

Outcome 9 – Employers have strong, independent and representative organizations

RESULTS BY INDICATOR

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.

Measurement

To be counted as reportable, results must meet the following criteria:

1. A strategic plan for the employers' organization is endorsed, as documented in the proceedings of its board or equivalent document.
2. A capacity-building programme is implemented for both managers and staff of the employers' organization in line with the strategic plan.

Country/ Country programme Outcome (CPO)	Measurement Criteria	Result Achieved	ILO Contribution
Africa			
Lesotho/LSO801 Improved internal capacity of Employers' Organizations to influence economic and social policy.	1	The Association of Lesotho Employers and Business (ALE&B) developed a Strategic Plan for 2012-2014 which was endorsed by the Board.	ILO provided technical and financial support for the development of the strategic plan, including facilitation of the strategy session.
	2	In line with the strategic plan, the Board has approved the restructuring of the Secretariat and the revision of the constitution to enable the Association to achieve its strategic objectives. Training programmes have been implemented for the new Chief Executive and staff to enable them to implement the strategic plan with a performance	ILO provided capacity building training to the recently appointed Chief Executive Officer on effective business membership organisations and the role of business organizations in skills development to meet the needs of industry. The ILO also: - Facilitated training using the <i>Effective Employers Organisation</i> tool for the

		management system in place.	<p>newly recruited staff.</p> <ul style="list-style-type: none"> - provided technical support for the development of a Performance Management System. - Trained 40 employers' negotiators on determinants of minimum wages in August, 2013. - Provided technical support for women entrepreneurship training and capacity building on good governance for the Lesotho Federation of Women Entrepreneurs.
Arab States			
Palestinian Territory, Occupied/PSE801 Strengthened institutional capacity of employers' organisations	1	The Federation of Palestinian Chamber of Commerce and Industry (FPCCIA) developed its 2013-2015 organizational strategic plan, which was endorsed by its board and presented to all other Palestinian Chambers that are Members of FPCCIA in August 2013. The plan identifies the organizational vision and specific objectives to be achieved including the introduction of annual Key Performance Indicators.	- The ILO provided technical and financial support to FPCCIA in conducting a capacity assessment in cooperation with board and staff members in a workshop in April 2013, and in developing and adopting its strategic plan.
	2	A list of priority reforms was developed by FPCCIA, including the establishment of a Policy Unit supported by an Economic and Legal Officer. These initiatives are based on the recommendations of the capacity assessment report and are in line with the	With support from the ILO, an Economic and Policy Officer was recruited who formulated and drafted this strategy in coordination with the President of FPCCIA and the Board.)

		strategic plan	
Asia and the Pacific			
Cambodia/KHM130 Professional and technical capacities of employers' organizations strengthened.	1	Cambodian Federation of Employers and Business Associations (CAMFEBA) developed its 2012-2015 organizational strategic plan which was endorsed by its board. The plan identifies the organizational vision and specific objectives to be achieved.	ILO provided technical support to CAMFEBA in the process of developing and adopting its strategic plan, including use of ILOs <i>Effective Employers Organization</i> and the <i>Enabling Environment for Sustainable Enterprises (EUSE)</i> toolkits.
	2	In connection with the strategic plan, a training workshop was implemented for managers, staff and representatives of regional and sectoral employers' organizations, which strengthened their capacity to develop and elaborate the main objectives of the strategic and implementation plans. After a further independent assessment of progress, a Board member has been tasked with follow-up of the recommendations.	<ul style="list-style-type: none"> - ILO delivered a workshop to CAMFEBA on the procedures and tools needed to develop and implement a strategic plan. - ILO organized a follow up independent assessment of CAMFEBA that examined progress on implementing the main conclusion of the strategic plan.
Indonesia/IDN801	1	A two year strategic plan (2012-2013) was developed for the Employers Association of Indonesia (APINDO) Dewan Pengurus Nasional (DPN) and endorsed by the Board. APINDO expanded its mandate from being a traditional employers' organization to a broader business membership organization by providing membership services on wider business areas such as trade and investment while maintaining labour and employment	ILO organized a strategic planning workshop for APINDO and provided technical support in the process of developing and adopting its strategic plan.

		issues as core functions of the organization.	
	2	In connection with the strategic plan, which identified enhancing APINDO's marketing strategy as a key to increasing its membership, a capacity building workshop on membership recruitment and communication was held for Secretariat staff. As a result, APINDO put together a membership kit, which included a new brochure and organizational profile	The ILO organized and conducted the capacity building training for APINDO staff. In particular, technical advice was provided on the role of employers organizations and communication using the <i>Effective Employers' Organization</i> toolkit
Kiribati/KIR801	1	Kiribati Chamber of Commerce and Industry (KCCI) developed its 2012-2016 strategic plan and governance charter which were endorsed at the Chamber's AGM in Feb 2012. KCCI's Constitution was also revised to be in line with the governance charter.	The ILO organized and provided technical guidance for the strategic planning workshop which was attended by 25 members of KCCI.
	2	In connection with the strategic plan, training on corporate governance was provided to KCCI Board and staff.	ILO provided technical support and training on corporate governance and guidance throughout the workshop based on the <i>Effective Employers' Organization</i> toolkit.
Bangladesh/BGD801 Improved capacity of the employers contributes to effective DWCP implementation at country level.	1	The Bangladesh Employers Federation (BEF) developed a strategic plan for the period 2012-16. The plan identifies the organizational vision, mission and strategic objectives to be achieved. The plan was adopted by the BEF Board of Management.	ILO technical and financial support was provided to the BEF in the formulation of the strategic plan.

	2	Capacity of BEF staff was strengthened in relation to key strategic objectives of the plan to develop new service products in the area of industrial relations training and labour law compliance.	ILO provided technical and financial assistance in the preparation of training and tools to build staff capacity to develop new service products in line with the strategic plan.
Nepal/NPL801 Improved capacity of the employers contributes to effective DWCP implementation at country level.	1	The Employers Council of The Federation of Nepal Chambers of Commerce and Industry (FNCCI:EC) developed a strategic plan for the period 2012-15. The plan identifies the organisational vision, mission and strategic objectives and was adopted by the FNCCI management board.	The ILO provided financial and technical assistance in developing the strategic plan.
	2	A programme for capacity development of FNCCI Managers and staff in line with strategic objectives was implemented. Staff capacity was developed through training on social dialogue to achieve the strategic objective of establishing a bipartite forum for dialogue, through training on labour standards, and by facilitating the expansion of Employers Council network through region based activities.	The ILO provided financial and technical assistance and training on social dialogue for staff in FNCCI head office and the regions and ILS training at ILO ITC.

Americas			
Grenada/GRD801 Strengthened institutional capacity of the employers' organization in Grenada	1	The Grenada Employers' Federation (GEF) developed a strategic plan for the period 2013 - 2016, which was endorsed by the GEF Board in December 2012. The plan sets out the goals of GEF and is supported by an action plan.	The ILO provided technical and financial support to undertake an organisational review of GEF, including a SWOT analysis, to enable the Board to identify the areas to be included in its strategic plan.
	2	The Board members and staff of GEF have strengthened their ability to elaborate and prioritise the components of the strategic plan to ensure implementation. Staff have built capacity to deliver workshops for members on the labour code, a new service identified as a priority in the strategic plan.	The ILO organised and delivered a training workshop to GEF on the procedures and tools needed to develop and implement a strategic plan and provided technical and financial support to build staff capacity on the Labour Code.
Jamaica JAM801 Strengthened institutional capacity of the employers' organization in Jamaica	1	The Jamaican Employers' Federation (JEF) developed a commercial strategy for the period 2012-2015 which was endorsed by the JEF Council in August 2012. The strategic plan focused on how to diversify the income of JEF to ensure its on-going growth and viability.	The ILO provided technical and financial support to undertake an organisational review of JEF to identify areas of focus to develop new income streams
	2	The Council members and staff of JEF have increased their capacity to identify different income streams and to develop different services in line with the commercial strategy adopted.	The ILO provided technical guidance including through the use of the <i>Effective Employers Organisation</i> toolkit to enable a wider provision of services to be implemented in line with the strategy.
Uruguay/URY801		The National Chamber of Commerce and	ILO provided support for the design of a

Fortalecimiento de las capacidades institucionales de las organizaciones de empleadores		Services of Uruguay (CNCS) improved its efficiency and competitiveness through the adoption of a strategic action plan for each of its technical departments. The plans have been endorsed by CNC's board.	strategic action plan which included five workshops for capacity building of the organization to: identify the mission, vision, map of processes and identification of possible improvements; develop an internal policy and handbook on quality services; design tools for an on-going process of quality management of services; and follow-up actions (such as internal audits).
	2	<p>The National Chamber of Commerce and Services of Uruguay (CNCS) developed and implemented its own system of quality management for services provided to its membership.</p> <p>A training program covering internal services of the Chamber: certificates of origin, general services, institutional, communications, administration and finance, legal and information technologies was developed to train CNCS staff to streamline processes and increase efficiency of these services provided to members.</p>	To build staff capacity for implementation of the strategic action plans, ILO technical assistance was provided to CNCS´s internal departments to design and implement a training program to improve services provided by CNCS to its membership..

Indicator - 9.2. Number of national employers organizations that, with ILO support, create or significantly strengthen services to respond to the needs of existing and potential members.

Measurement

To be counted as reportable, results must meet at least one of the following criteria:

1. A budgeted plan is officially adopted to extend services to current and potential member enterprises of the employers' organization.
2. New or improved services are provided by the employers' organization, as documented through service records (training, information systems, publications, consulting services).

Country/ Country programme Outcome (CPO)	Measurement Criteria	Result Achieved	ILO Contribution
Africa			
Algeria/DZA801 Strengthened institutional capacity of employers' organisations	1	The Confédération générale des Entreprises algériennes (CGEA) adopted a new strategy to enhance CGEA's visibility in the regions and to improve dialogue and services between the local offices and the headquarters.	The ILO provided technical and advisory services for development of the strategy and provided training for 15 local staff on basic management skills based on the <i>Effective Employers' Organization</i> toolkit training (in collaboration with the ITC in Dec. 2012). ILO supported two major events on the role of the CGEA in the local development - in Oran (Dec. 2012) and in Annaba (Feb. 2013) with 100 participants per event including political and union leaders.
	2	As a result, CGEA has increased its membership from 1,476 in January 2012 to 1,823 in April 2013. The CGEA opened 16 new offices during the same period in different regions of Algeria in 34 out of 48 districts. These new offices have improved the ability to communicate with and provide services to local members including through the publication of a new magazine for the business community.	The ILO provided technical support for the creation of the first issue of the CGEA business magazine.

<p>Angola/AGO801 Renforcement des capacités des organisations des employeurs</p>	<p>2</p>	<p>La Chambre de Commerce et d'Industrie de l'Angola (CCIA) fournit de nouveaux services à ses membres notamment dans le domaine de la Responsabilité sociale des entreprises (RSE) :</p> <p>L'atelier d'information, de sensibilisation et de formation à la RSE, organisé à l'intention de 30 chefs d'entreprises et responsables d'organisations membres de la CCIA, a permis aux participants d'acquérir une meilleure connaissance du concept de la RSE, d'échanger leurs expériences sur la base d'exemples vécus, de prendre l'engagement d'adhérer à une initiative RSE telle que le Global Compact, de définir et de délimiter le rôle et la responsabilité de la CCIA dans la promotion de la RSE.</p> <p>La CCIA se dote d'une commission de suivi de la RSE tandis qu'une unité sur la RSE est mise en place au sein du secrétariat.</p>	<p>Le BIT a apporté un appui technique et financier à l'organisation de l'atelier de sensibilisation, d'information et de formation à l'intention des membres de la CCIA en Décembre 2013 à Luanda.</p>
<p>Congo Democratic Republic/COD 801 Renforcement des Capacités des organisations d'Employeurs</p>	<p>2</p>	<p>La Fédération des Employeurs du Congo (FEC) a fait bénéficier à 20 Femmes entrepreneures le Programme ACCESS de développement de l'entrepreneuriat féminin. Un accent a été mis sur le développement de leurs compétences en gestion et en techniques d'exportation.</p> <p>De plus, La FEC a mis en place une commission de suivi de l'entrepreneuriat</p>	<p>Le BIT a apporté un appui financier à l'organisation de l'atelier qui a eu lieu à Kinshasa en juillet 2013.</p>

		féminin, et un plan de suivi des femmes formées est disponible.	
Ethiopia/ETH801 Institutional capacity of employers' federation Strengthened	2	<p>The Ethiopian Employers Federation (EEF) expanded its membership services through the provision of "An Employers Guide to Labour Law" which will enable members to address labour issues including discipline, termination of employment contracts and minimum terms and conditions of service. The Guide will be used in conjunction with EEF training and consultation services.</p> <p>-EEF has expanded its service provision to the regions through its Regional Office bearers. To keep abreast of members concerns, EEF has developed a registering and monitoring system to track members' inquiries and concerns.</p>	<p>The ILO provided technical and financial support to EEF to conduct a study identifying the needs of EEF current and potential members with the aim of increasing EEF's membership base and diversifying its service offer. ILO provided technical support in development of the Guide on Labour Law.</p> <p>- The ILO provided technical and financial support to EEF to expand its services at regional level and develop the membership monitoring system.</p>
Namibia/NAM801 Strengthened institutional capacity of employers' organisations.	1	<p>A membership outreach programme was adopted and implemented in 3 regions to promote the Namibian Employers' Federations (NEF) services to current and potential member enterprises. A new membership services offering plan was adopted and disseminated for members to access the services. A new strategic plan was developed in November 2013 which incorporated the new services provision portfolio.</p>	<p>ILO conducted a capacity building workshop for employers' organizations in the SADC region based on the <i>Effective Employers Organisation</i> toolkit. (November 2012) ILO provided technical support for the membership needs assessment to inform the NEF service offering plan and for development of the new strategic plan</p> <p>- ILO offered technical support in the</p>

		As a new member service, in collaboration with two trade union centres (TUCNA and NUNW), a simplified labour law booklet was developed in English, and in two local languages for increased awareness on labour law requirements and for improving employment relations and working conditions.	development of the labour law booklets in collaboration with the German development agency (GIZ).
Uganda/UGA803 Strengthening institutional capacity of employers' organizations	2	As part of an expanded membership service, the Federation of Uganda Employers is providing guidance on labour laws and human resource issues to SMEs, including dissemination of a new guide on labour legislation for SMEs. ILOs SIYB training material is also in use as part of the new service offer.	The ILO provided technical support for a study identifying the needs of SMEs as a basis for designing the new service, for the SME guide on labour laws and through provision of the ILO SIYB material.
Tanzania/TZA801 Strong and representative employer's organisations influencing economic and social policies	2	The Association of Tanzania Employers developed a toolkit on "Employment Contracts: Engagement and Termination" as an expanded service. The Toolkit will be used in training and consultations and as a reference aid by employers. It helps employers deal with issues relating to engagement and termination, assists them to comply with the law/ procedures, thereby reducing disputes and compensation paid for unlawful termination, and improves industrial relations at the workplace.	The ILO provided technical and financial support for development of the toolkit.

Asian and the Pacific

<p>Mongolia/MNG801 Strengthened institutional capacity of employers' organizations</p>	<p>2</p>	<p>The Mongolia Employers Federation (MONEF) launched a new guide and service on collective bargaining and on dispute resolution. MONEF is offering follow-up training workshops in these service areas, an integral part of the MONEF service offering.</p>	<p>Using generic ILO guides on collective bargaining and dispute resolution, the ILO supported the localization process of these products to include the specificities of national legislation. A training of trainers was held for MONEF sectorial and professional associations along with MONEF staff from provincial branches. The guides were the basis for the workshops during which participants were trained to assist enterprises in resolving disputes at either provincial or sectorial level. Trainers' certificates were granted upon successful completion of the training. The trainers carried out training on "Labour dispute settlement" issues to provincial "aimags" and professional associations.</p>
<p>Vietnam/VNM801</p>		<p>The Vietnam Chamber of Commerce and Industry (VCCI) launched a new Human Resource Management service for members based on research and development of a "Best practice HRM Guide". The new training service provides enterprises with much needed practical information to recruit, up- skill, reward and retain their staff.</p>	<p>The ILO organized an initial workshop with VCCI to help shape the "HRM best practices" service.</p>
<p>Cambodia KHM801</p>		<p>1.The Cambodian Association of Employers and Business Associations (CAMFEBA) has improved its advisory services to companies through a new guide and a code of practice for members on discrimination-related legislation. promoting equality and preventing</p>	<p>1.ILO provided technical assistance in developing the base material and in organizing two training of trainers (TOT) workshops for employers on promoting equality and preventing discrimination at work</p>

		<p>discrimination at work. The Code was launched in October 2013 by the government providing CAMFEBA with significant visibility in the media and amongst its membership.</p> <p>2. A new CAMFEBA branch was opened in the country's second city, Siem Reap and professional staff recruited to deepen CAMFEBA's presence and extend services. Employers are now better informed on relevant labour issues such as dispute prevention and resolution, trade union rights, labour law revisions and trade union law. Membership in Siem Reap increased by more than 200%.</p> <p>3. CAMFEBA's Legal Services Unit was expanded to cover commercial, taxation and HR related issues. CAMFEBA has now become a one-stop shop for HR & legal compliance Services. Over 30 company members have signed contracts to use these services.</p> <p>4. CAMFEBA further strengthened its services through production of an investment guide "Investing and Doing Business in Cambodia" which provides investors with information on the investment climate in Cambodia in particular from HR/IR and social policy perspectives. The guide addressed an information gap for potential investors and helped raise CAMFEBA's profile as a key knowledge provider.</p>	<p>in Cambodia.</p> <p>2. ILO supported the organization of a CEO briefing in Siem Reap on key issues of relevance to regional members, and a workshop on national CAMFEBA survey results which reviewed the service offer in the region.</p> <p>3. ILO provided technical and financial support to expand the legal services unit.</p> <p>4. ILO provided technical support in the conceptual design of the report, and assisted in the final validation and launch of the investment guide</p>
Fiji/FJ1801 Institutional capacity of employers' organisations is strengthened	2	1. The Fiji Commerce and Employers Federation (FCEF) established an Industrial Relations (IR) unit, identified as the most needed service within FCEF's 2010-2013	1. ILO provided technical and financial support for the preparation of the IR unit's first publication, "An employers' guide to employment relations in Fiji"; development of

	<p>strategic plan. The unit assists members on industrial relations issues, in particular mediation service and the Employment Relations Promulgation (ERP). A full time advisor was recruited who carries out advocacy roles related to IR.</p> <p>2. FCEF expanded its training services through: a) the release of An Employers' Guide for Collective Bargaining and provision of an introductory training for both employers and workers; b.) the offer of a new training course on Change Management, addressing how member companies can effectively adapt to the changing business environment.</p> <p>3. In order to promote gender equality in the workplace and women entrepreneurship in Fiji, the Federation launched FCEF's Women Entrepreneurs and Business Council. As part of the Council's establishment, a national gender survey was undertaken and a report produced to enhance understanding of the situation of women in management. "An Employers' Guide to Gender Equality" was also published and launched, along with two introductory trainings.4) An FCEF publication Employers' guide on eliminating child labour was produced to provide employers in Fiji with guidelines to combatting child labour in</p>	<p>an IR portal in FCEF's website; promotional road shows in Suva and West Fiji to introduce the IR unit; hiring process of an IR officer; and official launch of the new IR service.</p> <p>2 a) The ILO provided technical support for localizing the generic ACT/EMP collective bargaining guide to include the specificities of Fijian legislation and best practices, and helped final validation and launch of the product. b) ILO provided technical support and training through the ITC on Change Management for Public and Private-Sector Institution..</p> <p>3.ILO provided technical support in establishing the Women's Council, for the training workshops, in carrying out the gender survey (100 responses), in reviewing the draft guide and in designing the training material for the TOT.</p> <p>4) Using a generic ACT/EMP guide on "Eliminating Child Labour-Guides for Employers," the ILO supported the localization</p>
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		the workplace. The development of the guide was publicized at the FCEF's Top Executive Council (TOPEX), attended by FCEF and the government. Two training workshops were also delivered by FCEF to 50 FCEF corporate members based on the newly developed guide.	process of this product.
Indonesia/IDN801 Strengthened institutional capacity of employers' organisations	2	<p>1.The Employers' Association of Indonesia's (APINDO) research and information unit and its capacity to advocate for its members' interests have been strengthened through enhancement of its technical skills in conducting surveys and research on policy or business-related issues. Formats for guidelines, surveys, coding and data analysis were developed. As a pilot initiative, a skills survey was carried out to assess skills needs and shortages in selected sectors as well as to better document profiles of APINDO members.</p> <p>2.APINDO released an employers' guideline on Preventing Sexual Harassment at the Workplace as part of the International Women's Day in 2012. This is now an integral service provided by APINDO's SMEs, Women Employers, Women Labour, Gender and Social Division. The launch included a panel discussion with APINDO chairman and ILO representative which was broadcast live</p>	<p>The ILO organized training for DPN and Dewan Pimpinan Provinsi (DPP) APINDO members to introduce the draft guidelines and method for conducting surveys and data analysis. ILO invited a resource person from the Malaysian Employers Federation (MEF) Research Unit to share experiences and on-going research and advocacy activities.</p> <p>ILO provided technical assistance in developing the employers' guidelines and organized an employers' focus group of 20 APINDO members to gather inputs and validate the content.</p>

		across 10 Indonesian cities.	
Philippines/PHL801 Strengthened institutional capacity of employers' organisations	2	<p>1. The Employers' Confederation of the Philippines (ECOP) updated and revised its 2007 version of "Guidebook for Effective Employers" – a five volume handbook that provides guidance for business practitioners on issues related to labour standards, labour relations and laws affecting labour and management – to reflect the changes in legislation and doctrine from Supreme Court decisions. With the revised guide in place, ECOP has been able to provide advice and enhanced services related to HR/IR to its members.</p> <p>2. ECOP developed "Toolkit for Employers: Labour Management Cooperation," which enables companies to form, manage and sustain a labour management council. Relevant training and advocacy materials were also produced.</p> <p>3. ECOP has offered a new service on gender equality through its CSR department. ECOP developed a toolkit and training module for employers on gender equality and women's rights at work to enhance awareness on related legislation and to equip practitioners with skills to support women's rights in the</p>	<p>ILO provided technical guidance during the revision process and focus group discussions to validate the guide. ILO provided training for ECOP staff to provide on providing HR/IR services to its members based on the guide.</p> <p>2. ILO provided support for the development of the toolkit and training materials.. The ILO also organized advocacy meetings and focus group discussions to provide input into the draft toolkit and two training programmes for 60 LMC implementers.</p> <p>3. ILO provided technical support in the conceptual design of the gender toolkit and training module and a pretesting for the training manual. The ILO also offered assistance in carrying out the gender survey.</p>

		workplace. ECOP also conducted a gender survey with 120 companies on the situation of women in business and management in the Philippines and produced an analytical report.	
India/IND801 Strengthened institutional capacity of employers' organisations	2	<p>1. The Standing Conference of Public Sector Enterprises (SCOPE) of India expanded the scope of its services to members to include the Right to Information (RTI) Law. Based on a study, a manual on the operation of the law with sample templates for employers was developed. SCOPE now provides an advisory service to members on handling RTI applications based on the manual.</p> <p>2. The All India Organisation of Employers (AIOE) and the Employers Federation of India (EFI) have expanded their training service capacity by developing 28 trainers, to conduct ILO SIYB training. The AIOE has conducted 3 training programmes in selected districts through which 400 have been trained.</p>	<p>1. The ILO provided technical and financial support in identifying areas for expansion of services and methods of service delivery, and for the study and preparation of the manual.</p> <p>2. The ILO provided financial and technical support in training AIOE and EFI nominees under SIYB TOT and for the roll-out of the SIYB programmes.</p>
Nepal/NPL801 Strengthened institutional capacity of employers' organisations	2	The Federation of Nepal Chambers of Commerce and Industry (FNCCI) expanded its training service and promotion of social dialogue by developing a training manual on social dialogue. A TOT was conducted for 20 FNCCI representatives and a training programme on social dialogue is now offered	ILO provided financial and technical assistance in preparation of the training manual and the TOT.

		by the FNCCI through its training unit.	
Thailand/THA 801	2	A new "Greener Business Training and Knowledge Sharing" service by the Employers' Confederation of Thailand (ECOT) was established. The on-line service to members on green jobs and green industry assists enterprises in promoting environmentally-sound practices and safer and more productive workplaces through training resources and tools. ECOT's new Green Information Service provides knowledge and information for companies interested in managing resources more efficiently and in greening their operations. ECOT is now in the vanguard of promoting the necessary shift towards models of production that are more sustainable in their use of natural resources and the environment.	ILO provided technical advice and support throughout the design, development and launch of the service.
Sri Lanka/LKA801 Strengthened institutional capacity of employers' organisations	2	The Employers Federation of Ceylon (EFC) expanded its service scope in Human Resource management by formally setting up the "EFC HR solutions unit". A strategic plan has been developed for the unit and 4 EFC personnel trained in providing consultancy services in the following specific areas: recruitment and selection, job analysis, HR functions and managing change, and practical HRM.	ILO provided financial assistance and technical support through inputs on service expansion and product development.

Europe

Armenia/ARM801

1

The Republican Union of Employers of Armenia (RUEA) developed its strategic plan for services development, endorsed by the RUEA Management Board. Based on the adopted strategic plan, RUEA plans to develop and/or improve services in the areas of women entrepreneurship, OSH, VET and labour legislation. As a direct follow-up to the strategic plan for service development, RUEA is focusing on women's entrepreneurship development (WED) as a potential new service. RUEA is conducting a survey on WED to help identify specific services for women entrepreneurs, in particular for young women. Based on the survey outcomes, RUEA expects to develop targeted training to promote women's entrepreneurship thereby expanding their training offer for member companies.

The ILO provided technical and financial support for a workshop for RUEA staff and Board members on *Strategic Planning with Special Focus On Services Development* in March 2013, including using the ILO "Guide on Services' by Employers' Organizations." Technical advice was provided to RUEA in the process of developing and adopting its strategic plan on services development and in implementing the survey on women entrepreneurship development as a new service.

Americas

Bolivia/BOL801

Organizaciones Empresariales asociadas mejoran su gestión gremial

2

En 2013 la Confederación de Empresarios Privados de Bolivia-CEPB ha comenzado a implementar una Encuesta Periódica de Percepción y Expectativas Empresariales, que provee de información de calidad a sus socios sobre las perspectivas de crecimiento

La OIT brindó asistencia técnica especializada en el diseño e implementación de la encuesta, así como en el análisis de los resultados de la misma. Se prestó supervisión técnica durante la ejecución de la actividad con el objetivo de asegurar la calidad del producto.

		empresarial, así como el análisis de temas de coyuntura en Bolivia. Este nuevo servicio contribuye de manera directa a mejorar el proceso de toma de decisiones en las empresas asociadas, al mismo tiempo fortaleciendo la capacidad de cabildeo estratégico de la CEPB.	
Colombia/COL801 Organizaciones Empresariales con capacidades y competencias fortalecidas en Gerencia organizacional, habilidades de negociación, comunicación y diseño de servicios y planificación estratégica	2	En 2012, La Asociación Nacional de Empresarios de Colombia-ANDI creó la Red Nacional de Comités de Seguridad y Salud en el Trabajo-SST compuesta por los Comités Seccionales de 9 ciudades de Colombia, los que agrupan 237 empresas, con la finalidad de brindar consejería y asesoría técnica, así como para compartir buenas prácticas. Al mismo tiempo la Red estableció un Plan de Acción Priorizado basado en buena parte en los resultados de la Encuesta sobre el Sistema de Seguridad Social.	La OIT ofreció asistencia técnica especializada para la estructuración de la Red, así como para la definición de su estrategia y Plan de Acción Priorizado. Igualmente se apoyó técnicamente en el diseño y ejecución de la Encuesta sobre el Sistema de Seguridad Social. Se realizaron 2 talleres con todos los Comités Seccionales así como reuniones individuales de cada uno de los Comités.
Ecuador/ECU801 Organizaciones Empresariales con capacidades y competencias fortalecidas en Gerencia organizacional, habilidades de negociación, comunicación y diseño de servicios	2	La Cámara de Industrias y Producción del Ecuador durante 2012-2013 creó para sus empresas afiliadas, un servicio de pre-auditorías para la certificación de la norma OHSAS 18001 en Seguridad y Salud en el Trabajo, en atención a la demanda de sus socios. En el programa piloto para desarrollar y probar el nuevo servicio, se capacitaron auditores y funcionarios de las empresas en los aspectos necesarios para el cumplimiento	La OIT brindó asistencia técnica para el diseño e implementación del servicio, para la capacitación de los auditores y funcionarios de las empresas. Se realizó un seguimiento técnico permanente para asegurar la calidad del servicio.

		de la norma. Participaron 9 empresas que lograron su certificación.	
Peru/PER137 Fortalecida las capacidades de la CONFIEP para brindar servicios relevantes a sus miembros	2	En 2012, 20 gremios empresariales asociados a la Confederación de Instituciones Empresariales Privadas del Perú-CONFIEP, participaron de la construcción y adopción de un procedimiento para la correcta aplicación de sus Códigos de Conducta, fortaleciendo así su gobernanza y transparencia frente a la sociedad.	La OIT brindó asistencia técnica especializada en Transparencia y Gobernanza institucional para el diseño y construcción de los procedimientos para la aplicación de los Códigos de Conducta. Se llevaron a cabo al menos 2 reuniones de trabajo con cada uno de los gremios asociados
Bahamas/BHS801 Strengthened institutional capacity of employers' organisations	2	The Bahamas Chamber of Commerce and Employers' Confederation (BCCEC) established a new service for members and potential members on enterprise skills development. Staff of BCCEC conducted follow-up assessment and support activities to entrepreneurs who had previously undergone training.	The ILO provided technical support to design and develop BCCEC's training programme on Enterprise Skills including a Training of Trainers Workshop for staff of BCCEC in Grand Bahama.
Barbados/BRB801 Strengthened institutional capacity of employers' organisations	2	The Barbados Employers' Confederation (BEC) established a new service for members and potential members on enterprise skills development. Four staff developed four different business plans to enable training to be offered to a variety of entrepreneurs.	Provided technical and financial support to design and develop BEC's training programme on Enterprise Skills including a training of trainers workshop for staff of BEC and their affiliated members, the Barbados Small Business Association and the Barbados Youth Business Trust.
Costa Rica/CRI801 Strengthened institutional capacity of	2	La Unión Costarricense de Cámaras y Asociaciones del Sector Empresarial Privado	La OIT brindó asistencia técnica a través de consultores externos y de la participación de

employers' organisations		<p>(UCCAEP) en el seno de su Comisión de Trabajo socio laboral, diseño, desarrollo e implemento una agenda empresarial laboral, en la que se señalan de manera puntual los temas en los que la Unión de Cámaras quiere incidir y ofrecer servicios para las organizaciones que la integran.</p> <p>Derivado de la Agenda Laboral Empresarial, la UCCAEP ofrece nuevos servicios para las organizaciones que integran la UCCAEP, entre estos servicios destacan: sensibilización y capacitación a los empleadores para promover la protección social frente a la violación a los derechos de no discriminación y hostigamiento laboral y sexual; servicios de información a las empresas para la erradicación del trabajo infantil; servicios en formación profesional para las empresas y sus trabajadores; propuestas de políticas para promover empleos para la juventud en determinados sectores económicos (PYMES); servicio de representación en la comisión nacional del salario mínimo y servicios de representación empresarial en el seno del Consejo Superior del Trabajo.</p>	<p>los especialistas en al menos 10 sesiones de trabajo con el Comité Laboral.</p> <p>La OIT brindó capacitó a los integrantes de la Comisión que tienen presencia en los diferentes comités tripartitos en técnicas de capacitación y negociación. Además la OIT capacitó a los empresarios y a los ejecutivos de las empresas en materia de equidad de género y no discriminación.</p>
<p>Dominican Republic/DOM801 Strengthened institutional capacity of employers' organisations</p>	1	<p>La Confederación patronal de la República Dominicana COPARDOM en el seno de su Junta Directiva, diseñó, desarrolló e implementó plan presupuestado y una agenda empresarial laboral, en la que se establecen,</p>	

		de manera puntual, los servicios en los que la COPARDOM quiere incidir y ofrecer servicios para las empresas que representa.	
	2	Derivado del Plan, Presupuesto y la Agenda Laboral Empresarial, la COPARDOM ofrece nuevos servicios para las empresas que participan, entre estos destacan: sensibilización y capacitación a los empleadores para mejorar las condiciones en materia de seguridad y salud en el trabajo.	La OIT brindó asistencia técnica a través de consultores externos y de la participación de los especialistas en al menos 7 sesiones de trabajo con la Junta Directiva de la COPARDOM La OIT capacitó a los empresarios y a los ejecutivos de las empresas en materia de seguridad y salud en el trabajo; se adoptó un esquema de seguimiento a las empresas que adoptaron programas de mejoramiento en Salud y Seguridad en el Trabajo.
El Salvador/SLV801 Strengthened institutional capacity of employers' organisations	2	La Asociación Nacional de la Empresa Privada (ANEP) constituyó el Comité de Balance Trabajo y Familia, para difundir la igualdad de género y el equilibrio trabajo-familia en las empresas salvadoreñas. La ANEP ofrece nuevos servicios (difundir entre los altos directivos y colaboradores de las empresas el equilibrio entre el trabajo y la familia y la equidad de género, con esto promover la productividad y competitividad de las empresas) otorgados por el sector empresarial a sus socios.	La OIT brindó acompañamiento técnico en la constitución de este Comité de Trabajo, a través de 4 experiencias piloto en 4 empresas salvadoreñas durante el primer semestre de 2013. Estas experiencias se llevaron a cabo con la utilización de una metodología que es aplicada a estas empresas con el auspicio técnico de la OIT.
Guatemala/GTM801 Strengthened institutional capacity of	2	El Comité Coordinador de Asociaciones Agrícolas, Comerciales, Industriales y	La OIT brindó asistencia técnica a través de consultores externos y de la participación de

employers' organisations		<p>Financieras CACIF en el seno de su Comisión Laboral, diseño, desarrollo e implemento una agenda empresarial laboral, en la que se señalan de manera puntual los temas en los que el CACIF quiere incidir y ofrecer servicios para las organizaciones que representa.</p> <p>-Derivado de la Agenda Laboral Empresarial, el CACIF y algunas de sus organizaciones (La Cámara del AGRO) ofrecen nuevos servicios para las empresas afiliadas, entre estos servicios destacan: herramientas practicas diseñadas para los empleadores que le permitan conocer el grado de cumplimiento laboral; información a las empresas para la erradicación del trabajo infantil; propuestas de políticas para promover empleos para la juventud en determinados sectores económicos (PYMES); servicio de representación en la comisión nacional del salario mínimo.</p>	<p>los especialistas en al menos 10 sesiones de trabajo con el Comité Laboral.</p> <p>La OIT capacitó a los integrantes de la Comisión que tienen presencia en los diferentes comités tripartitos en técnicas de capacitación y negociación. Además, la OIT capacitó a los empresarios del Agro y a los ejecutivos de sus empresas en materia de buenas prácticas laborales.</p>
<p>Honduras/HND801 Strengthened institutional capacity of employers' organisations</p>	2	<p>El Consejo Hondureño de la Empresa Privada (COHEP), a través de Comisión Laboral, diseño y desarrollo una agenda de trabajo empresarial en el ámbito laboral, que le permita incidir en la generación de políticas públicas, así como ofrecer nuevos servicios destinados a las organizaciones que lo integran.</p> <p>Derivado de la Agenda Laboral Empresarial, el COHEP ofrece nuevos servicios para las</p>	<p>La OIT brindó acompañamiento técnico en los distintos temas que se abordan en la agenda de trabajo laboral empresarial.</p> <p>La Comisión laboral del COHEP recibió a diferentes especialistas y consultores de la OIT para apoyarlos en la elaboración de la agenda, así como en el diseño de los servicios que se ofrecieron a los socios.</p> <p>La OIT brindó asistencia técnica a través de capacitaciones en materia del C 169 ofrecidos</p>

		<p>organizaciones que integran al COHEP, entre estos servicios destacan: servicios de capacitación en el marco del C 169; servicios de información a las empresas para la erradicación del trabajo infantil; servicios en formación profesional para las empresas y sus trabajadores; propuestas de políticas para promover empleos para la juventud en determinados sectores económicos (PYMES); servicio de representación en la comisión nacional del salario mínimo y servicios de representación empresarial en el seno del Consejo Superior del Trabajo.</p>	<p>a los sectores económicos involucrados. Además, la OIT brindó formación en materia de Seguridad y salud en el trabajo del sector industrial hondureño.</p>
<p>Panama/PAN801 Strengthened institutional capacity of employers' organisations</p>	2	<p>El Consejo Nacional de la Empresa Privada (CoNEP) ejecutó un proyecto como un nuevo servicio y asistencia a sus afiliados que consistió en impulsar la erradicación del Trabajo Infantil, con dos componentes esenciales: el compromiso por escrito que adoptan las empresas para erradicar el trabajo infantil y la aplicación al interior de la empresa de una guía publicada sobre responsabilidad social empresarial para la prevención y erradicación del trabajo infantil. Esto permitió un trabajo coordinado y la prestación de este tipo de servicios a empresas de al menos tres sectores de la economía panameña (construcción, café y servicios). El proyecto permitió establecer compromisos</p>	<p>La OIT brindó acompañamiento técnico en la ejecución de este proyecto, a través de capacitaciones para la elaboración de la guía, reuniones con la Junta Directiva y los responsables del proyecto en el CoNEP para el desarrollo de la estrategia. La OIT coordinó con el CoNEP en el diseño e implementación del proyecto.</p>

		con más de 250 empresas adheridas a las organizaciones empresariales que integran el CoNEP y con la Cámara de la Construcción y el sector cafetalero de Panamá.	
	2	-El Consejo Nacional de la Empresa Privada (CoNEP) aprobó y ejecutó un Diplomado de Alto Nivel dirigido a los Directores y miembros de los Consejos Directivos de las empresas; este Diplomado se sustenta en las nuevas formas de "gerenciar" los recursos humanos en las empresas y cuenta con 7 módulos dirigido a los Directores de Recursos Humanos y Directores de Áreas. Además, a través de este diplomado, el CoNEP brinda 3 clases de resultados: hacia las empresas (contar con mejores capacidades estratégicas y laborales de sus ejecutivos para apoyar con mejores prácticas gerenciales los retos de crecimiento y desarrollo empresarial), hacia las organizaciones de empleadores (contar con participación más activa, eficiente y sistemática de las empresas de mayor peso en el país), y hacia los participantes (entendimiento del entorno laboral actual, siendo agentes de cambio y contando con herramientas y conocimiento de mejores prácticas). El CoNEP diplomó a un 1er grupo de 35 personas durante el 2013.	-La OIT brindo soporte técnico (reuniones de trabajo con la junta directiva y el grupo de trabajo) al CoNEP para la implementación del Diplomado), sobre el diseño, elaboración y puesta en marcha del Diplomado durante el 2013.
Mexico/MEX801	2	Directivos de los Centros Empresariales de la	En coordinación con las organizaciones de

<p>Fortalecimiento de la capacidad institucional de las organizaciones de empleadores</p>		<p>Confederación Patronal de la República Mexicana (COPARMEX) y de la Cámara Azucarera han fortalecido competencias clave como la competencia estratégica, competencia competitiva, competencia de generar valor, competencia innovador, competencia de liderazgo transformador, competencia de gestión, competencia de flexibilidad de velocidad y competencia financiera a través del Programa de certificación de competencias para directivos y gerentes de representación empresarial y promuevan en las empresas un nuevo esquema de diálogo acorde al nuevo esquema socio-económico en el que se desarrolla la empresa y el mundo del trabajo.</p>	<p>empleadores, la OIT identificó las competencias claves que servían como base para diseñar la metodología y los contenidos del programa de formación y certificación. Además, la OIT aportó cofinanciamiento sustantivo para la realización del Programa (consultores, diseño académico, etc.)</p>
<p>Chile/CHL801 Strengthened institutional capacity of employers' organisations</p>	<p>2</p>	<p>SOFOFA (Industrialists Employers Organization) in Chile launched a new information service: Business Strategy for labour inclusion of people with disabilities. The service involves an electronic toolkit on its web page www.empresainclusiva.cl. The toolkit offers guidance to members on how to:</p> <ul style="list-style-type: none"> a) hire and retain employees with disabilities; b) establish an OSH system with an inclusive perspective; c) access governmental benefits granted for training and hiring people with disabilities; d) motivate people with disabilities to seek employment. <p>SOFOFA has adopted an internal work-plan</p>	<p>In 2011, SOFOFA joined the ILO Global Network on Business and Disabilities, through which technical advice has been provided. ILO supported the exchange of experiences between SOFOFA and the United States Business Leadership Network which inspired the adoption of SOFOFAs business strategy for the labour inclusion of people with disabilities (PWD). Within this framework, ILO supported SOFOFA in the development of the following tools/publications:</p> <ul style="list-style-type: none"> (1) Base-line analysis: making the business case for hiring PWD ; (2) Inclusive Enterprise, a step by step protocol for enterprises wishing

		<p>with promotional activities to train business representatives on the electronic toolkit through workshops for HRD managers. SOFOFA is also using the toolkit to influence public policy and awareness.</p>	<p>to incorporate PWD in their workforce; (3) Employers´ Guide for an inclusive approach to prevention of occupational risks; (4) Employers Guide to legal incentives and government programs to promote the inclusion of PWD; (5) A guide for people with disabilities looking for a job which encourages PWD to seek productive and remunerated work.</p>
<p>Paraguay/PRY801 Strengthened institutional capacity of employers' organisations</p>	<p>2</p>	<p>Two employers´ organizations have developed new advisory services on child labour eradication and due protection of teen-age workers (15-17 years old)</p> <p>a) In 2013, Centro Azucarero y Alcoholero de Paraguay (CAAP), affiliated to FEPRINCO (apex employers´ organization in Paraguay), introduced a new service providing advice and guidance on addressing the issues of child labour and hiring of teen-age workers. CAAP provides member companies with promotional material and conducts training workshops for company managers to raise awareness of child labour and safe conditions of work for teenage workers.</p> <p>b) Unión Industrial Paraguay (UIP) has developed a new information service through "Growing Protected: a business guide to hiring teen-age workers." This guide provides advice and good practice to SMEs on hiring teen-age workers within the parameters of the national</p>	<p>a) In December 2012, ILO facilitated the exchange of views between high-level representatives of CAAP and FUNDAZUCAR (successful business CSR program in El Salvador that promotes the eradication of child labour in the sugar cane industry). ILO assisted CAAP by providing technical support and advice in the development of the promotional material, the questionnaires used by labour inspection to cover child labour and teen-age work; and a register of suppliers to focus attention on high-risk cases.</p> <p>b) ILO supported UIP to adapt "Growing Protected: a business guide to hiring teen-age workers", from the Chilean version and assisted in the promotional activities.</p>

	legal framework.	
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Indicator - 9.3. Number of national 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.

Measurement

To be counted as reportable, results must meet at least one of the following criteria:

1. Employers' organizations set up or improve the functioning of internal structures to identify and coordinate the views of members, formulate advocacy strategies and objectives based on membership needs, and develop well-researched policy positions and advocacy materials.
2. Employers' organizations participate in consultations with government or other key parties to give their views, enter into partnerships with other institutions or obtain greater media coverage of their policy positions.
3. The positions of the employers' organizations are reflected in the adopted legislation or policy at the national, regional or international levels.

Country/ Country programme Outcome (CPO)	Measurement Criteria	Result Achieved	ILO Contribution
Africa			
<p>Tunisia/TUN801 Strengthened institutional capacity of employers' organisations</p>	1	<p>1. In January 2013, the Tunisian constituents signed a Social Contract to improve social cohesion in Tunisia. The Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat (UTICA) actively participated in the design and implementation of the social contract. In order to promote the social contract and to improve the local presence of UTICA in the different Tunisian regions, the UTICA Secretariat has launched an independent survey on how to improve its structure and better deliver services to members.</p> <p>2. Within the framework of the social contract, the UTICA made proposals to modernize the labour law and make it more</p>	<p>The ILO initiated the Social Contract and provided support to constituents (individually and collectively); provided advice and expertise to UTICA leaders to ensure that the social contract better reflects business interests; and organized with UTICA two meetings in el Kef and in Sfax (May 2013) to present the UTICA initiatives on social issues.</p> <p>2. The ILO provided expertise on flexicurity to UTICA in order to make proposals to modernize the labour law.</p>

	2	flexible. The UTICA proposals partly integrated flexicurity concepts, including the creation of "perte d'emploi" insurance to ensure a smooth transition between jobs.	
Senegal/SEN801 Strengthened institutional capacity of employers' organisations	2	<p>1. Conseil National du Patronat of Senegal (CNP) developed a position paper on collective bargaining and engaged in a broad consultation with the government and workers' organizations during the high profile event "Assises de l'Entreprise" which benefited from extensive media coverage.</p> <p>2. Conseil National du Patronat shared its views on OSH with the government and workers' organizations during the preparatory workshop to the National Occupational Safety and Health Conference and advocated for proper reflection of the employers' views in the national OSH Strategy, with wide media coverage.</p>	<p>The ILO supported the development of a report reflecting the employers' position on collective bargaining.</p> <p>ILO provided training to 30 employers' negotiators to enhance their capacity to influence the collective bargaining process at a workshop held in October 2013 and supported the tripartite consultation workshop held in December 2013 during which the employers presented their position paper.</p> <p>2. ILO provided technical support to an employers' preparatory workshop in April 2013 to identify a set of recommendations on OSH policy measures that could influence the national OSH strategy.</p>
Botswana/BWA801 Enhanced capacity for the Employers' Organizations to influence the national policy environment.	1	1. Botswana Chamber of Commerce, Industry and Manpower (BOCCIM) used the Botswana EESE Assessment and industry focus group discussions to develop a BOCCIM Business Agenda which will guide its policy advocacy for the next 3 years to influence policies in support of sustainable enterprises at the national level.	ILO provided technical support to BOCCIM in using the ILO Enabling Environment for Sustainable Enterprises (EESE) assessment tool and conducted capacity building workshops for employers' organizations in the SADC region using the "Effective Employers Organisation" training module (November 2012), and the EESE Assessment toolkit. Lobbying and advocacy training and a

	2	<p>2. BOCCIM surveyed and ranked Public Sector Service Delivery as a basis for engagement with government for reforms promoting enterprise growth and development. BOCCIM researched the incidence of levies and taxes on business, especially SMEs and engaged government on reforms.</p>	<p>capacity building workshop on employers' role in skills development to meet the needs of enterprise development and growth (April, 2013) were also provided.</p> <p>2. ILO provided technical support to conduct the survey on private sector rating of Public Sector Service Delivery and the research on Incidence of Levies and Taxes on SMEs.</p>
<p>Malawi/MWI 801 Enhanced capacity for the Employers' Organisations to influence policy on the national business environment.</p>	1	<p>The Employers Consultative Association of Malawi (ECAM) developed a business/advocacy agenda informed by the Malawi EESE Report outcomes for structured and evidence- based policy advocacy towards sustainable enterprises for the next three years. This earned ECAM a place as the member of the Skills Development Programme under the National Export Strategy Sector based in the Ministry of Industry and Trade.</p>	<p>The ILO facilitated training based on the EESE toolkit to tripartite constituents. Fifteen ECAM representatives participated in the training on the use of the EESE Toolkit in October 2012. ILO also provided technical and financial support for ECAM's capacity assessment to address gaps to enable ECAM deliver on its business/advocacy agenda</p>
	2	<p>As part of the business agenda for a structured policy advocacy based on fact-based evidence, ECAM led a tripartite assessment of the Enabling Environment for Sustainable Enterprises (EESE) in Malawi. The conclusions provided guidance on how to promote enterprise development in a manner that aligns enterprise growth with sustainable development objectives and the creation of productive employment and decent work.</p>	<p>ILO provided support in identifying a researcher/external collaborator for data collection under the assessment and facilitated stakeholder engagement in the finalisation and validation of the EESE assessment.</p> <p>ILO further supported the development of the tripartite action plan on the various elements of the EESE tool and provided lobbying and</p>

		<p>The EESE outcomes form a key input into the country's SME Policy-currently in draft- and was launched by the Minister of Industry and Trade which is to be adopted by Cabinet. A Tripartite Action Plan informed by the EESE outcomes is currently being discussed for implementation by the Ministry of Industry and Trade, UN Women and Ministry of Education.</p> <p>As part of the implementation of the Tripartite Action Plan informed by EESE, ILLOVO Sugar (a multinational company) and the ILO are collaborating to undertake a situational analysis in two sugar estate communities to promote youth entrepreneurship.</p>	<p>advocacy training on the development of position papers for engagement with stakeholders (April, 2013).</p>
<p>Swaziland/SWZ801 Employers' organisations promote the creation of an enabling environment through participation through in policy dialogue</p>	1	<p>Swaziland Federation of Employers and Chamber of Commerce (FSECC) developed a Business Agenda (Growing Swaziland) informed by the Swaziland EESE Assessment (2011)outcomes and industry focus group discussions. These guided FSECC in implementing structured policy advocacy for the next 3 years to influence policies in support of sustainable enterprises. FSECC capacity was built to develop policy advocacy materials.</p>	<p>ILO provided technical support for the development of the FSECC Business Agenda (Growing Swaziland) and training on the use of the ILO's EESE Toolkit as well as the role of employers' organizations in skills development to meet the needs of industry.</p>
	2	<p>FSECC researched Information and Communication Technology (ICT) services to provide inputs into the new ICT Bill and</p>	<p>The ILO provided technical support for the research into ICT services and training to FSECC on lobbying and advocacy and the</p>

		develop position papers to engage government on the necessary reforms to create an enabling environment for business in ICT.	development of position papers.
Zambia/ZMB801 Strengthened institutional capacity of employers' organisations	1	The Zambia Federation of Employers (ZEF) led the private sector business membership organisations (Zambia National Chamber of Commerce and Industry, Zambia Association of Manufacturers, Zambia Farmers Association, and Zambia Confederation of Small and Business Associations) to develop a National Private Sector Business Agenda for the next 3 years. The agenda has consolidated private sector issues for a structured evidence based advocacy with one voice (the newly formed Private Sector Alliance) to influence policies towards sustainable enterprises. The business agenda is based on an assessment tool which is part of the ILO's Enabling Environment for Sustainable Enterprises (ESEE) toolkit.	The ILO facilitated the development of the business agenda through technical and financial inputs, trained ZEF in lobbying and policy advocacy and in the development of position papers and the role of employers organizations in skills development to meet the needs of the industry. The Zambia ESEE Report informed the development of the National Private Sector Business Agenda.
	2	As part of their business advocacy strategy, ZEF led a tripartite assessment of the Enabling Environment for Sustainable Enterprises (ESEE). The ESEE assessment outcomes informed a tripartite action plan currently being discussed for implementation to address gaps in the business environment towards enterprise growth and development	The ILO provided technical and financial support for the use of the ILO's ESEE assessment tool to assess the Zambia business environment. ILO also supported the launch of the ESEE report and development of the action plan and way forward presented to the Ministry of Commerce, Trade and Industry.

		<p>in the areas of physical infrastructure; education, training and lifelong learning; enabling legal and regulatory environment; and social protection and access to finance as a cross cutting issue.</p> <p>The ZEF has made submissions for an Issues Paper to guide the labour law reform process and has provided policy positions for the various labour laws which the Government plans to revise.</p>	<p>The ILO provided technical support for the development of the Labour Law Issues Paper and will support all social partners in the development of their position towards the revision of the labour laws</p>
<p>Zimbabwe/ZWE801 Strengthened institutional capacity of employers' organisations</p>	1, 2	<p>The Employers' Confederation of Zimbabwe (EMCOZ) was restructured in order to better coordinate private sector views not only on labour policies but on all business environment issues.</p> <p>EMCOZ capacity to analyse the business environment for evidence based policy advocacy was strengthened. This led to the development of a policy position on incomes and productivity based remuneration for engagement with government and stakeholders, including the Tripartite National Forum. The position highlights the measurement of productivity as a factor of income determination and as a basis for national and enterprise level productivity and equitable incomes.</p>	<p>ILO technical support was provided for the restructuring of EMCOZ and training provided on the ILO's EESE Toolkit in October 2012, as well as on the role of employers organisations in skills development. Technical support was provided for the coordination of a position paper on productivity and incomes.</p>
<p>Cote d'Ivoire/CIV801 Strengthened institutional capacity of</p>	2	<p>Confédération Générale des Entreprises de Côte d'Ivoire (CGECI) engaged in</p>	<p>The ILO supported the development of a report on arduous work in Côte d'Ivoire and</p>

employers' organisations		<p>consultations with the government and workers organizations to share its position on considering arduous jobs when determining the age of retirement because of their impact on the productivity of senior workers. Subsequently a committee comprising representatives of CGECI, workers organizations, the government, the National Social Security Fund for private sector employees (Caisse Nationale de Preevoyance Sociale) and occupational health specialists to broaden the scope of the study and propose policy measures. CGECI obtained extensive media coverage of its policy position.</p>	<p>the consultation meeting held in November 2013 to discuss the proposals with the Government, workers' organizations and occupational health specialists.</p>
Asia and the Pacific			
<p>Lao PDR/LAO251 Enhanced capacity of Lao National Chamber of Commerce and Industry (LNCCI)</p>	2	<p>1.. The Laotian labour code underwent a substantive revision during the biennium. LNCCI took the lead in the business community during the drafting phase and was part of the tripartite processes which reviewed the proposed amendments to the code. Through the submission of detailed arguments and counter proposals, which were coordinated on behalf of the business community by LNCCI, LNCCI was able to influence the code and ensure that final legislation took account of the competitiveness concerns of the business community and the</p>	<p>1.. ILO supported a consultation meeting for employers to review the draft Labour Law of the Lao PDR in February 2012 and provided advice and a technical report that could be utilised by LNCCI in their advocacy efforts. As the legislative process developed the ILO supported a second technical comparative report that LNCCI presented to a cross section of Ministries and other stakeholders, at a workshop organized by the ILO, in advance of final decisions on the legislation by cabinet."</p>

		wider employer perspective.	
Sri Lanka/LKA801 Strengthened institutional capacity of employers' organisations	2	The Employers Federation of Ceylon (EFC) developed a policy advocacy strategy in relation to labour law reforms. A survey was carried out among its membership on the impact of Labour Laws on employment generation in Sri Lanka to which 206 companies responded. Based on the findings, the EFC prepared a position paper with reference to key pieces of legislation, their implications and recommendations. This was presented at a national media conference and submitted to government. The on-going EFC advocacy on Labour Law reforms which also includes draft legislation prepared by the EFC and presented to the National Labour Advisory Council is based on this position paper. In response, certain administrative concessions in relation to the spread over of working hours over a 5-day week have been extended to employers while the Law is under review.	ILO financial and technical assistance was provided in developing a policy advocacy strategy, the survey questionnaire and preparation of a position paper.
Thailand/THA801 Strengthened institutional capacity of employers' organisations	2	Through the development of a technical report on the implications of changes to the labour code for business, (including the probable ratification of Convention 87), the Employers' Confederation of Thailand (ECOT) was able to demonstrate technical proficiency and increase its profile as a	ILO provided technical assistance in the conceptual design and development of the ECOT report and its subsequent development into a policy position. ILO facilitated a strategic discussion of the ECOT Board to use the proposed labour code changes to position ECOT as a policy leader on the issue and provided international experts to share

		<p>leader on workplace issues amongst other employer and business organizations. Additionally ECOT was able to demonstrate the ability to convene a cross section of employer organizations, together with the Ministry of Labour for a high level interaction.</p>	<p>perspectives.</p>
<p>Vietnam/VNM801 Strengthened institutional capacity of employers' organisations</p>	<p>2</p>	<p>1. A comprehensive organizational review was undertaken of the Vietnam Chamber of Commerce and Industry' (VCCI) Bureaux of Employers' Activities branches, resulting in a report with recommendations for ensuring that employers' interests could be effectively promoted in the context of a new 2012 labour code. The report enabled VCCI, in its dialogue with the government ministry (MOLISA) to promote the need for employers' organizations to be recognized by the provincial authorities as an official employer representative and to be offered social partner status at the provincial level</p>	<p>1. The ILO commissioned a review report of the VCCI's Bureaux of Employers' Activities (BEA) branches throughout the country and organized a seminar for VCCI BEA staff from headquarters and provincial branches to decide on action areas to follow up on the report's recommendations.</p>
<p>Cambodia/KHM801 Strengthened institutional capacity of employers' organisations</p>	<p>1</p>	<p>In March 2012 CAMFEBA's Board of Directors conducted a strategic planning session to review its strategic policy direction. A key outcome was the decision to broaden CAMFEBA's scope from traditional labour and social issues to a wider range of issues to better reflect broader business concerns. By listening to</p>	<p>ILO provided technical and financial support through a capacity building workshop to present the "EESE toolkit, a workshop to facilitate organizational priority setting, and a national CAMFEBA survey on employer priorities. The survey involved interviews with 300 employers and 200 workers in different parts of the country along with a secondary data analysis. The ILO</p>

		<p>the needs of its enterprise members, CAMFEBA is now able to articulate the perspectives of business more clearly on a broader range of issues and in an evidenced-based manner.</p>	<p>supported a number of workshops with the CAMFEBA Board to develop CAMFEBA policy positions and supported drafting of a "Vision statement for CAMFEBA," which is CAMFEBA's strategic policy framework for the coming 5/7 years. ILO provided technical support in Cambodia's second city where a second branch office was opened.</p> <p>ILO provided the analysis for the Joint ILO/CAMFEBA EESE Report which combines all primary and secondary analysis and data and is the empirical footing for all the policy work. Media training on more effective media strategies was also provided.</p>
<p>Malaysia/MYS801 Strengthened institutional capacity of employers' organisations</p>	<p>3</p>	<p>The Malaysian Employers Federation (MEF) has influenced the proposed Unemployment Insurance System (UI) in Malaysia to ensure that critical employer concerns are addressed. A key proposal was that a review of the termination benefits in the Employment Act (EA) should run in parallel to the development of UI; and that any eventual UI scheme should be a "compensation for loss of employment" for a specific time and not a "broad cover to all new entrants to the job market." The Tripartite Project Committee, of which MEF is part, is the key coordination and management body through which MEF</p>	<p>ILO provided on-going technical support and advice to MEF on the Unemployment Insurance Scheme, directly providing inputs to MEF proposals; and facilitating national level workshops to explain the concepts and coordinate employer views.</p>

		proposals were made.	
Fiji/FJI801 Strengthened institutional capacity of employers' organisations	1, 2	<p>1. FCEF produced an analytical report and developed employers' positions on the amendment to the Employment Relations Promulgation (ERP), 2007. Coming into two years of enforcement, both employers and workers sought amendments to the ERP. This process deepened the level and depth of FCEF's advocacy and lobbying function and allowed the Federation to submit the employers' recommendations to the Employment Relations Advisory Board.</p> <p>2. FCEF's mid-term objective is to enhance its capacity to collect membership information and strengthen its advocacy capacity by establishing a research and survey unit within the Federation. As an interim process to reach this goal, FCEF conducted two surveys on IR-related topics: (1) collective agreements and terms and conditions of employment and (2) salary and fringe benefits. Both surveys contributed towards building FCEF's policy portfolio with evidence-based information. The survey results were formulated into two policy papers.</p>	<p>1. The ILO organized and delivered two workshops in Suva and Nadi to gather the views and inputs of FCEF members in relations to the application of the ERP. The discussions from the workshop served as inputs and basis of policy recommendations in FCEF's position paper as well as into the lobbying strategy for the proposed amendments to the ERP</p> <p>2. In the previous biennium, the ILO supported an EO2EO attachment for FCEF to visit Malaysian Employers Federation where a separate research and information unit exists to support the organization's advocacy agenda. The visit prompted FCEF to establish a similar function within the Secretariat. In the current biennium, ILO provided technical assistance and advice to set up a research and survey unit and provided technical guidance on the two surveys, including on the survey design and policy paper development.</p>
Indonesia/IDN801 Strengthened institutional capacity of	1, 2	1. The Employers Association of Indonesia (APINDO) collected employer views on the	1. The ILO organized a national employers' forum to discuss the labour law reform and

employers' organisations		<p>challenges they face in implementing the Manpower Act. These views were developed into a position paper to advocate for the interest of employers during the labour law reform process.</p> <p>2. APINDO together with the Unions Confederation developed a common agreement and recommendation on minimum wage fixing during a joint training workshop on minimum wage. The joint position was endorsed and submitted to the provincial government with aims to improve the provincial and district wage setting mechanism. This process contributed towards strengthening industrial harmony in Indonesia.</p>	<p>the challenges imposed by the Manpower Act on employers attended by more than 50 business representatives. The ILO delivered a technical session that provided international examples of termination of employment and outsourcing .</p> <p>2. ILO organized a training workshop with employers and workers involved with tripartite minimum wage fixing bodies and provided technical advice throughout the development of the joint position.</p>
<p>Kiribati/KIR801 Strengthened institutional capacity of employers' organisations</p>	1, 2	<p>The Kiribati Chamber of Commerce and Industry (KCCI) carried out a business survey in two key business districts in Kiribati – South Tarawa and Betio – to understand challenges encountered by its members and non-members and how the Chamber could enhance its support and services for the private sector. The survey assessed the internal and external business environment in regard to current government business services and policies, regulations and infrastructure, social environment, infrastructure, business training needs, and barriers to doing business. A total of 639</p>	<p>ILO provided technical support in developing the survey questions and also producing the survey report and strategic business action plan.</p>

		businesses responded to the survey. Based on the survey results, KCCI formulated a strategic business action plan and policy paper, used to guide direction for business and private sector development in Kiribati. The business survey was launched at PIPSO's 2013 AGM and received wide-spread media attention across the Pacific Island countries.	
Philippines/PHL801 Strengthened institutional capacity of employers' organisations	2	The capacity of Employers' Confederation of the Philippines (ECOP) members of the Regional Tripartite Wages and Productivity Boards (RTWPB) was enhanced to better understand the two-tiered wage system and promote adherence to ECOP guidelines and positions on minimum-wage setting. This activity significantly increased RTWPB employers' representatives' capacity to participate in tripartite consultations.	ILO provided technical support during a one-day training workshop for 34 RTWPB employers' representatives from 17 regions. The workshop provided an overview on minimum wages and productivity from an ASEAN perspective as well as technical sessions on the two-tiered wage systems.
Solomon Islands/SL801 Strengthened institutional capacity of employers' organisations	1	Solomon Islands Chamber of Commerce and Industry (SICCI) developed a draft policy position paper explaining the need to reform the labour laws and employers' priorities for the reform process. The Chamber held a seminar to inform members of the labour law reform for which it is currently campaigning. The position paper was approved and endorsed by members of SICCI and submitted to Cabinet with the Business Law and	ILO organized a labour law reform workshop and commissioned an expert to provide an overall picture of the labour law reform process, including guiding participants to provide inputs and identify areas for reform from the business perspective and assisting SICCI in developing its position paper.

		Administration Review Committee..	
Vanuatu/VUT801 Strengthened institutional capacity of employers' organisations	1	<p>Through a rigorous training process and execution of a first-ever business survey covering the retail and hospitality sector in Port Vila, the Vanuatu Chamber of Commerce and Industry (VCCI) significantly enhanced its capacity to be a "policy actor" by learning how to assess the needs of its members and advocate for the interest of the private sector in an evidence-based manner. VCCI developed a policy position paper, a two year advocacy action plan for VCCI's Employer Services Unit and a report on the four pillars of growth for an enabling environment for sustainable enterprise in Vanuatu.</p> <p>VCCI's policy advocacy work received extensive media coverage by Vanuatu's leading newspaper, the Vanuatu Daily. Press releases were issued during the survey, the survey validation workshop, the workshop on findings, and on the final business survey report and on VCCI's policy framework.</p>	<p>ILO organized a training workshop for VCCI to present the EESE toolkit and a training session on lobbying, advocacy and communication including drafting position papers.</p> <p>The ILO also commissioned a business survey across Port Vila to understand the key business constraints faced by enterprises and identify key policy priorities. The survey was completed by 83 businesses, which represents 55 per cent of the retail and hospitality sector in Port Vila. Technical guidance from the ILO was provided from the survey design to the analysis of the survey results.</p> <p>ILO supported a validation workshop organized to present the findings of the survey and preliminary assessment report and gather further information, including recommendation and steps forward as inputs into the final survey report.</p>
India/IND801 Strengthened institutional capacity of employers' organisations	2	The Standing Conference of Public Sector Enterprises (SCOPE) of India carried out a study on the Right to Information Law. Based on the study, a manual on the operation of the Law was developed as guidance for members. The study also identified concerns	The ILO provided technical assistance in identifying areas for expansion of services and methods of service delivery and lobbying and financial assistance for the study and preparation of the manual.

		of members in relation to the implementation of the Law which were presented, along with SCOPE recommendations for action to the relevant government authorities at a special session held with the Chief Information Commissioner (CIC). The recommendations covered areas pertaining to procedural issues, Business related disclosures and areas for exemption from the Act. The CIC is considering the SCOPE recommendations under a review of the RTI Act.	
Europe			
Montenegro/MNE801 Strengthened institutional capacity of employers' organisations	1	1. The Montenegrin Employers' Federation (MEF) carried out an assessment of the enabling environment for sustainable enterprises, based on an evidence-based policy and advocacy toolkit (EASE) which assists employers' organizations to analyse the business environment and make policy recommendations for improving the policy and regulatory environment in which businesses start up and grow. The assessment was followed by the development of an EASE report in English and Montenegrin language containing key policy recommendations in the area of sound and stable microeconomic policy, fair competition, and access to financial services, good governance. The research findings led to the development of MEF's first Strategic Policy	1. ILO provided training on the EASE toolkit leading to the development of the EASE report and Strategic Policy Framework (SPF). ILO also provided technical advice and financial support on the research, including focus group meetings and a survey of 200 companies in early 2013, and technical advice on the development of the EASE report and Strategic Policy Framework (SPF).

		<p>Framework (high level advocacy document) named “Five Killers of Business” formally launched in October 2013. As result of EESE work, MEF has further strengthened its existing advocacy skills and the capacity (methodology and know-how) to develop stronger policy positions and advocacy materials in the future.</p> <p>2. MEF carried out an enabling environment assessment for women entrepreneurship development (WED), resulting in a comprehensive report in English and Montenegrin language on “Assessing the environment for women entrepreneurship” with concrete policy recommendations on the enabling environment for women’s entrepreneurship in Montenegro. For example, MEF recommended that the national Bureau of Statistics (MONSTAT) continuously record and statistically classify all data relevant to the development of entrepreneurship by gender.</p> <p>The WED report was launched in September 2013.</p>	<p>2. ILO provided technical training on the African Development Bank/ILO toolkit (AfDB/ILO toolkit) for assessing the environment for women entrepreneurship. This methodology was then successfully adopted and implemented by MEF combining primary (interviews and focus groups) and secondary data that enabled MEF to develop evidence based comprehensive WED report. ILO provided technical assistance during the research and development of the WED enabling environment report.</p>
<p>Moldova/MDA801 Strengthened institutional capacity of employers organisations</p>	1	<p>The National Confederation of Employers of the Republic of Moldova (CNPM) carried out assessment of the enabling environment for sustainable enterprises, based on an evidence-based policy and advocacy toolkit (EESE) which assists employers’ organizations</p>	<p>ILO provided training on the EESE toolkit leading to the development of the EESE report. ILO also provided technical advice and financial support on the research, including focus group meetings and a survey of 200 companies in early 2013, and on the</p>

	<p>to analyse the business environment and make policy recommendations for improving the policy and regulatory environment in which businesses start up and grow. The assessment was followed by the development of an EESE report in English and Moldovan language containing key policy recommendations in the area of social dialogue, good governance, enabling legal and regulatory framework, education/training and lifelong learning etc. The research findings led to the development of CNPMs first Strategic Policy Framework (high level advocacy document) named “Seven Obstacles for Business” formally launched in November 2013 with the presence of the Prime Minister and over 900 participants. The findings of the research are now being used for the development of CNPM strategic policy framework which is planned to be launched in September 2013. As result of EESE work, CNPM has further strengthened its advocacy skills and the capacity (methodology and know-how) to develop stronger policy positions and advocacy materials in the future.</p> <p>2. CNPM carried out an enabling environment assessment for women entrepreneurship development (WED), resulting in a comprehensive report in English and Moldovan language on “Assessing the environment for women entrepreneurship”</p>	<p>development of the EESE report.</p> <p>2. ILO provided technical training on the African Development Bank/ILO toolkit (AfDB/ILO toolkit) for assessing the environment for women entrepreneurship. This methodology was then successfully adopted and implemented by CNPM combining primary (interviews and focus groups) and secondary data that enabled CNPM to develop evidence based comprehensive WED report. ILO provided technical advice and financial support during the research and development of WED enabling environment report.</p>
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		<p>with concrete policy recommendations on the enabling environment for women entrepreneurship in the Republic of Moldova. For example CNPM recommended continuation of the process of improving the regulatory framework on SME activity and promoting e-services to stimulate entrepreneurship among women, particularly in rural areas due to the simplified business registration procedures.</p> <p>The WED report was launched in August 2013.</p>	
<p>Serbia/SRB801 Strengthened institutional capacity of employers' organisations</p>	1	<p>The Serbian Employers Federation (SAE) carried out an assessment of the enabling environment for sustainable enterprises, using an evidence-based policy and advocacy toolkit (EESE) which assists employers' organizations to analyse the business environment and make policy recommendations for improving the policy and regulatory environment in which businesses start up and grow.</p> <p>The results of this assessment, including key policy recommendations in the area of labour law revision, wage taxation, trade regulation and reform of the inspection, are contained in an EESE report in English and Serbian language. On the basis of the EESE report, SAE prepared three position papers in English and Serbian language (labour law revision, wage taxation and trade</p>	<p>1. ILO provided training on the its product, the EESE toolkit leading to the development of the EESE report and evidence based position papers. ILO also provided technical advice, financial assistance and support on the research, including focus group meetings and a survey of 200 companies in early 2013, and on the development of the report and position papers (May-July 2013) including a national validation workshop and a national launch of the EESE report and roundtable discussion with the media.</p>

	<p>regulation/inspections). These papers form the basis of SAE's structured advocacy agenda, mandated by its members. The position papers were launched in July 2013 with extensive media coverage and presented in Serbian Parliament in July 2013. As result of EESE work, SAE has further strengthened its existing advocacy skills and the capacity (methodology and know-how) to develop stronger policy positions and advocacy materials in the future.</p> <p>2.SAE carried out an enabling environment assessment for women entrepreneurship development (WED), resulting in a comprehensive report in English and Serbian language on 'Assessing the environment for women entrepreneurship' with concrete policy recommendations for enabling environment for women entrepreneurship in the Republic of Serbia. For example SAE recommended establishment of intensive inter-agency cooperation at the level of the Government of the Republic of Serbia, especially between the Ministry of Finance and Economy and the Gender Equality Directorate of the Ministry of Labor and Social Policy, but also between other relevant ministries through the establishment of inter-agency team</p> <p>The report was launched in June 2013 with</p>	<p>2. ILO provided technical training on the African Development Bank/ILO toolkit (AfDB/ILO toolkit) for assessing the environment for women entrepreneurship. This methodology was then successfully adapted and implemented by SAE combining primary (interviews and focus groups) and secondary data that enabled SAE to develop evidence based comprehensive WED report. ILO provided technical assistance during the research and development of WED enabling environment report.</p>
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		good media coverage.	
	3	<p>In order to create conducive business environment over the period of two years (2011-2012) SAE conducted a research on burdens of doing business and organised number of round table discussions and meetings with employers throughout Serbia in order to form its position and priorities for its advocacy agenda. Concrete policy recommendations were developed and launched through a wide media campaign and press conference. SAE engaged advocated its recommendations via the Economic and Social Council and obtained support from reputable economists for its position. As result, SAE successfully influenced changes in the legislation in December 2012 that resulted in abolishment of local taxes (estimated 600-1000 euro per year per company) that affected 90% of the businesses, removed the obligation for operation of a fiscal cash register in various small trade businesses that affected 16% of businesses in Serbia and resulted in significant savings. Finally VAT registration threshold has been doubled resulting in significant savings in bookkeeping fees to micro and small businesses.</p>	<p>ILO provided technical training on advocacy for employers' organisations to SAE and on-going technical advice and assistance on survey design and methodology and during the research and development of the research report and position papers.</p>
Americas			

<p>Ecuador/ECU804 Organizaciones de Empleadores Fortalecen sus Capacidades Propositivas en Materia de Políticas Comerciales para sus Principales Destinos de Exportación (EEUU y Unión Europea).</p>	<p>3</p>	<p>El Comité Empresarial Ecuatoriano-CEE fortaleció su estrategia de cabildeo, gracias a las conclusiones del estudio auspiciado por la OIT, para evaluar el impacto socioeconómico de no tener Acuerdo Comercial con la Unión Europea. También se realizó una campaña de comunicación diseñada para defender el empleo digno que generan las empresas que exportan a este mercado y así sensibilizar al Gobierno del Ecuador sobre la importancia de culminar la negociación de este Acuerdo. El Gobierno reconoció la calidad de la información y de los argumentos presentados en varias oportunidades por el CEE y anunció que en Septiembre/Octubre 2013 se retomarían las negociaciones que habían estado suspendidas por más de año y medio. Las reuniones de preparación se iniciaron la primera semana de Julio 2013.</p>	<p>La OIT brindó asistencia técnica para la realización del "Estudio de impacto socio económico de no lograr un Acuerdo Comercial con la Unión Europea". La información y conclusiones provistas por el Estudio fueron la base de los mensajes para el diseño y producción de una campaña de comunicación que apoyo la OIT. La campaña esta compuesta de un video (5min) con 5 historias de vida de trabajadores y pequeños exportadores que dependen del mercado europeo, 1 spot de (30seg), 5 anuncios de radio (1 en quechua), presencia en redes sociales y afiches y fotografías.</p>
<p>Venezuela/VEN105 FEDECAMARAS aumenta la afiliación de sus miembros</p>	<p>2</p>	<p>A lo largo del 2012 y 2013 la Federación de Cámaras y Asociaciones de Comercio y Producción de Venezuela -FEDECAMARAS logró establecer alianzas con otros actores sociales como estudiantes, sindicatos, las universidades, pequeños emprendedores, micro empresarios de la economía informal, gremios estadales, etc, con el objetivo de construir el Plan PROGRESO Y BIENESTAR por una visión compartida de país. Con este acercamiento FEDECAMARAS ha mejorado</p>	<p>La OIT brindó asistencia técnica para la moderación y sistematización de las discusiones y contribuciones en cada una de los 12 encuentros realizados en 11 ciudades de Venezuela. Igualmente se prestó apoyo logístico para la organización de los encuentros.</p>

		sustancialmente su imagen frente a otros actores sociales. También ha logrado establecer una presencia más respetada en los medios de comunicación. Se han conformado grupos de trabajo por Estados los que están encargados de dar seguimiento a los acuerdos.	
Honduras/HND804 El COHEP, con el apoyo de la OIT, diseña y ejecuta una estrategia de incidencia para el desarrollo de empresas sostenibles en el país.	1	<p>- El Consejo Hondureño de la Empresa Privada (COHEP), a partir de su interés por mejorar la estructura interna, encontró la necesidad de ampliar sus capacidades sobre asuntos de género.</p> <p>- Por ello, constituyó el Comité de Género para diseñar y difundir la estrategia empresarial en el tema de la igualdad de género en las empresas hondureñas.</p> <p>- El COHEP a través de este Comité de Género elaboro 2 diagnósticos sobre la situación de la igualdad en las empresas hondureñas; unos para la Ciudad de Tegucigalpa y otro para la ciudad de San Pedro Sula. Con estos estudios se han impartido seminarios de sensibilización y capacitación dirigidos a las empresas.</p>	<p>La OIT brindó acompañamiento a través de consultores externos expertos en materia de género. Se llevaron a cabo 6 sesiones de capacitación dirigidas a los responsables de los Recursos Humanos en las ciudades de Tegucigalpa y San Pedro Sula. La OIT apoyo con consultores la elaboración de los diagnósticos sobre la situación de género en las empresas hondureñas.</p> <p>- La OIT le entregó a la Junta Directiva del COHEP un diagnóstico institucional que permite conocer sus capacidades como institución para analizar e identificar los principales obstáculos que enfrenta el entorno empresarial para su desarrollo y crecimiento, y en consecuencia para brindar más y mejores empleos.</p>
	2	- El COHEP diseña, analiza y propone las políticas públicas que el país debe implementar para que en Honduras sea un país que cuente con un entorno propicio para la inversión tanto nacional como extranjera y	-La OIT brindó asistencia técnica a través la aplicación de la herramienta de evaluación denominada Enabling environment for sustainable enterprises (un entorno propicio para las empresas sostenibles).

	<p>en consecuencia se genere el empleo que el país demanda.</p> <ul style="list-style-type: none"> - El COHEP con este proyecto incide en la generación de políticas públicas a favor de la empresa sostenible, desarrolla su Agenda Multianual de Trabajo durante el segundo semestre del 2013, con ello fortalece su presencia institucional sustentada en el análisis y en la propuesta. - Esta Agenda Nacional Empresarial se ha presentado a los Candidatos a la Presidencia de la República de los distintos partidos políticos; se presentó en la Asamblea Nacional; al Poder Ejecutivo en su conjunto; se hizo una presentación dirigida a todos los medios de comunicación; finalmente se presentó a la comunidad empresarial en su conjunto. - Se acordó durante el mes de agosto del 2013 la creación de mesas de Trabajo entre el Gobierno y el COHEP para dar seguimiento a cada una de las iniciativas presentadas. <p>El COHEP cuenta con un espacio en su sitio web para recibir opiniones y comentarios sobre esta agenda; se diseñó y desarrolló una campaña de comunicación en lo que se denomina 'social media'.</p>	
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