji Commerce and Employers Federation
FEI	Federation of Egyptian Industries
GEA	Georgian Employers Association
GICAM	Groupement Inter-patronal du Cameroun
ILO	International Labour Organization
MONEF	Mongolian Employers' Federation
OCCI	Oman Chamber of Commerce and Industry
OSH	Occupational safety and health
RBSA	Regular Budget Supplementary Account
RBTC	Regular Budget Technical Cooperation
SDGs	Sustainable Development Goals
SME	Small and medium-sized enterprises
SADC	Southern African Development Community
SPSF	Southern African Development Community Private Sector Forum
SIYB	Start and Improve Your Business
UMFCCI	Union Myanmar Federation of Chamber of Commerce and Industry
WIBM	Women in Business and Management
XBTC	Extra-budgetary resources

ACT/EMP OVERVIEW

As a specialized unit within the International Labour Organization (ILO) secretariat, the Bureau for Employers' Activities (ACT/EMP) is tasked with promoting well-functioning, effective employer and business membership organizations (EBMOs). These organizations represent the collective interests and voice of businesses. Within the ILO, EBMOs are a part of the tripartite structure, and they guide and participate in the governance of the ILO to ensure it serves and meets the needs of its constituents. As key economic actors, EBMOs work with governments to shape a business environment that promotes enterprise success and they offer services to their members that promote productivity, competitiveness and the ability to withstand challenges particularly given the evolving nature of work and business today.

The major components of our work are as follows:



Maintaining and developing a global network of EBMOs



Being a trusted internal partner of the ILO to EBMOs and keeping the ILO informed of their views, challenges and priorities



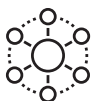
Running capacity-building programmes for EBMOs that respond to their needs (targeting three areas: governance and strategy, services, and policy)



Facilitating the wider work of the ILO with EBMOs



Conducting research and sharing knowledge



Engaging with the private sector

The global ACT/EMP team includes 40 staff with diverse backgrounds and expertise who work across all labour market issues. Our work supports the attainment of the four strategic objectives of the ILO: standards and fundamental principles and rights at work; employment; social protection; and tripartism and social dialogue.

www.ilo.org/employers

A BIENNIUM IN REVIEW

The key components of ACT/EMP support to EBMOs were capacity building and policy guidance combined with the generation of research and tools for their use. ACT/EMP secured the commitment of many organizations to developing and adopting strategic plans, and improving membership and management structures. Additionally, ACT/EMP supported the creation of new or enhanced services that enabled EBMOs to extend their outreach to members and potential members and demonstrate their improved ability to coordinate evidenced-based policy advocacy.

Achievements differed from one country to another during the biennium, but aggregate numbers show high demand from EBMOs to establish or enhance membership services because their members continuously turn to EBMOs as advisors, information providers and enterprise trainers even in competitive markets. While the development of traditional EBMO services such as human resources management, industrial relations, labour law and occupational safety and health (OSH) consisted of approximately half of our assistance, the remaining half constituted innovative areas addressing broader business issues like building enterprise resilience to natural disaster as well as extending outreach to small enterprises that represent a greater population of the private sector in most countries serviced by the ILO.

This biennium, ACT/EMP focused on developing knowledge products by compiling original enterprise and EBMO data and qualitative information on the future of work, fragility, global supply chains, indigenous and tribal peoples, and women in business and management (WIBM) among other areas. We also developed approximately 30 reports, papers, country briefs, case studies and guides for EBMOs and their stakeholders.

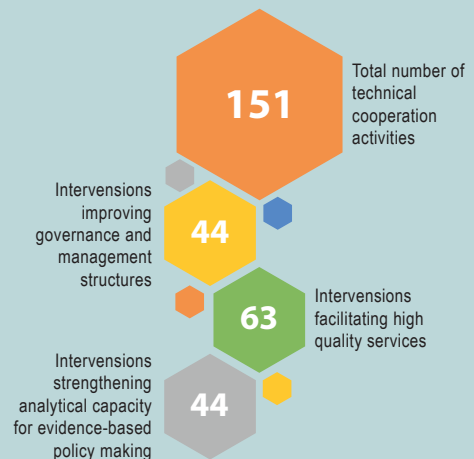
Capacity development of EBMOs is a technical and results-driven process that requires firm political commitment. While EBMOs have exhibited greater ownership of and ability to sustain the support provided by the ILO, in some instances it remains a challenge to apply newly acquired capabilities given the constraints on these organizations. Thus, ACT/EMP aims to better align the ILO's overall work with EBMOs at the country level to achieve deeper engagement and lasting impact. In addition, ACT/EMP will continue to provide thought leadership by developing knowledge products and evidence on critical issues impacting business to create opportunities for more in-depth, innovative and localized cooperation with EBMOs.

This report highlights our work with EBMOs during 2016-17, and the featured stories reflect a fraction of ACT/EMP partnership and successes. Section 1 provides an overview of global initiatives, products and capacity building efforts. Section 2 covers success stories from five regions: Africa, Arab States, Asia and the Pacific, Eastern Europe and Central Asia, and Latin America and the Caribbean. Finally, Section 3 provides a list of ACT/EMP publications, and an overview of our financial data and presents the ACT/EMP global team.

SNAPSHOT of 2016-17

Outcome statement

Increased representativeness and organizational and analytical capacity of employers' and business organizations to influence national, regional and international policy-making



- Global budget of **US\$2.27 million** through ACT/EMP regular budget technical cooperation
- EBMOs in over **90 countries** engaged



SECTION | 1

GLOBAL INITIATIVES, PRODUCTS AND TRAINING

Improving business outcomes: Women in business and management



ACT/EMP's initiative on WIBM leverages companies and EBMOs globally to better understand the realities, challenges and opportunities facing women in senior management and on company boards.¹ The initiative collects detailed and authoritative data on company practices and the business case for gender diversity by approaching not only large companies but also small and medium-sized enterprises (SMEs) through EBMOs.

WIBM contributes to the attainment of the Sustainable Development Goals (SDG) target 5.5 focusing on ensuring "women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life." In particular, the initiative is directly connected to SDG indicator 5.5.2 on the "proportion of women in managerial positions," for which the ILO is a custodian.

"Practicing equity, building gender-sensitive human resources management systems, creating enabling environments for women in the corporate world, establishing an accommodating social infrastructure and endorsing work-life balance arrangements for both women and men are all vital elements for successfully advancing women's careers."

Redha Bin Juma Al Saleh, Vice-Chair for Administration and Finance Affaires, Oman Chamber of Commerce and Industry

Building on previous phases of WIBM and the ILO Women at Work Initiative, new knowledge products were released in 2016-17 to showcase how enterprises and EBMOs attract the best talent, provide an equitable work environment and advance women into leadership positions. In partnership with gender experts, EBMOs and companies worldwide and with support of the ILO-Swedish Partnership, ACT/EMP developed and launched five reports and guides during the biennium:

- *Women in business and management: Gaining momentum in the Middle East and North Africa (2016);*
- *Women in business and management: Gaining momentum in Latin America and the Caribbean (2017);*
- *A global snapshot: Women leaders and managers in employers' organizations (2017);*
- *Promoting women in business and management: A handbook for national employers' organizations (2017); and*
- *Gender diversity journey: Company good practices (2017).*

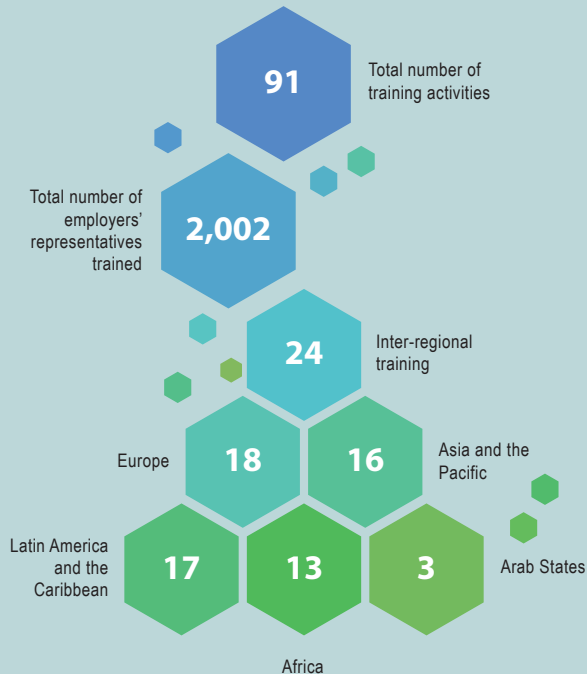
In particular, the reports for Middle East and North Africa, and Latin America and the Caribbean served as key resources for debate at regional conferences. The conference for Arab States took place in Muscat (February 2016) held with the Oman Chamber of Commerce and Industry, and the conference for Latin America and the Caribbean took place in Lima (May 2017) held with the National Confederation of Private Business Institutions (CONFIEP).

¹More information on WIBM is available at:

http://www.ilo.org/public/english/dialogue/actemp/downloads/publications/2017/wibm_brochure_2017june.pdf

ACT/EMP ITC-ILO and building institutional capacity of EBMOs

SNAPSHOT of the training arm of ACT/EMP 2016-17



The Employers' Activities Programme of the ILO International Training Centre in Turin (ACT/EMP ITC-ILO) delivered capacity building and training activities to over 2,000 representatives of EBMOs globally, amounting to 5,000 participant training days during the biennium. The capacity-building portfolio of ACT/EMP ITC-ILO is structured around four main areas: EBMO management; increasing EBMOs policy influence; developing the EBMO service portfolio; and strengthening companies' capacity on corporate social responsibility. Compared to the previous biennium, in 2016-17 ACT/EMP ITC-ILO increased by five-fold the number of certificates issued and blended residential/distance-learning courses offered: more than 500 EBMO representatives enrolled in courses with a final examination to assess their performance.

Major capacity building products developed for EBMOs include the second edition of the ILO flagship series, "The Effective Employers' Organization", launched in 2017. The training kit is structured around five thematic areas: good governance, advocacy, membership, communication and services. The newly developed material was integrated in the "Master Training on the Effective Business Member Organization", a blended residential/distance-learning postgraduate course for professionals on managing EBMOs. ACT/EMP ITC-ILO has offered the course each year since 2013, and the fourth and fifth editions of the Master Training were among its top rated courses.



Employers gain knowledge at ACT/EMP ITC-ILO Master Training on the Effective Business Member Organization. Turin, April 2016.

"The Master Training fills important gaps. It looks at day to day issues but is also an eye opener for strategic reflection. And it always starts from our organizations' reality. Taking this course helped me to focus on real results and relevance for my work as CEO".

Harrington Chibanda, Executive Director, Zambia Federation of Employers

ACT/EMP ITC-ILO introduced a massive open online course on the roles and responsibilities of EBMO board members. Targeting current and future board members, the course provides participants with critical tools to shape the strategic direction of their organization.

Additionally, ACT/EMP ITC-ILO launched a new certificate blended training course on "Macroeconomics for social

negotiators” accompanied by a manual. Developed together with Turin University and Universidad del Pacifico in Lima, the training enables employers’ representatives to use socio-economic data processing tools and interpret the results for evidence-based policy-making.

In response to increased regulations on OSH and demands from EBMOs to enhance their OSH services for members, ACT/EMP ITC-ILO launched a second edition of “The essentials of OSH” enterprise training package. Over 25 EBMOs globally are offering the training.

Forced labour and human trafficking along supply chains and across industries and sectors

Forced labour and human trafficking persist despite the proliferation of public and private initiatives to combat these human rights violations. No employer anywhere wishes to be associated with such practices, which run against the economic and social progress that businesses can achieve. Yet most enterprises, particularly small firms, lack the resources to respond to this issue and companies of all sizes have difficulties determining how to take effective action against forced labour and human trafficking.

In 2017, ACT/EMP together with the ILO Fundamental Principles and Rights at Work Branch (FUNDAMENTALS) launched a consultation process with companies and EBMOs to develop the Global Business Network on Forced Labour and Human Trafficking to help businesses address challenges related to this issue. The Network is in its inception phase and the following activities were conducted to engage businesses about how the Network can respond to their needs and priorities.

- June 2017: Collaboration with the Consumer Goods Forum, Institute for Human Rights and Business Leadership Group for Responsible Recruitment, and Alliance 8.7 Supply Chains Working Group to announce the Network’s consultation process at global events and exchange initial views with globally oriented companies, including discussions around recruitment fees.
- December 2017: National consultation on the Network in Toronto, Canada hosted by the Shareholder Association for Research and Education.



The ILO Network on Forced Labour and Human Trafficking reaches out to companies. Toronto, December 2017.

The Network aims to provide a platform for advocacy, leadership development, and tactical investments. It will share information on how companies can prevent and mitigate the risk of forced labour and human trafficking in their own operations and in their supply chains.

Creating an enabling environment for sustainable enterprises

To develop the capacity of EBMOs to assess and develop evidence-based reports and advocate changes in the business environment, the ILO “Enabling Environment for Sustainable Enterprises” (EESE) toolkit continued to be key a resource. The EESE methodology was applied to



analyse business constraints and opportunities with EBMOs in seven countries: Albania, Armenia, Bolivia (Plurinational State of), Burkina Faso, Kazakhstan, Namibia, Timor-Leste and Ukraine.

In most countries, the EBMO developed a business agenda and engaged governments and workers' organizations to advocate for improved conditions for inclusive economic growth and job creation. Additionally, the EESE methodology served as a key enabler in various countries where the ILO introduced EESE and supported the development of strategic policy frameworks in the previous biennium.

EBMOs need to independently analyse their business environment with credible secondary sources. To support and encourage this research, the ILO migrated the EESE Secondary Data Research Tool to ITC-ILO in Turin. The Tool is an online platform designed to provide EBMOs with access to latest information on over 250 variables associated with the 17 pillars for sustainable enterprises. The transfer provides more opportunities for capacity development, especially as the Tool forms part of two newly introduced training in 2017.

The future of EBMOs and enterprises



ACT/EMP together with the International Organisation of Employers, academia and Swiss Employers' Confederation exchange ideas on how the role of EBMOs is transforming. Geneva, November 2017.

ACT/EMP has initiated global research on the transformations occurring within EBMOs as a result of today's rapidly changing economic, social and political dynamics. The research examines how changes in business models and production, markets and consumer relations, workplace relations and human resources practices are changing enterprises needs for collective representation and services.

The research is based on a comprehensive literature review, synthesis of primary sources and regional surveys of EBMOs. It features in-depth case studies that detail practical examples of how EBMOs are adapting their structures and services to respond to the changing demands of their enterprise members. The research contributes to the Future of Work Centenary Initiative and deliberations of EBMOs and their members at global, regional and national levels for forward-looking policy-making.





SECTION | 2 |

REGIONAL OVERVIEW

AFRICA



"Knowing which labour laws apply in a particular jurisdiction is an important part of doing business in any country. Finding the relevant laws in a credible, concise, accessible and affordable format is, however, frequently a challenge. The compendium is a particularly relevant tool as it talks to the future needs of businesses in the SADC subregion. Supply chains operate across national borders and the labour laws in each country need to be understood. Given the increasing mobility of workers and operation of businesses across national boundaries, this tool will be in a position to provide a valuable and updated resource to businesses seeking to do business in SADC. The compendium is also a useful tool for ensuring adherence to labour standards in supply chains."

Bonisiwe Ntando, President of SADC Private Sector Forum and CEO of the Federation of Swaziland Employers and Chamber of Commerce

Economic growth in Africa has been positive overall with increased investment creating opportunities for development. Enterprises have critical roles in stimulating economic growth, trade and job creation. There are significant variations in economic performance across the region, and some countries and subregions are dealing with challenges related to conflict, political instability and corruption.

To ensure businesses are well placed to seize the opportunities in the region, we are working together with EBMOs to strengthen their capacity to actively promote enterprise sustainability and growth through evidence-based policy advocacy, effective communication and outreach strategy, and improved service offerings to enterprises. In 2016-17, ACT/EMP worked with 34 EBMOs on 39 different technical cooperation activities in Africa.

A compendium of labour laws in the Southern African Development Community Private Sector Forum

At the regional level, ACT/EMP with the Southern African Development Community (SADC) Private Sector Forum (SPSF) developed a Compendium of labour laws in the Southern African Development Community. The process of developing the compendium enhanced the capacity of national employers' organizations in SADC to better aid enterprises to access various labour laws and facilitate business operations in the region.

The compendium, which has been disseminated widely across employers' organizations and their members, assists enterprises operating in SADC.

SMEs with limited resources and those entering the formal economy are the key beneficiaries of the compendium, as it contributes to their greater understanding on the legal obligations of employers. The compendium also facilitates formal business, trade and employment in and between SADC countries, complementing the Tripartite Free Trade Agreement in

the region. Additionally, the compendium serves as an information tool for increased policy coherence and sharing of good practices.

An online platform provides easy access to the information in the Compendium and offers an overview of the labour laws, as well as more detailed information from various countries in the SADC region. In addition, the platform enables comparisons across countries, which has the potential to be used to inform policy advocacy. The pilot and testing phase of the online platform has already begun.

Towards better human resources and gender policies: The Federation of Egyptian Industries Human Resources Academy

“We thank ILO ACT/EMP for their technical support in making this Academy a reality. With the new service, the FEI is promoting sound human resources policies based on gender equality, diversity, and compliance with the labour law. We take a three-track approach by working with different target groups – Human resources managers, CEOs and industrial chambers – to maximize impact.”

Mohamed El Sewedy, Chair, FEI

In June 2017 the Federation of Egyptian Industries (FEI) established “The FEI Human Resources Academy: Strategies and practical solutions for better human resources and gender policies”. This Academy was designed to address labour market and business challenges such as gender inequality, low female labour market participation rates, and lack of training opportunities for Egyptian companies. Built on the premise that promoting diversity makes good business sense, the Academy aims to promote gender equality in business by providing training to human resources managers of Egyptian companies on sound practices and policies based on equality, diversity and compliance with the labour law and International Labour Standards.

The 15-day course combines content on gender equality, human resources and labour law based on modern gender-sensitive human resources strategies with a focus on practical solutions and case studies. The Academy represents a new, sustainable service offered by the FEI that creates the opportunity to harness and build on existing knowledge to create a better working environment that ultimately fosters business success. Plans for further work include adding new modules to the Academy and following up at the company level.



Human resources managers tune in as they participate in a course on gender equality at FEI’s Human Resources Academy. Cairo, November 2017.

Fostering increased engagement on OSH with businesses in Senegal

Since establishing a training service on OSH with ACT/EMP support in 2015, the Conseil National du Patronat du Sénégal (CNP) made a strategic decision to improve its service offer by tailoring its outreach to specific sectors. To start, CNP targeted the construction sector, which has one of the highest records of occupational accidents in Senegal.



CNP WISCON trainers conduct visit to a construction site with work at height. Nianing, July 2017.

In July 2017, the OSH Unit of CNP launched a training service to reduce occupational risks. A team of 17 professionals, including experts from CNP and companies affiliated to the Syndicat Professionnel des Entreprises du Bâtiment et des Travaux du Sénégal (a member of CNP), were trained as trainers on preventing occupational hazards. The training of trainers used tools developed from the ILO programme “Work Improvement for Small Construction Sites” (WISCON). The tools were adapted to the context of the country and tested by the trainers through visits to construction sites. The visits revealed that there was ample room for improvement, even in large companies recognized for their good practices, but especially in the working methods of small and medium-sized subcontractor.

The 17 WISCON trainers are raising awareness of occupational hazards among 54 construction companies, and CNP members and their subcontractors. Additionally, the CNP WISCON

Trainers Network enables the trainers to share good practices through a social media platform. The trainers share improvements made within companies through frequent postings of before-and-after images.

Overall, this new service has enabled CNP to promote the use of safety and health risk assessments as a risk management technique, enabling businesses of all sizes to make their workplace safer and more secure and increase their efficiency and competitiveness while promoting a better social climate.

Providing female entrepreneurs with critical skills to grow their business in Cameroon

In 2016, the Groupement Inter-patronal du Cameroun (GICAM) created the Cameroon Women’s Entrepreneurship Network as part of its efforts to strengthen female entrepreneurship. GICAM provided training for 14 trainers to equip them with the knowledge and ability to conduct training for female entrepreneurs. Through the Cameroon Women’s Entrepreneurship Network, 316 women have received training on work and family, marketing, purchasing and stock control, cost estimation, record keeping, staff and productivity, and planning. Importantly, women who completed the training have implemented considerable changes in the management of their companies.

Furthermore, these female entrepreneurs have become familiar with key concepts such as social dialogue, social protection and social security. More than 800 women took part in conferences organized under these and other themes including on leadership and work-life balance.

Supporting female entrepreneurs is an important means for GICAM to build its membership and promote the transition of small businesses into the formal economy. It will continue to play a strategic and sustainable part of GICAM service offering to the business community.

Snapshot of our work in AFRICA

North Africa

1	Algeria	Position paper on foreign direct investments
2	Egypt	Launch of two regional offices for the Federation of Egyptian Industries Establishment of corporate social responsibility unit Human Resources Academy for better human resources and gender policies
3	Morocco	OSH and internal governance guides/ E-tool on legislation and human resources practices
4	Sudan	Women's business association
5	South Sudan	Strategic plan
6	Tunisia	Academy of Business Women

West Africa

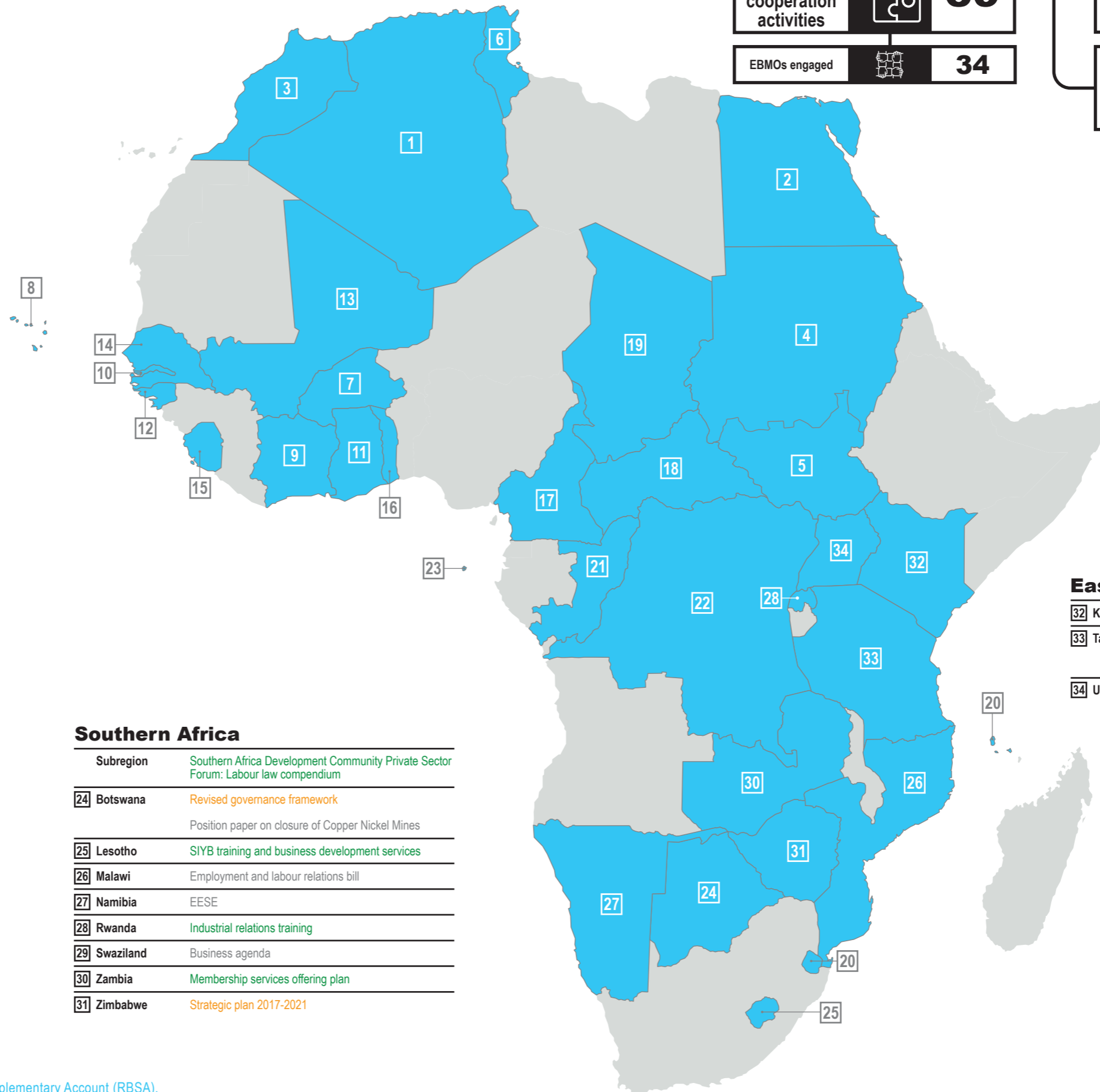
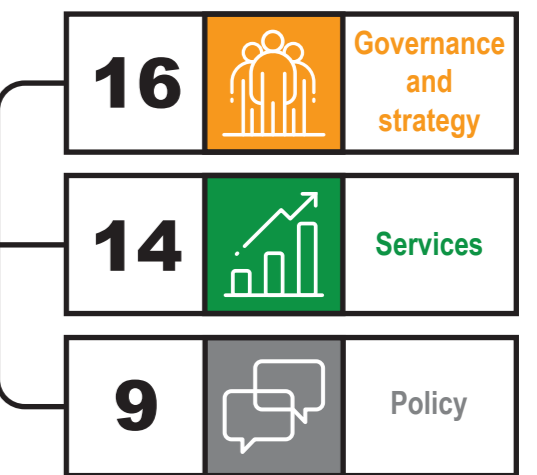
7	Burkina Faso	EESE
8	Cape Verde	Micro and small enterprises and women entrepreneurship
9	Cote d'Ivoire	Policy position on vocational training
10	Gambia	Labour law guide Guide on taxation for SMEs
11	Ghana	Policy position on skills development
12	Guinea Bissau	Start and Improve your Business (SIYB) training
13	Mali	Training on social dialogue and collective bargaining
14	Senegal	OSH training
15	Sierra Leone	Strategic plan
16	Togo	Customer relationship management (CRM) tool

Central Africa

17	Cameroon ²	Women's entrepreneurship training
18	Central African Republic	Strategic audit together with a strategic development plan
19	Chad	Strategic plan
20	Comoros	Training needs assessment
21	Congo	Strategic plan
22	Democratic Republic of Congo	SME services
23	Sao Tome	Strategy on services sustainability

Southern Africa

	Subregion	Southern Africa Development Community Private Sector Forum: Labour law compendium
24	Botswana	Revised governance framework Position paper on closure of Copper Nickel Mines
25	Lesotho	SIYB training and business development services
26	Malawi	Employment and labour relations bill
27	Namibia	EESE
28	Rwanda	Industrial relations training
29	Swaziland	Business agenda
30	Zambia	Membership services offering plan
31	Zimbabwe	Strategic plan 2017-2021



East Africa

32	Kenya	SME desk for membership expansion
33	Tanzania	Strategic plan Business Agenda 2017-2020
34	Uganda	Business Agenda 2016-2018

²The budget includes US\$360,000 for Cameroon from the Regular Budget Supplementary Account (RBSA).

REGIONAL OVERVIEW

ARAB STATES

In the Arab States region, ACT/EMP is providing technical cooperation to EBMOs in response to business opportunities and challenges. In particular, we secured dedicated resources to concentrate our cooperation in Lebanon to assist SMEs and cooperatives in the agro-food industry, and deepened our technical assistance in Oman with sector-specific support on policy development.

In 2016-17, ACT/EMP responded to EBMOs in six countries across eight different technical cooperation activities in the Arab States region.

Advocating for adequate skills in Oman's tourism sector

The Oman Chamber of Commerce and Industry (OCCI) surveyed 20 three-star to five-star hotels across the country as well as Oman's two tourism education institutions to understand the landscape of the sector's manpower challenges with an emphasis on labour nationalization policies and related factors such as skills shortage and foreign workers. In January 2016, OCCI launched a report of the survey findings, entitled "The manpower needs of the Omani Hotel Sector" and submitted policy recommendations arising from the survey report to the Ministry of Manpower.

In October 2016, the Ministry issued a memo acknowledging the importance of the study, agreeing with all recommendations and issuing specific directives to hotels, including allowing flexible quotas for hiring foreign workers in the hotel sector. The Ministry requested OCCI to produce more in-depth national and benchmarking studies for the sector.

Furthermore, the Ministry transferred the survey report findings and recommendations to the Joint Inter-ministerial Public-Private Committee on Labour Nationalization Policies.

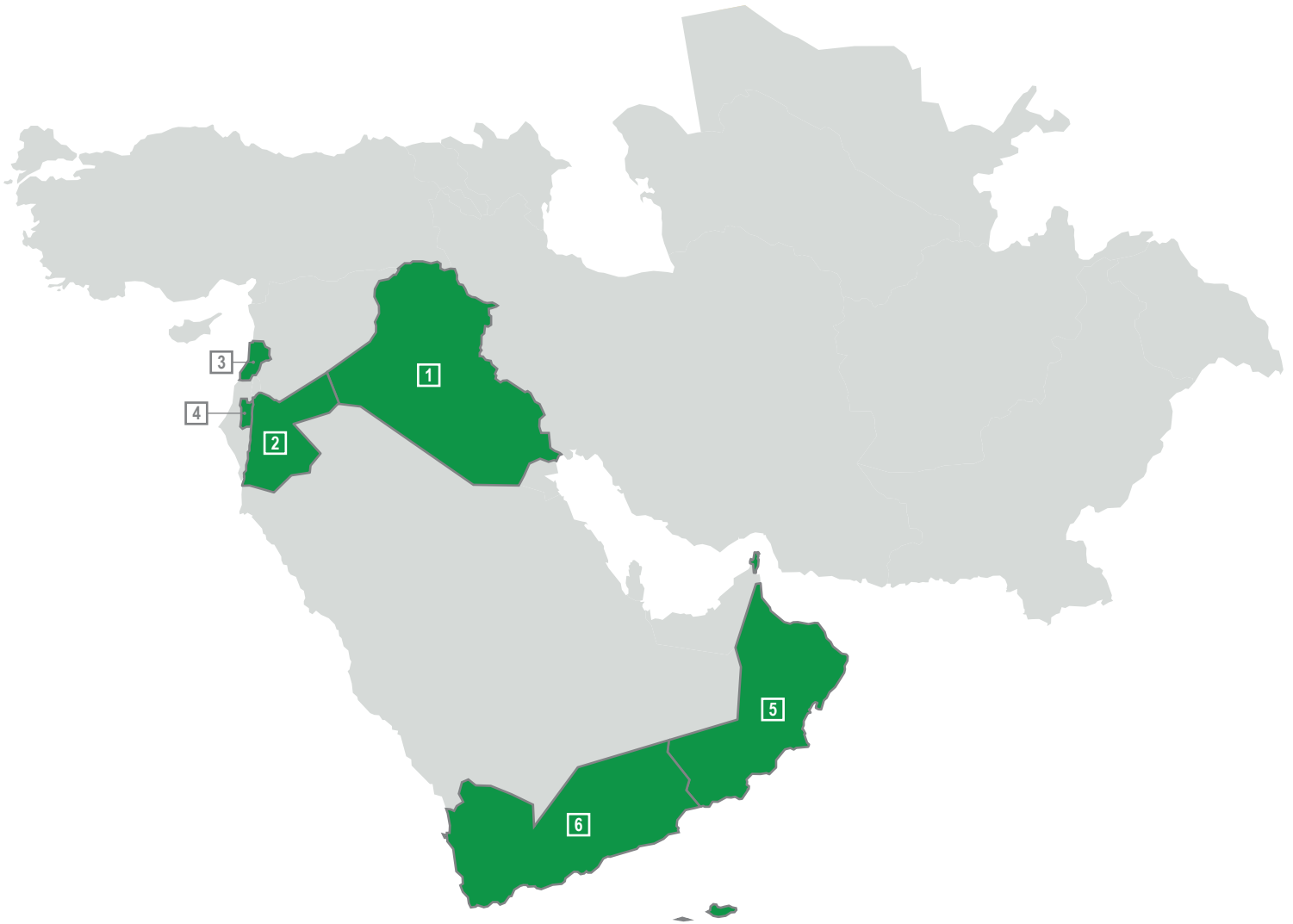
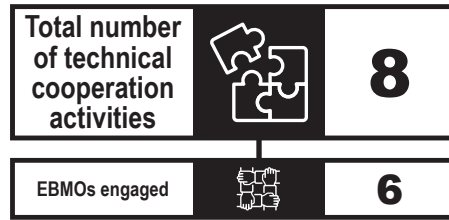


OCCI, business, government authorities and representatives of tourism related educational institutions discuss key challenges faced by hotels and the tourism sector. Muscat, May 2017.

In February 2017, the Joint Committee addressed each of the issues raised in the report and requested OCCI to convene a second meeting. Accordingly, OCCI convened a national stakeholders' meeting on May 2017 to discuss the tourism sector survey report and the secondary research report "Effective Labour Policy for the Tourism Industry in Oman" with key enterprises, workers' organizations and the ILO. The participants in the meeting agreed on policy recommendations aligned with the Oman Tourism Strategy 2040 and the five-year National Implementation Plan (Tanfeeth programme 2016-2020).

Snapshot of our work in

ARAB STATES



Arab States

1	Iraq	Improving governance structure in accordance with Iraqi Federation of Industries law 34
2	Jordan	Position paper on minimum wage Action plan to improve SME services
3	Lebanon ³	Lebanese League for Women in Business diagnostic tool E-guide for agro-food industry
4	Occupied Palestinian Territory	Labour law review
5	Oman	Position papers on the hotel sector
6	Yemen	Assessment report on impact of war on Sana city

³The budget includes US\$300,000 for Lebanon from RBSA

REGIONAL OVERVIEW

ASIA AND THE PACIFIC

In Asia and the Pacific, ACT/EMP has worked closely with EBMOs to address challenges across policy areas by providing tailored research support, technical guidance and capacity development. Priorities for the region were informed by continuous dialogue with constituents and were structured around the following areas: WIBM; technology impact on jobs; the role of EBMOs in preventing and offsetting negative effects of conflict, disaster and fragility; and labour mobility and migration.

In 2016-17, ACT/EMP worked with EBMOs in 17 countries on 40 different technical cooperation activities in Asia and the Pacific.

ASEAN in transformation: A closer look at technological impact on jobs in South-East Asia

Disruptive technology is having significant impacts on labour-intensive sectors across developing countries and will have transformative impacts on countries dependent on them for jobs and economic development. Undiversified, sector-dependent economies will need to develop strategies to manage these disruptions in the labour market. Many countries across the region are vulnerable to today's fast-paced technological advancements in robotics, automation and other areas. EBMOs need to be aware of advances in developed economies, strategize on how to remain competitive and constructively participate in national and regional dialogue. To assist with this emerging need, ACT/EMP launched a major research effort to investigate the impact of technology on key sectors, the response of enterprises to technology needs and young people's perceptions of these challenges and opportunities.



This research was published in the major regional report, “ASEAN in transformation: How technology is changing jobs and enterprises”, complemented by in-depth sector reports on automotive and auto parts; electrical and electronics; and textiles, clothing and footwear. A regional survey report, “Perspectives of enterprises and students on future work”, was published as well. A quantitative analysis of the extent to which automation could jeopardize jobs was published in “The future of jobs at risk of automation”. The research was subsequently used to produce country briefs for Cambodia, Indonesia, Myanmar, the Philippines, Singapore, Thailand and Viet Nam. Furthermore, ACT/EMP has contributed to national dialogues and CEO briefings on the future of work in Beijing, Hanoi, Jakarta, Phnom Penh and Singapore.

The research was widely reported in international, regional and national media helping to bring attention to the impact technology is having on enterprises and jobs beyond developed economies. In addition, explicit demands to share the key findings of the report came not only from EBMOs but also from ministries, international organizations such as Asia-Pacific Economic Cooperation (APEC), the United Nations Conference on Trade and Development (UNCTAD), the

United Nations Development Programme (UNDP), regional development banks and the World Bank. ACT/EMP shared the key findings at around 20 different national dialogues on the future of work and policy meetings addressing the challenges confronting labour markets. As a result, EBMOs in the region and those that operate in a similar development climate, such as Bangladesh, have initiated discussions at local levels to influence national development strategies and to better manage labour market changes.

SMEs in Mongolia are better able to prepare their enterprises and workers for natural disasters

Natural disasters such as blizzards, dzud (heavy snow and dust storms), rain water floods, diabolic flows and snow melt flows often occur in Mongolia along with earthquakes, wildfires, droughts and desertification. Wind speeds are often high, with dust and sand storms 40 days per year over a large part of the country and over 100 days per year in some regions. Over 98 per cent of businesses in Mongolia are SMEs, thus building the resilience capacity of SMEs is an important but neglected aspect of community resilience building. Surveys consistently show only a small fraction of SMEs are aware of simple resilience tools such as risk assessments and business continuity planning.



"Singapore is home to numerous technology centres and research institutes, and we [employers] need to talk more frequently with education and training providers so that the incoming workforce has employable skills".

**Stephen Yee, Assistant Executive Director,
Singapore National Employers Federation**

"Small and micro businesses in Mongolia face the greatest threat from environmental change and climatic hazards. The economic consequences can destroy business, jobs and livelihoods. For MONEF the ability to support these businesses and their workers with practical tools and approaches developed in partnership with ACT/EMP enables us to offer real practical value to the SME community".

**Kh. Gaanbaatar, Executive Director,
Mongolian Employers' Federation**

SMEs do not receive much support from the Government or other stakeholders, so the Mongolian Employers' Federation (MONEF) established a new and sustainable training service for SMEs to help them prepare their firms and workers for natural disasters. The new toolkit enables MONEF to provide sustainable solutions to help small enterprises and their workers in the event of a disaster. Outside of providing a demand-driven, practical service for enterprises MONEF has developed new and important partnerships, namely with the Office of the Deputy Prime Minister (who is championing this work within the Government) and with the National Emergency Agency and international partners such as the United Nations International Strategy for Disaster Reduction. Through this work SMEs have been provided with a key resource to manage the detrimental effects of natural and man-made hazards in Mongolia.

Mongolia is taking a regional leadership role on disaster management and will also host the Asian Ministerial Conference on Disaster Risk Reduction 2018.

Capacity building of the Union Myanmar Federation of Chamber of Commerce and Industry

Since 2014, ACT/EMP has worked closely with the Union Myanmar Federation of Chamber of Commerce and Industry (UMFCCI) to build and diversify its capacity. In 2016, UMFCCI institutionalized its support for businesses and affiliated associations on labour and employment issues by establishing the Employers Services Department. This is the first time



For the first time, national level business organization in Myanmar has in-house labour capacity.

Staff of UMFCFI Employers Services Department

in the last half century that a Myanmar business organization has the in-house technical capacity to engage on labour and employment issues, and represents a significant step for employers in Myanmar. This department currently consists of five employees and offers labour law advisory services, trainings, research-based policy development and policy advocacy.⁴

Before establishing this department UMFCFI did not offer training to its members. Since its establishment, six new courses have been developed and over 1,500 businesses trained through over 35 training sessions. In addition, this new department has also helped to establish and strengthen the capacity of UMFCFI for policy advocacy. The Employers Services Department has developed multiple analyses and guidance materials on Myanmar labour law; provided technical and logistical support for six labour law reform working groups and other workshops. As a result, the working groups have produced labour law reform recommendations for employers and UMFCFI has adopted a position on the labour law reform which it launched publicly and uses regularly for advocacy with the Government.

“UMFCFI greatly acknowledges the support provided by ILO [ACT/EMP] in assisting the Chamber to strengthen its capacity and upgrade the knowledge of employers and businesses about labour issues. We have successfully established the Employer Organization Department in the UMFCFI, and have introduced a resource handbook for employers on labour law reform for the first time in the Chamber’s history.”

Khine Khine New, Joint Secretary General, UMFCFI

“Thanks to our department, employers can get advice to solve labour disputes, be trained on labour law and learn about social dialogue, as well as conciliation, negotiation and arbitration processes. Employers across Myanmar are getting more interested in labour issues and are very thankful to the ILO for this project.”

Thet Naing Oo, Deputy CEO, UMFCFI Employer Organization Department

The voice of youth in EBMOs: Addressing youth unemployment in the Pacific Islands

As a group of small-island States, the Pacific Islands are faced with various labour market challenges including having a young population with high levels of youth unemployment (young people who are not employed and not enrolled in education or training). Governments in the region view youth employment as a high priority. For example, the Pacific Youth Development Framework was endorsed by the Pacific Youth Ministers in 2014 and includes youth employment as its first priority, and youth entrepreneurship is a key outcome area.

Wage employment in the Pacific Islands is limited, thus governments are promoting self-employment and developing job creators to address the current high rates of unemployment and to stimulate private sector growth. A Young Entrepreneurs Forum was held in June 2016, organized by the Pacific Youth Council, Pacific Community, Pacific Leaders Programme, with support from ACT/EMP and Pacific Islands Private Sector Organisation. The conference recognized the

⁴More information is available at: http://www.ilo.org/public/english/dialogue/actemp/downloads/publications/2016/actemp_myanmar_project_2016.pdf

importance of establishing national youth chapters within national private sector organizations to support young entrepreneurs and youth who aspire entrepreneurship. Subsequently the Fiji Commerce and Employers Federation (FCEF) launched the Young Entrepreneurs Council to engage with policy and legislative decision-makers to advocate for policy change and support employment aspirations of its members and young people with entrepreneurial potential. The Council aims to reduce barriers that prevent young people from establishing, sustaining and expanding their businesses; improve access to information and business development services for young entrepreneurs; and support members on aspects such as communications, access to information and market access. The Young Entrepreneurs Council has achieved significant results so far. The Council has increased membership for FCEF, conducted training on marketing and disaster risk reduction, launched the “Fiji Entrepreneur Magazine”, presented at career fairs, advocated for changes to the education act, represented the view of young entrepreneurs at the Pacific Youth Summit and Policy Dialogue in April 2017, and provided regional recommendations on youth entrepreneurship in the Pacific for submission at the Pacific Forum Ministers Meeting in April 2017.



The Vanuatu Chamber of Commerce and Industry launch its Young Entrepreneurs Council. Port Vila, November 2016.

The successful model of the FCEF Young Entrepreneurs Council has been replicated by the Vanuatu Chamber of Commerce and Industry and the Solomon Islands Chamber of Commerce and Industry and is planned to be replicated in the Tonga Chamber of Commerce and Industry, Samoa Chamber of Commerce and Industry, and Kiribati Chamber of Commerce and Industry.

Supporting tripartite action for better economic outcomes in Sri Lanka

During 2016, a government intervention granted a wage increase to all employees in the private sector. This legislation was enacted despite much opposition from the Employers' Federation of Ceylon (EFC). Nevertheless, EFC began to collect evidence-based information on the impact of the intervention on the economy in Sri Lanka with ACT/EMP support, including a survey of EFC member enterprises. The findings were analysed and an employers' position was developed on the impact of the legislation on productivity, competitiveness and performance management systems. The data EFC collected and the findings of the survey revealed that the Government's interventions had negative effects.

A tripartite workshop was held to present and discuss the findings of the research. Participants in the workshop constructively used social dialogue to design a strategic roadmap that could be used to set minimum wages in Sri Lanka. The Government agreed to this roadmap for a new way forward for minimum wage in Sri Lanka.

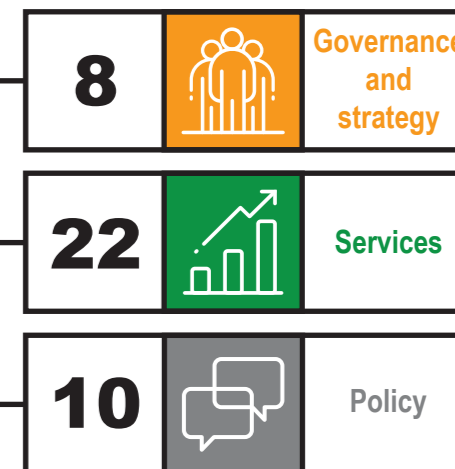
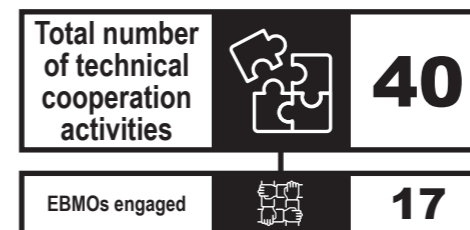
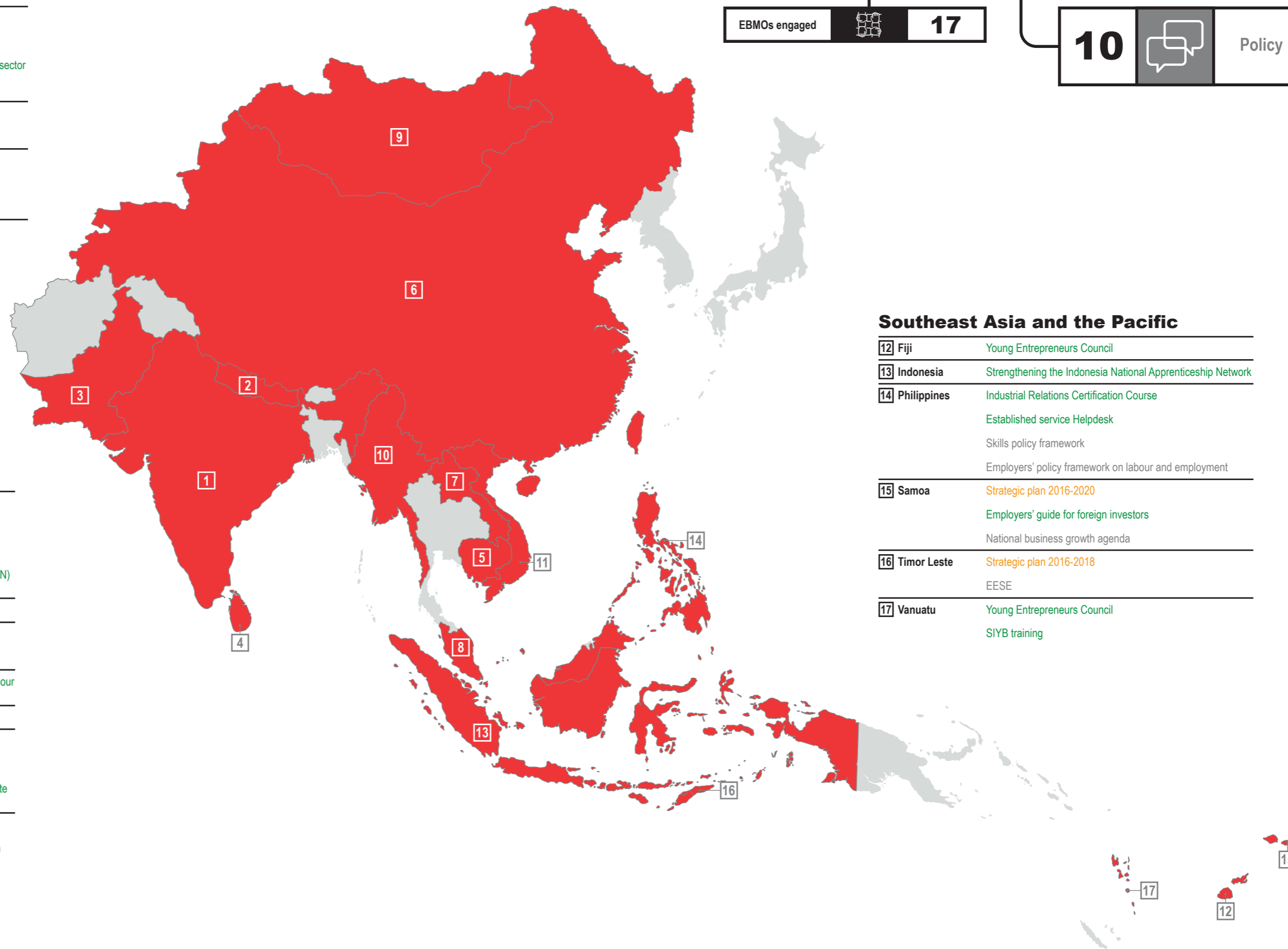
Snapshot of our work in ASIA AND THE PACIFIC

South Asia

1 India	Industrial relations learning module Training tool on absenteeism Casebook on good human resources practices in the public sector Bipartite Enterprise Improvement Committees
2 Nepal	Human resources needs survey and management forum Handbook on Industrial Enterprise Act 2016
3 Pakistan	Knowledge base of best practices and strategic options Organizational growth strategy Study tour for sharing of best practices
4 Sri Lanka	Regional cooperation Strategic approach to national wage setting SME help desk Human resources solutions unit

East and South East Asia

5 Cambodia	Assessment of previous strategic plan Communications and advocacy training Minimum wage position video Guide on the Association of Southeast Asian Nations (ASEAN) Economic Community
6 China	Minimum wage study
7 Laos PDR	Strategic policy framework Guide on revised labour code
8 Malaysia	Review and update of executive diploma on international labour standards
9 Mongolia	Customized a training tool on disaster and conflict resilience
10 Myanmar ⁵	Labour law reform position Established an Employer Services Department Training courses on labour law, social dialogue, wage, dispute resolution, macro-economics, reducing workplace stress
11 Viet Nam	Skills and labour market productivity report Guide and training material on elimination of forced labour in textile and garment supply chains



Southeast Asia and the Pacific

12 Fiji	Young Entrepreneurs Council
13 Indonesia	Strengthening the Indonesia National Apprenticeship Network
14 Philippines	Industrial Relations Certification Course Established service Helpdesk Skills policy framework Employers' policy framework on labour and employment
15 Samoa	Strategic plan 2016-2020 Employers' guide for foreign investors National business growth agenda
16 Timor Leste	Strategic plan 2016-2018 EESE
17 Vanuatu	Young Entrepreneurs Council SIYB training

⁵ The budget includes US\$324,243 for Myanmar from RBSA

REGIONAL OVERVIEW

EASTERN EUROPE AND CENTRAL ASIA

Given the changing economic and political context of Eastern Europe and Central Asia, a significant focus has been placed on strengthening the governance, service delivery and policy advocacy of EBMOs. In the south-eastern Europe subregion, we continued to support EBMOs in advocating for a business environment that promotes sustainable enterprises and supports economic growth.

In 2016-17, ACT/EMP worked with EBMOs in 13 countries on 34 different technical cooperation activities in Eastern Europe and Central Asia.

Parafiscal burdens in Montenegro and their role in hampering formalization

Transitioning businesses from the informal economy into formalized businesses is an ongoing challenge in Montenegro. In response, the Montenegro Employers' Federation took an in-depth look at the obstacles to formalization, in particular parafiscal burdens. Prior to this, no study had been conducted on the parafiscal burdens on businesses nor was there an existing register of the types of levies businesses were obligated to pay.

Over the course of 12 months, 4,500 different pieces of legislation were analysed, including levies at national and local levels. In addition, interviews were conducted with 300 business leaders in approximately 90 per cent of municipalities in Montenegro.

The findings were significant: over 1,600 burdens were placed on businesses at the national level and, on average, 180 at the local level. A cumulative list of almost 5,000 burdens were registered in an online, searchable database. Based on this research, the Montenegro Employers' Federation will engage further with the Government, particularly the Ministry of Finance and leaders of local municipalities, to advocate for the reduction and streamlining of parafiscal burdens on business. Policy changes will help to ensure more businesses enter into the formal economy and are better able to understand and navigate the tax environment in the country.



The Montenegro Employers' Federation launch a national report and its online register on parafiscal burdens.

Podgorica, November 2017.

OSH in Georgia

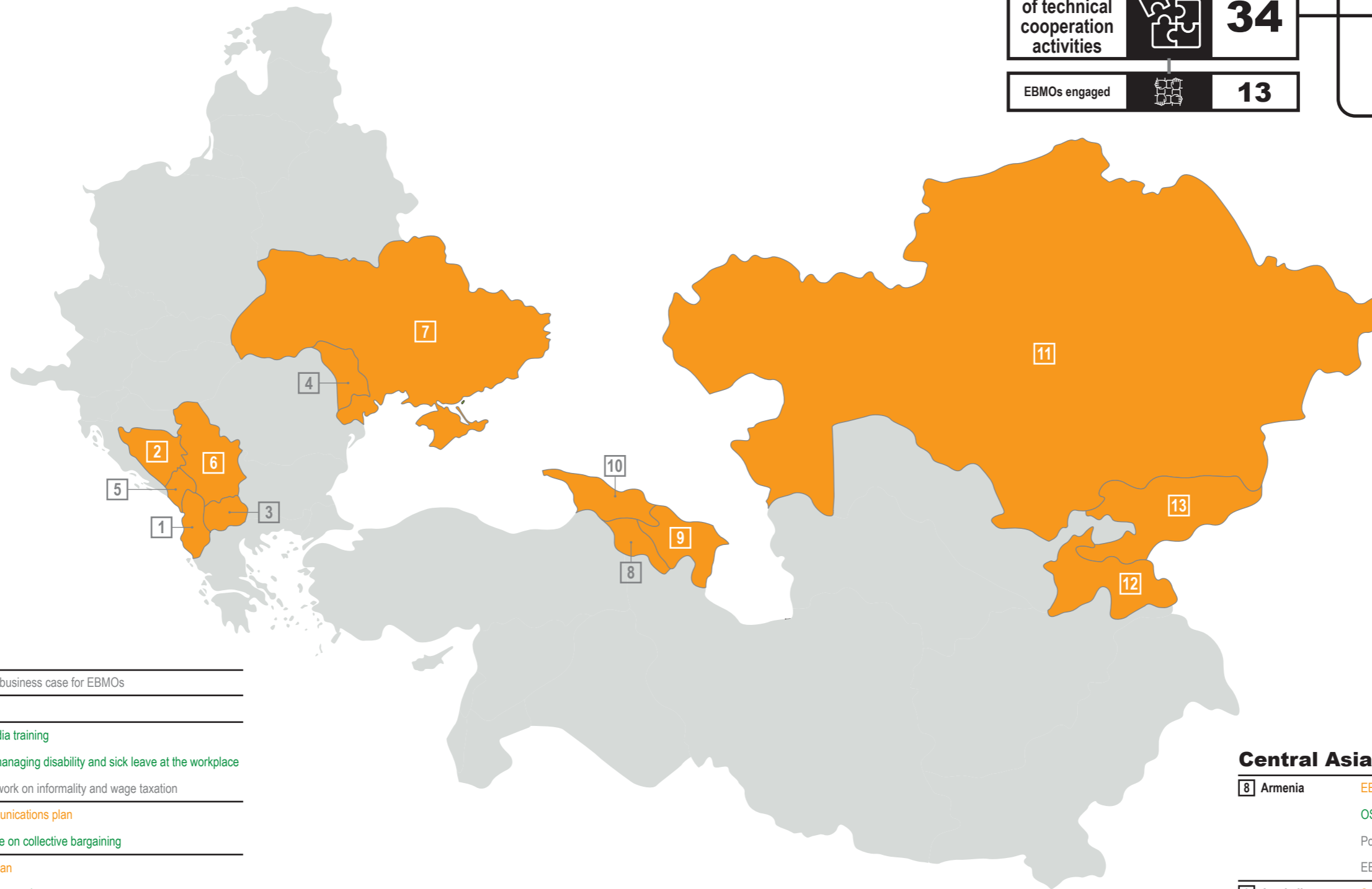
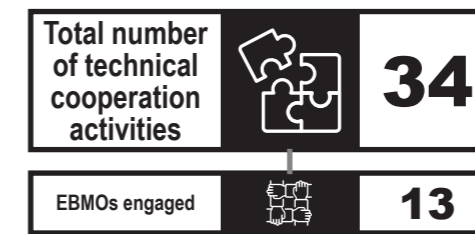
In response to increased regulations on OSH and demands from EBMOs to better serve their members on OSH, ACT/EMP ITC-ILO launched the second edition of “The essentials of OSH” training package in 2017, with a new trainers’ guide. Based on this training package, the Georgian Employers Association (GEA) developed a set of new training services for enterprises.

The new training services include the following: general aspects of OSH; specialized training on fire safety; training on risk assessment with a dedicated guide for employers; and training on economics of OSH for employers. The GEA OSH Academy features this set of OSH training services. The trainings are offered in various forms including a general training for members and non-members and specific trainings for certain sectors or on aspects of OSH (such as fire safety for the tourism sector).

The GEA organized trainings on OSH to address an ongoing challenge, namely the lack of expertise and resources within SMEs to address health and safety issues. The OSH Academy fills a significant market gap by providing expertise and resources for SMEs to adequately meet OSH standards. GEA created a Facebook platform to share relevant information on the OSH trainings and to increase the frequency of information exchange with its members. The Facebook site makes the OSH training services and information provided by GEA more accessible and multiplies its impact on enterprises, particularly for SMEs.

Snapshot of our work in

EASTERN EUROPE AND CENTRAL ASIA



Eastern Europe

Subregion	SDGs- the business case for EBMOs
1 Albania	EESE
2 Bosnia and Herzegovina	EBMO media training Guide on managing disability and sick leave at the workplace Advocacy work on informality and wage taxation
3 Former Yugoslav Republic of Macedonia	New communications plan New service on collective bargaining
4 Moldova	Strategic plan Membership needs assessment Bulletins on economic analysis
5 Montenegro	Assessment of parafiscal burdens EESE- three position papers Report on women in management and leadership
6 Serbia	CRM system Strategic plan Membership needs assessment for services Report on employing people with disabilities
7 Ukraine	EESE Strategic plan

Central Asia

8 Armenia	EBMO advocacy training OSH services Position paper on on-the-job training EESE
9 Azerbaijan	Strategic plan OSH services
10 Georgia	Policy paper development training OSH services Labour law, industrial relations and human resources services
11 Kazakhstan	Effective management of EBMOs training
12 Kyrgyzstan	Comparative survey of EBMOs EBMO advocacy training EESE
13 Uzbekistan	Strategic plan OSH services

REGIONAL OVERVIEW

LATIN AMERICA AND THE CARIBBEAN

ACT/EMP's work with EBMOs in Latin America and the Caribbean was focused on the enabling environment for business by deploying the EESE methodology. In particular, the methodology was used as the foundation for developing new EBMO services related to conducting self-assessments on labour compliance. Another equally important area of work included support to EBMOs in Central America linked to the implementation of the Indigenous and Tribal Peoples Convention, 1989 (No. 169), in the wider context of business and human rights.

In the Caribbean, work was structured around areas such as WIBM, training on productivity and competitiveness, and business continuity and disaster management.

In 2016-17, ACT/EMP worked with EBMOs in 21 countries on 30 different demand-driven technical cooperation activities in Latin America and the Caribbean.

Regional progress in Latin America and the Caribbean: WIBM

The report, "Women in business and management: Gaining momentum in Latin America and the Caribbean", debated at a regional conference, held with the National Confederation of Private Business Institutions (CONFIEP) in Lima in May 2017. There were over 300 participants.

Subsequently, ACT/EMP presented the report's finding at the Americas Competitive Forum organized by the Organization of American States in Mexico City in September 2017. Representatives of the Ministries of Economy of Latin America and the Caribbean participated in the Forum, as well as representatives of employers' organizations. Because of these efforts, EBMOs in Honduras and Panama undertook national enterprise surveys to inform their policy efforts and services to members. In addition, the ILO entered into a major regional partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) to promote gender equality in business. The partnership focuses on six countries – Argentina, Brazil, Chile, Costa Rica, Jamaica and Uruguay – to increase enterprise and employers' organizations commitment to gender equality.



A panel debates how EBMOs can be strong advocates for promoting more women at senior levels. WIBM conference. Lima, May 2017.

Promoting labour compliance of SMEs in Chile

Earlier cooperation with the Cámara Nacional de Comercio Servicios y Turismo (CNC) demonstrated a clear need to establish a consolidated SME support centre to offer advice and resources on labour compliance. CNC looked to consolidate and expand its current offering as well as provide an online platform where information would be easily accessible. Under a long-term partnership with the Catholic University of Chile, which would provide legal support and advice, and technical cooperation from ACT/EMP, the centre “My SME Complies” was launched.

The SME centre provides training courses, workshops and business leadership. In addition, through an informative, interactive website, SMEs can retrieve useful data and analysis, consultations, self-diagnostic tools and legal advice. SMEs can submit questions through a website, which are then answered with the help of the law faculty at the Catholic University of Chile. Other SMEs can view the archive of questions and answers, which is building a knowledge base on the application of labour law in Chile. The business community values the SME centre and has requested to expand the platform to cover other topics such as labour migration, gender diversity, workers with disabilities and private sector partnerships for the SDGs. This successful model could be replicated in partnership with other institutions.



The President of CNC, Manuel Melero, launches the SME centre with the ILO. Santiago, November 2017.

SDGs in Ecuador: Bringing business to the forefront

“This [Ecuador 2030 Agenda] is an outstanding Project and I am delighted to support this initiative. Even, we should spread it in other countries of the region. I am sure we are going to agree and work together for the good of the country and all the Ecuadorians”.

Lenín Moreno, President, Republic of Ecuador

“We are here to think together about the future of Ecuador. Business sector proposals should be accompanied by a pro investment, dynamic, and productive employment regulatory framework...With the technical support of our strategic allies, like the ILO and the MIT, we started to build the path to a productive and sustainable Ecuador”.

**Richard Martínez,
President, Ecuadorian Business
Committee**

To support the process of preparing the “Ecuador 2030 Agenda” and to ensure it is consistent with sustainable development, ACT/EMP worked together with la Federación de Cámaras de Industrias del Ecuador to develop a set of indicators that would assess the alignment of developmental proposals with the SDGs.

The Federation and ACT/EMP prepared a report with medium and long-term strategies aimed at increasing the country's competitiveness and well-being of citizens in relation to five thematic areas: productive transformation, governance and public management, economic development, social development and climate change. Subsequently, ACT/EMP facilitated four sessions with specialists from the Federation, the 2030 Initiative and the Private Technical University of Loja, to review the 17 SDGs and select the most relevant SDG indicators for the business sector. The participants defined a strategy to incorporate the SDG indicators into their development proposals and define a mechanism to assess the degree of compliance in implementing the “Ecuador 2030 Agenda.”

This new strategy includes the following: research and formulation of policy proposals to integrate employer viewpoints into the design of public policy; prospective and integrated proposals to promote a process of national productive transformation that results in a sustainable environment for business; and institutional capacity building of EBMOs to ensure they can respond to the needs of their members and effectively analyse the business environment and influence policy development.



Ecuador's President, Lenín Moreno (far right) and the President of the Ecuadorian Business Committee, Richard Martínez (middle), launched the "Ecuador 2030 Agenda" at a national event attended by over 1,100 entrepreneurs and government representatives. Quito, June 2016.

Influencing the business environment in Mexico through combined EBMO efforts

ACT/EMP supported COPARMEX Chihuahua and the Council of Industrial Chambers of Jalisco (CCIJ) to join forces to enhance Mexico's overall business environment by developing concrete programmes to influence national policy-making and increase business effectiveness.

To improve business operations and the investment environment in the State of Jalisco, ACT/EMP helped CCIJ establish an internal unit to execute programmes to promote business development and revitalize the local market. For instance, to facilitate business contracts, CCIJ launched an online business-to-business platform which enables companies to search (free of charge) for potential business partners and buyers. Additionally, to boost the local market, CCIJ provided supplier connections between large companies and SMEs, and launched a Supplier Certification Programme for large companies and buyers. As a result of CCIJ's programme, four large companies registered 44 SMEs as their suppliers in 2017. In addition, CCIJ provided productivity training for 13 SMEs, and ten of them were rewarded with further grants to receive tailored technical assistance from CCIJ to improve their production processes. In all, 11 large companies and 18 buyers from Jalisco participated in the Supplier Certification Programme.

CCIJ also took the lead to invigorate the national economy and strengthen the domestic market through the promotion of Mexican products and services by launching the "Made in Mexico" initiative, which included a unique logo and further branding efforts. Critically, a partnership agreement was signed between the CCIJ and the Mexican Institute for Standardization and Certification A.C. to develop a communication strategy and effectively promote the initiative.

In parallel, ACT/EMP worked with COPARMEX Chihuahua to develop a local business agenda using the EESE methodology. An extensive enterprise survey of 2,200 companies was conducted to assess the state's business environment, business characteristics, productivity levels, workforce challenges and opportunities. The survey results were launched in December 2017 with COPARMEX Chihuahua's board and member enterprises and will further guide the organization's policy priorities in 2018.

Business continuity and disaster management becomes core to sustainability in the Caribbean: A focus on Dominica

The Caribbean Employers' Confederation (CEC) worked with ACT/EMP to increase business engagement in Caribbean States and develop programmes that assist regional and national EBMOs with financial support of the European Union.

As the entire region responds to increased occurrence of natural hazards and economic, social and development threats, proactive disaster management enables businesses to rebound quickly and sustain their operations. To this end CEC has worked with its members on business continuity planning and provided platforms to exchange experience and learn from disaster management experts.

For example, CEC convened a training workshop in Roseau for members of the Dominica Employers' Federation on Business Continuity and Disaster Management in September 2017. The workshop aimed to build the Federation's capacity to offer guidance and tools to its members to develop business continuity plans. Critically, this service assists enterprises to create strategies to mitigate the hazards associated with the impact of disasters and strengthens their ability to operate afterwards. The workshop in Dominica included tailored exercises to assist enterprises in designing a business continuity plan and conducting risk and business impact assessments. Post-workshop assistance was also provided to members of the Federation in drafting and reviewing their business continuity plans.

"In any natural disaster affecting our country, employers will be expected to bear a major part of the cost of the post-disaster and clean-up campaign".

**Achille Joseph,
Executive Director, Dominica
Employers' Federation**



Members of the Dominica Employers' Federation participate in business continuity and disaster management workshop. Roseau, September 2017.

Snapshot of our work in

LATIN AMERICA AND THE CARIBBEAN

Central America

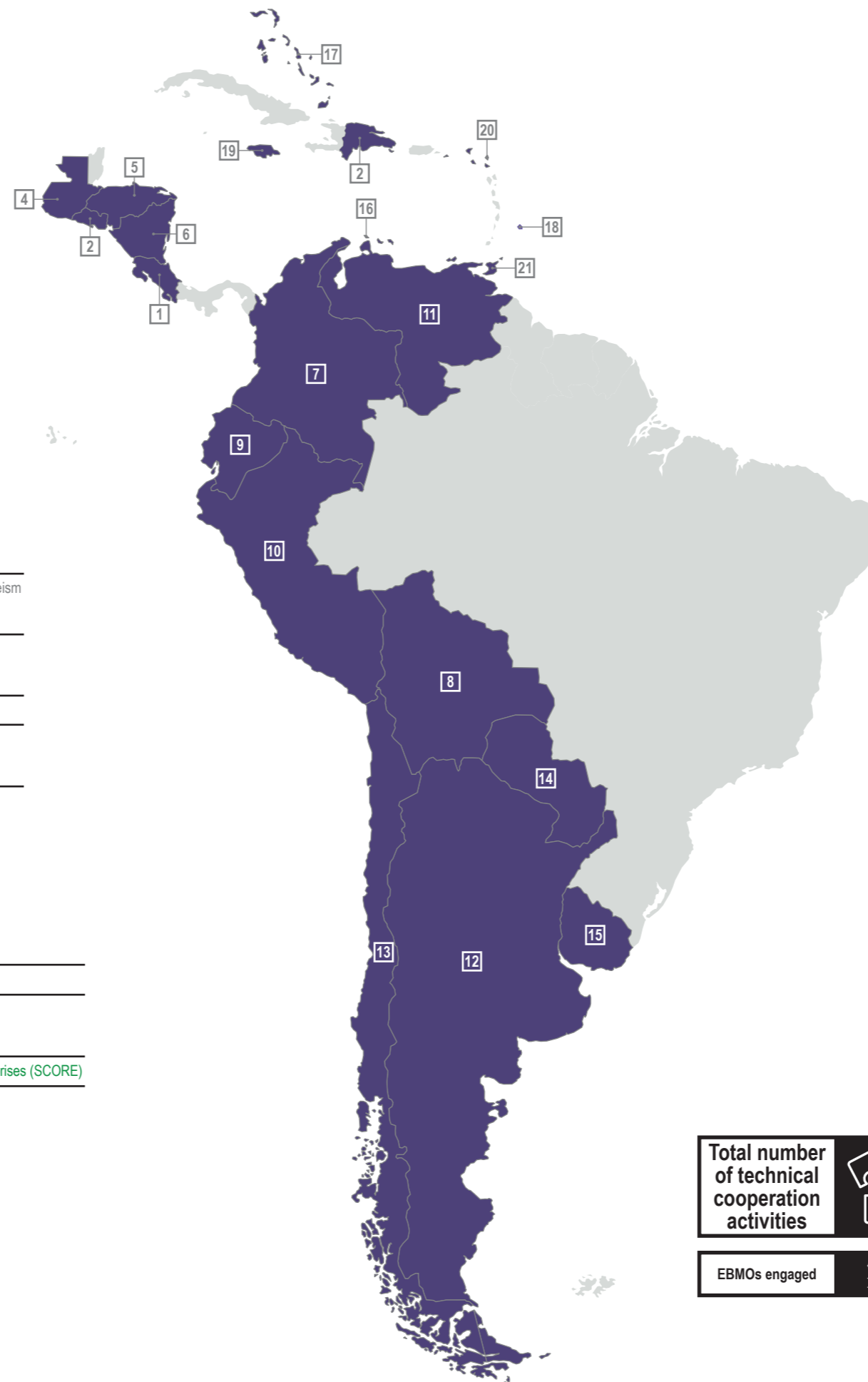
1	Costa Rica	Self-assessment guide on labour compliance Strategic plan
2	Dominican Republic	Strategic plan
3	El Salvador	Self-assessment guide on labour compliance
4	Guatemala	Advisory service on indigenous and tribal people
5	Honduras	Advisory service for compliance with labour law Strategic agenda to promote sustainable enterprises
6	Nicaragua	Strategic agenda for policy A guide on labour law reform

Andean

7	Colombia	Policy proposal on remuneration and absenteeism Centre for Social and Labour Studies
8	Bolivia	Economic Information Service EESE
9	Ecuador ⁶	Ecuador 2030 Agenda
10	Peru	Strategic plan Policy position on social protection
11	Venezuela	New school for business managers

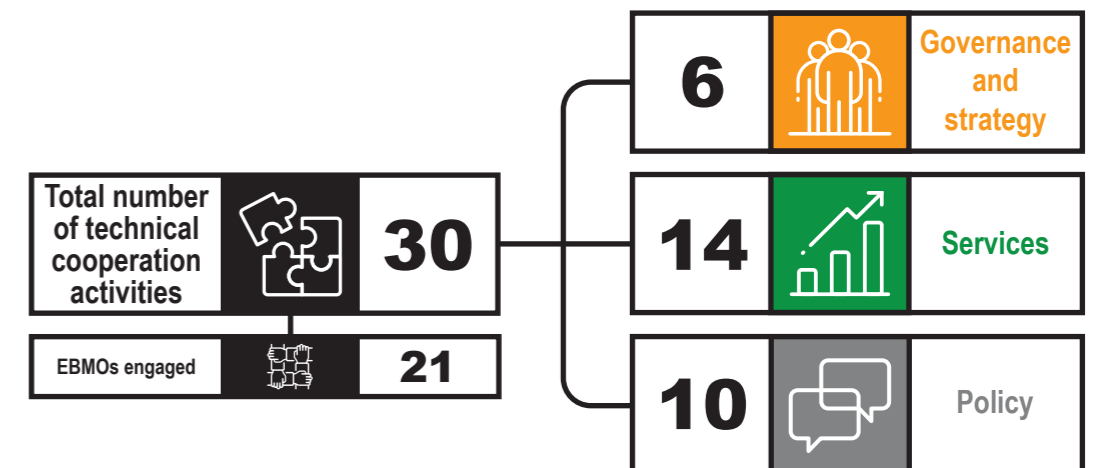
Southern Cone

12	Argentina	Proposals and recommendations on informality
13	Chile	Proposal on migrant workers Support and training for entrepreneurs
14	Paraguay	Sustaining Competitive and Responsible Enterprises (SCORE)
15	Uruguay ⁷	Assessment of the business environment Support for entrepreneurs



Caribbean

16	Aruba	Strategic plan
17	Bahamas	SIYB training
18	Barbados	Training on productivity Tool for measuring productivity
19	Jamaica	CRM system
20	Saint Kitts and Nevis	Policy position of labour law reform
21	Trinidad and Tobago	Industrial relations policy



⁶ The budget includes US\$306,850 for Ecuador from RBSA

⁷ The budget includes US\$200,000 for Uruguay from RBSA



SECTION | 3 |

PUBLICATIONS, FINANCIAL INFORMATION AND TEAM MEMBERS

Publications

Title	Copyright	Year	Language
Global			
Gender diversity journey: Company good practices	ACT/EMP	2017	English and Spanish
Promoting women in business and management: A handbook for national employers' organizations	ACT/EMP	2017	English and Spanish
A global snapshot: Women leaders and managers in employers' organizations	ACT/EMP	2017	English and Spanish
Greening Economies, Enterprises and Jobs: The role of employers' organizations in the promotion of environmentally sustainable economies and enterprises	ACT/EMP	2016	English
Africa			
Mise en place du règlement intérieur d'une entreprise	CGEM and ACT/EMP	2017	French and Arabic
Arab States			
Women in business and management: Gaining momentum in the Middle East and North Africa	ACT/EMP	2017	English and Arabic

Asia and the Pacific

Preventing forced labour in textile and garment supply chains in Viet Nam	ACT/EMP and VCCI	2016	English
Analysis of the economic development role of sectoral business associations: in the rubber, electronics and electrical and automotive sectors in Malaysia, Thailand and Viet Nam	ACT/EMP	2016	English
Business and Peace in Sri Lanka: The roles of employer and business membership organizations	ACT/EMP	2016	English
Disaster risk reduction and disaster management in Myanmar: The roles of employer and business membership organizations	ACT/EMP	2017	English
Enterprise creation, employment and decent work for peace and resilience: The role of employer and business membership organizations in Asia	ACT/EMP	2016	English
Multinational enterprise investment in conflict-affected zones in South-East Asia	ACT/EMP	2017	English
ASEAN in transformation: How technology is changing jobs and enterprises	ACT/EMP	2016	English
ASEAN in transformation: The future of jobs at risk of automation	ACT/EMP	2016	English
ASEAN in transformation: Perspectives of enterprises and students on the future work	ACT/EMP	2016	English
ASEAN in transformation: Automotive and autoparts shifting gears	ACT/EMP	2016	English
ASEAN in transformation: Electrical and electronics on and off the grid	ACT/EMP	2016	English
ASEAN in transformation: Textiles, clothing and footwear refashioning the future	ACT/EMP	2016	English

How technology is changing enterprises and jobs - Sector brief an analysis of how automation will impact the apparel sector value chain	ACT/EMP	2017	English
ASEAN in transformation: How technology is changing jobs and enterprises, Viet Nam country brief	ACT/EMP	2016	English
ASEAN in transformation: How technology is changing jobs and enterprises, Singapore country brief	ACT/EMP	2016	English
ASEAN in transformation: How technology is changing jobs and enterprises, Philippines country brief	ACT/EMP	2017	English
ASEAN in transformation: How technology is changing jobs and enterprises, Myanmar country brief	ACT/EMP	2017	English
ASEAN in transformation: How technology is changing jobs and enterprises, Indonesia country brief	ACT/EMP	2017	English
ASEAN in transformation: How technology is changing jobs and enterprises, Cambodia country brief	ACT/EMP	2017	English
ASEAN in transformation: How technology is changing jobs and enterprises, Thailand country brief	ACT/EMP	2017	English

Latin America and the Caribbean

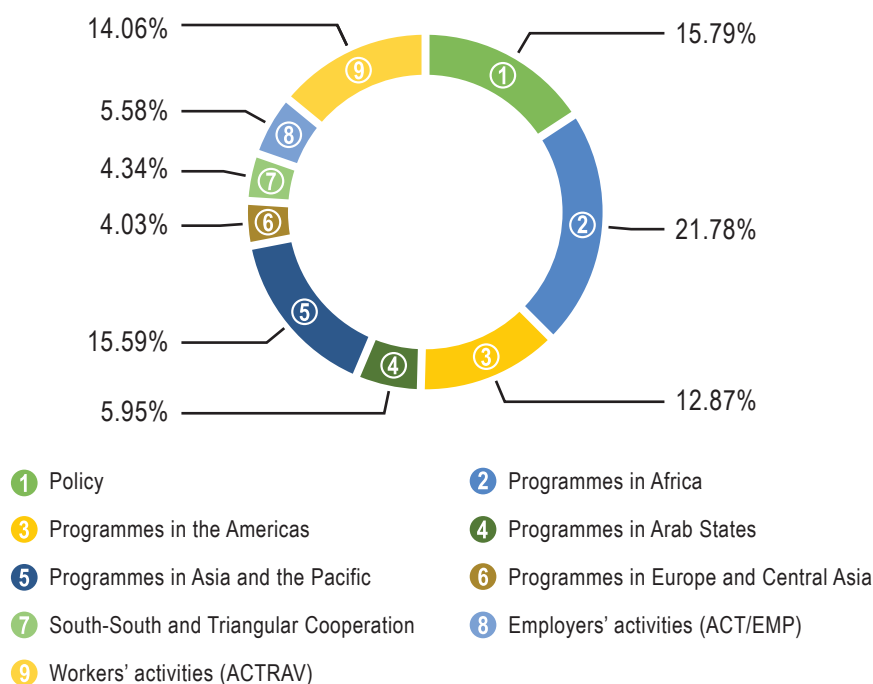
Women in business and management: Gaining momentum in Latin America and the Caribbean	ACT/EMP	2017	Spanish and English
Análisis comparativo del Convenio 169. Convergencias entre OIT y Corte IDH	ACT/EMP	2017	Spanish
Convenio núm. 169 de la OIT sobre Pueblos Indígenas y Tribales en Países Independientes y la consulta previa a los pueblos indígenas en proyectos de inversión. Reporte Regional: Colombia, Costa Rica, Guatemala, Chile	ACT/EMP	2016	Spanish

Construyendo el Diálogo Social en Chile: La Mesa Nacional Agrícola y su Estatuto para el Trabajador Agrícola	ACT/EMP	2016	Spanish
Aprovechar el talento de hombres y mujeres: Guía de gestión de Recursos Humanos con enfoque de género	ACT/EMP	2016	Spanish
Guía para la inclusión de personas con discapacidad en el lugar de trabajo	ACT/EMP	2016	Spanish

Financial information

Overall, financial resources available to ACT/EMP are funded by the ILO regular budget which is the primary source of financing for our staff and our work.⁸ In particular, dedicated Regular Budget Technical Cooperation (RBTC) provides ACT/EMP with resources to execute programmes and activities aligned with the organizational strategies and needs of EBMOs and include longer-term objectives of instilling ownership for sustainability. From the ILO global budget of US\$40 million earmarked for RBTC available for the various policy departments and field offices, ACT/EMP RBTC consisted of approximately US\$2.27 million or 5.6 per cent of the ILO RBTC in 2016-17 (figure 1).⁹

Figure 1. Distribution of ILO RBTC resources by programme, 2016-17 (percentage)



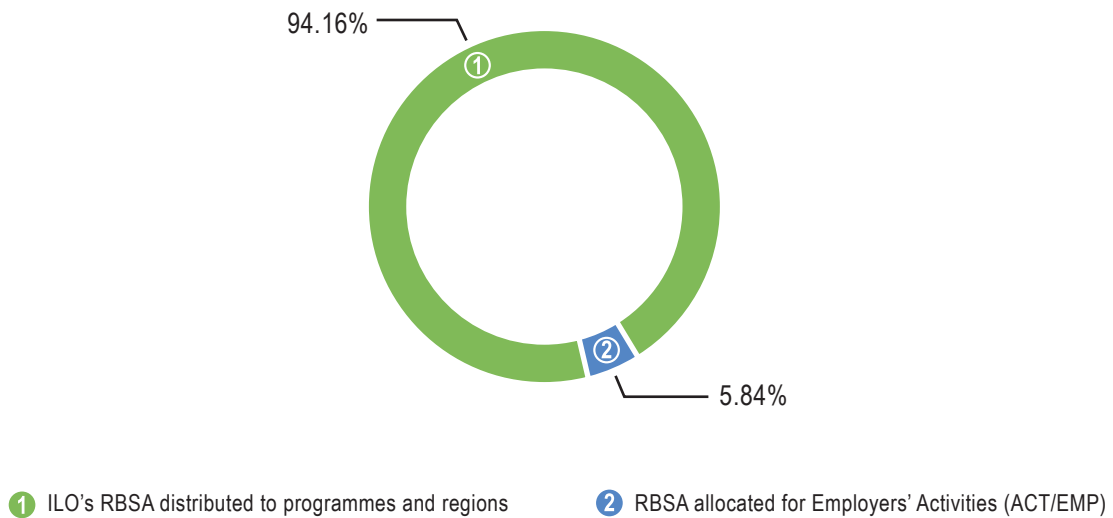
The ILO also has unearmarked core funding in the form of Regular Budget Supplementary Account (RBSA). The flexibility of this funding modality allows the ILO to respond in areas and countries where opportunities for results exist and other resources are not readily available. In 2016-17, ACT/EMP received RBSA for five countries –Cameroon, Ecuador, Lebanon, Myanmar and Uruguay – which consisted of US\$1.7 million or 5.84 per cent of the total ILO RBSA funds of US\$29 million (figure 2).¹⁰

⁸ The regular budget includes ACT/EMP staff costs, travel on official business, general operating expenses, supplies and materials, fellowship grants and RBTC and other budgetary items

⁹ The ILO Programme and Budget 2016-17 is available at: <https://www.ilo.org/intranet/english/bureau/program/download/pdf/16-17/pb-2016-17-en.pdf>

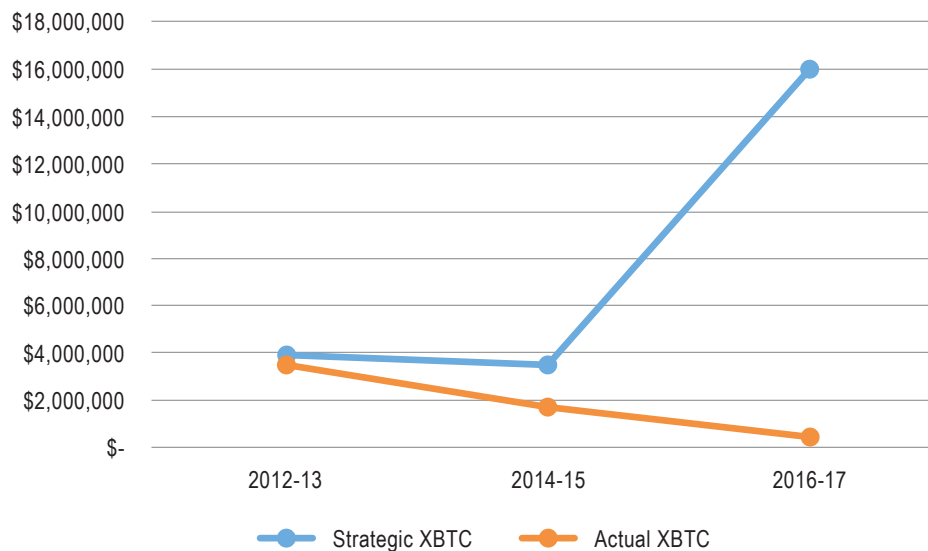
¹⁰ An overview of RBSA for 2016-17 is available at: <http://www.ilo.org/pardev/donors/rbsa/lang--en/index.htm>

Figure 2. Distribution of ILO RBSA for Outcome 10 (employers' activities) compared with other programmes and regions, 2016-17 (percentage)



In addition to ACT/EMP RBTC and RBSA, other forms of budget sources include RBTC available at ILO regional and country offices (regional RBTC) as well as voluntary contributions from donors in the form of extra-budgetary resources (XBTC). In previous bienniums, ACT/EMP received XBTC from two partners – the Norwegian Ministry of Foreign Affairs and the Swedish International Development Agency – who provided contributions to the ILO for improved social dialogue. However, in 2016-17 ACT/EMP experienced unforeseen reductions in donor contributions due to refocusing of donor funds to specific areas such as crisis and migration. Figure 3 depicts the widened gap between the strategic XBTC budget allocated to ACT/EMP in the ILO Programme and Budget 2012-13, 2014-15 and 2016-17 with the actual XBTC amount received.

Figure 3: Comparison of strategic XBTC and actual XBTC allocated to ACT/EMP, three bienniums (United States dollars)



While the ILO operates based on zero budget growth and budgetary challenges continue, ACT/EMP remains committed to designing and implementing impactful technical cooperation activities to benefit employers' organizations worldwide. In 2018-19, we will seek more innovative funding opportunities through partnership with the wider donor community, multilateral systems, companies and employers' organizations and we will continue to demonstrate the value of our work.

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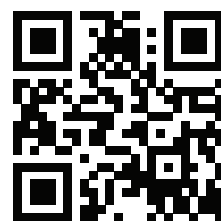




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