

Dear reader,

Welcome to the third edition of Lempnet Newsletter! As it closes the year, this edition will present a review of our Programme activities during the year 2009.

2009 has been a very difficult year for everyone: companies, employers' organizations and all of us involved in supporting them. But the crisis has offered us opportunities, in particular giving new insights and perspectives to see and handle issues differently. Today, the first signs of economic recovery are there. We therefore have two reasons to be positive for the year to come.

On our side, we have focused our efforts to adapt our training offer to employers' organizations' needs. It will remain our pleasure to be at your service in the training and capacity building field next year, and we look forward to continuing to collaborate with you in 2010.

The Employers Activities Training Programme team in Turin sends to all of you his best wishes for a successful, happy and fruitful 2010.

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and the whole ACT/EMP Turin team: Jeanne Schmitt, Paolo Salvai, Maria Vasquez,
Barbara Maino, Rachida Zingara, Stefania Turco, Fabio Ghiazza and Aude Guimont.

Lempnet is an Internet platform dedicated to the employer organisations' community around the world. Lempnet is a tool for knowledge sharing and learning amongst employers. More information on the services provided on lempnet for employers is available here: <http://lempnet.itcilo.org/en/programme-in-brief/document-employers/lempnet-what-for>



Report of activities in 2009

ACT/EMP activities in 2009

In 2009, 48 training courses on strengthening EOs' management and policy role have taken place under the management of our

Programme for Employers' Activities (ACT/EMP). This is 11 more trainings than in 2008, which hence confirms the positive trend of ACT/EMP activities over the last three years and the growing trust that has been given to



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the Programme. Among them, 15 trainings were organized for African countries, 10 for America, 9 for the Asia and Pacific region, 12 for Europe and Central Asia, and 4 were interregional. In total, more than 1'000 national EO, branch and local organizations' staff and Board members participated in these trainings, whether in the field (national or regional seminars) or in the ITC/ILO campus in Turin, Italy.

ACT/EMP organized 10 courses on Effective Employers' Organizations, which offer basics on EOs' management. Other courses offered in 2009 included: project design management and revenue building; child labour related project design; in depth lobbying; negotiation skills; Occupational Safety and Health services; training services; export promotion services; opportunities for EOs in the framework of Decent Work Country Programmes; social dialogue; youth employment.

In addition to these, ACT/EMP managed a training cycle for employers from the chemical sector in Europe (European Chemical Employers' Group – ECEG). This was part of a project funded by the European Commission, aiming at building capacity in new EU member States and candidate countries to support social dialogue both at the national and European levels. A final conference took place on 9 and 10 December 2009, during which European social partners of the chemical industry signed a joint declaration.

In 2009, ACT/EMP Turin also conducted, together with the ILO/ACTEMP field specialist based in Chile, 5 activities for employers' organizations in the South Cone of Latin America region. These activities were part of a two-year project for strengthening the business network in the region.

Finally, training activities were organized for employers' organizations from the fishing sector in Latin America.

Training material

In addition to that, a number of training materials has been developed, namely on EOs and youth employment, lobbying, and macro-economic concepts for negotiators, including both documents for tutors and for participants. Handbooks on skills policies, services, training services and communication are in development and will be finalized in 2010.

Measuring training impact

ACT/EMP Turin is interested to know whether its training activities make any real impact and change within the employers' organizations, enhance their services and increase their policy influence.

In an effort to measure the impact of its trainings, ACT/EMP conducted an evaluation survey towards all former participants to the courses on Effective Employers' Organizations (EEO), which have taken place from the beginning of 2008 until mid-2009 (12 activities).



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The survey aimed at measuring the impact of the training both on individual and organization's performance.

Results are encouraging: among the respondents, 87% considered that the training helped them to improve their individual job performance, whether by offering them better knowledge and new insights, by improving their networking opportunities or by making them working faster.

On the other hand, the survey results reveal that almost all participants recognize the positive impact of the training on their organization. Indeed, 90% of them consider that the training had - at least partly - a positive impact on their organization in the fields of governance, strategy, membership, services and communication (both internal and external with the media). Interesting enough is the case of Uganda Employers' Federation, whose results show that the training had a concrete effect in several fields: indeed, following the training, membership increased (13 members more), a new strategic plan has been designed, existing service was improved, a new service was developed, and policy change was proposed and obtained, notably in the area of social health insurance scheme.

According to the participants, the training had less impact on EOs' fee structure and revenue building (75% of respondents consider that the training affected to some extent the fee structure and the revenue of the organization in a positive way), as well as on policies

affecting the business environment (around 50% consider that the training had only "partly" an impact on policy change). This lesser effect on policy change can be explained by the fact that the outcomes of EOs' advocacy strategies do not only depend on the EO itself, but also depend on external factors.

ACT/EMP also carried out impact evaluation on courses on EO's opportunities in the framework of Decent Work Country Programmes (DWCPs). According to the replies received, the training had an impact both on individual and organizations' performance: indeed, all the respondents consider that, following the workshop, their EO participated at least in the formulation of DWCPs and/or in their implementation.

Training Needs Analysis 2010

In November 2009, ACT/EMP Turin organized a survey on training needs among employers' organizations all around the world. In total, 61 organizations from 58 countries replied.

The results provide a better view on priorities for training for next year. Globally, the highest priority training areas expressed by employers' organizations regard internal aspects of EO's management (like funding opportunities; effective services; lobbying, communication, membership strategies - including involving more SMEs, and strategic development plan). A second area where priorities expressed are among the highest concerns labour market issues (analysis and answers to labour market

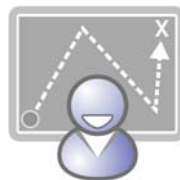
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issues) and employment and skills policies. These priorities vary between regions: indeed, building up funding opportunities seems to be less urgent for American EOs than for African, European and Central Asian ones for example. In Asia, the top priority appears to be the improvement of EOs' services.

The survey also aimed at assessing areas of needs where EOs' staff proficiency was the lowest (according to the respondents). Results reveal that, in fields such as labour market issues, project design and project management, corporate social responsibility, basic macro-economics, Decent Work Country Programmes,

the average level of staff proficiency is lower compared to the high interest of EOs in these areas. This reveals a need for training.

The 2010 training programme strives to reflect EOs' needs as expressed through this survey, in addition to continuous assessment among participants. The following section presents the programme of next months' training activities. ACT/EMP will keep on its efforts to offer quality trainings in EOs' priority fields of interest, adapting them offer to local, regional and national realities.



Training

Here's the recently extended list of our next months' training activities in the 5 world's regions – Check what's up in your region?!

TRAINING COURSES FOR THE AFRICA REGION

- ✓ SMEs and the crisis
 - February 2010 in Botswana
- ✓ Effective Employers' Organizations (EEO)
 - March 2010 in Mozambique
 - March 2010 in Rwanda
- ✓ Decent Work Country Programmes
 - February 2010 in Central Africa

- March 2010 in Dakar
- ✓ Export Promotion Services
 - February 2010 in Morocco
- ✓ Macroeconomic concepts
 - January 2010 in South Africa
- ✓ Communication
 - March 2010

TRAINING COURSES FOR ASIA AND THE PACIFIC REGION

- ✓ Effective Employers' Organizations (EEO)



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- February / March 2010 in Indonesia
- March 2010 in the Balkans
- ✓ Employers' organizations and Youth Employment
 - January 2010 in New Zealand
- ✓ Occupational Safety and Health
 - February 2010 in Eastern Europe
- ✓ Lobbying in depth
 - April 2010 in West Indonesia
- ✓ EU project on strengthening Temporary Agencies (TCAs)
 - Workshop on issues, approaches and practices in Belgium in February 2010
 - Workshop on issues, approaches and practices in France in February 2010

TRAINING COURSES FOR EUROPE AND CENTRAL ASIA

- ✓ Developing of Communication Policies for Employers' organizations
 - January 2010 in Turin
- ✓ Training services

>>> Don't forget to check our training catalogue for latest updates:

<http://lempnet.itcilo.org/en/training/training-catalogue2>

Lempnet, it's also ...

- Regular polls on users' opinion
- RSS feeds from websites of interest to employers
- A customised Internet search engine
- An online survey on employer organizations' training needs
- A CVs database for trainers and experts
- An online learning platform for participants to our workshops

... Make it yours!