



ACT/EMP
The Bureau for Employers' Activities



International
Labour
Organization



PROMOTING STRONG EMPLOYER AND BUSINESS MEMBERSHIP ORGANIZATIONS IN THE ASIA AND THE PACIFIC REGION

THE BUREAU FOR EMPLOYERS' ACTIVITIES (ACT/EMP)



WHO WE ARE AND WHAT WE DO

The Bureau for Employers' Activities of the ILO (ACT/EMP) is a specialized unit within the ILO Secretariat. Its task is to maintain close and direct relations with Employer and Business Membership Organizations (EBMOs) in member States, to provide capacity building and technical assistance to these organizations and to inject their perspectives and priorities into the wider ILO policy framework.

Globally, ACT/EMP assists EBMOs in developing and transition countries become strong, independent and representative organizations that respond to their members' needs and challenges by designing and implementing technical cooperation programmes around prioritized labour and social issues.

The key components to ACT/EMP's roles are:

- Maintaining and developing a global network of EBMOs
- Being a trusted internal partner of the ILO to EBMOs and keeping the ILO constantly aware of their views, challenges and priorities
- Running capacity-building programmes for EBMOs that respond to their needs (targeting three areas: policy, services, and strategy/governance)
- Conducting research that reflects employers' priorities and perspectives on key labour market issues
- Facilitating the wider work of the ILO with EBMOs
- Supporting employers in the work of the ILO governance bodies



Modus operandi: How ACT/EMP works

Our approach is to jointly identify with EBMOs key areas where technical cooperation is needed and where ACT/EMP can provide meaningful assistance. In delivering our technical cooperation programme, we adhere to the following guiding principles:

- Focus on capacity-building efforts of EBMOs as a core activity.
- Be “demand driven”: Working for EBMOs to help them with their agenda for national economic and social development.
- Deliver technical assistance that is aligned with the ILO programme and budget and strictly adheres to its reporting rules.

How ACT/EMP delivers technical assistance

ACT/EMP’s technical cooperation programme is built around three pillars:

1. POLICY DEVELOPMENT

Our approach to developing the policy capacity of EBMOs is twofold. On a broad level, ACT/EMP supports EBMOs in developing strategic policy frameworks (or a national business agenda) to outline medium to long-term strategic policy goals. For specific policy efforts, we provide tailored research support and technical guidance to assist with the development of evidence-based policy proposals.

Recent examples of policy areas where ACT/EMP provided technical assistance to national policy efforts include: the minimum wage, labour law, skills development, the informal economy, disaster response and preparedness, labour mobility, and the strategic approaches to technology in the workplace. ACT/EMP has a policy development toolkit entitled the *Enabling Environment for Sustainable Enterprises* (EASE), which is used as the basis for working with EBMOs.

2. SERVICES

ACT/EMP works with EBMOs to develop training and information services that are aligned with their policy priorities and mandate. Examples of services include enterprise training toolkits on workplace health and safety, labour law, non-discrimination and equality. For all of these issues, EBMOs are closely involved in the policy discourse and therefore have a comparative advantage that private consultancies lack.

Training services to develop EBMOs' membership capacity and expand their membership, particularly among small and medium-sized businesses, is a critically important component of our services support offer. ACT/EMP's new *In Business* suite of enterprise training services is a cost-effective and commercially viable approach that is proving very effective. As businesses face new challenges from climate change, technology and increasing civil strife, ACT/EMP is updating its service offerings to respond to the emerging needs of constituents.

3. STRATEGIC PLANNING AND GOVERNANCE

The final component of ACT/EMP's work is assisting EBMOs to develop new or update their current strategic plans. This is an internal exercise that looks at the strengths, weaknesses, opportunities and threats to an organization aiming to develop a medium-term strategic response.

The SDGs and the 2030 agenda: A new development paradigm

The main vehicle for the ILO at national level continues to be the Decent Work Country Programmes (DWCPs), which are time-bound strategic plans promoting decent work as a central component of national development. The DWCPs will increasingly be integrated with the globally agreed Sustainable Development Goals.

The SDGs clearly and comprehensively underline the role of the private sector in delivering on eventual goal achievements. The SDGs note that: "... private business activity, investment and innovation are major drivers of productivity, inclusive economic growth and job creation" (article 67 of the 2030 Agenda for Sustainable Development). They also recognize that "sustained, inclusive and sustainable economic growth is essential for prosperity".

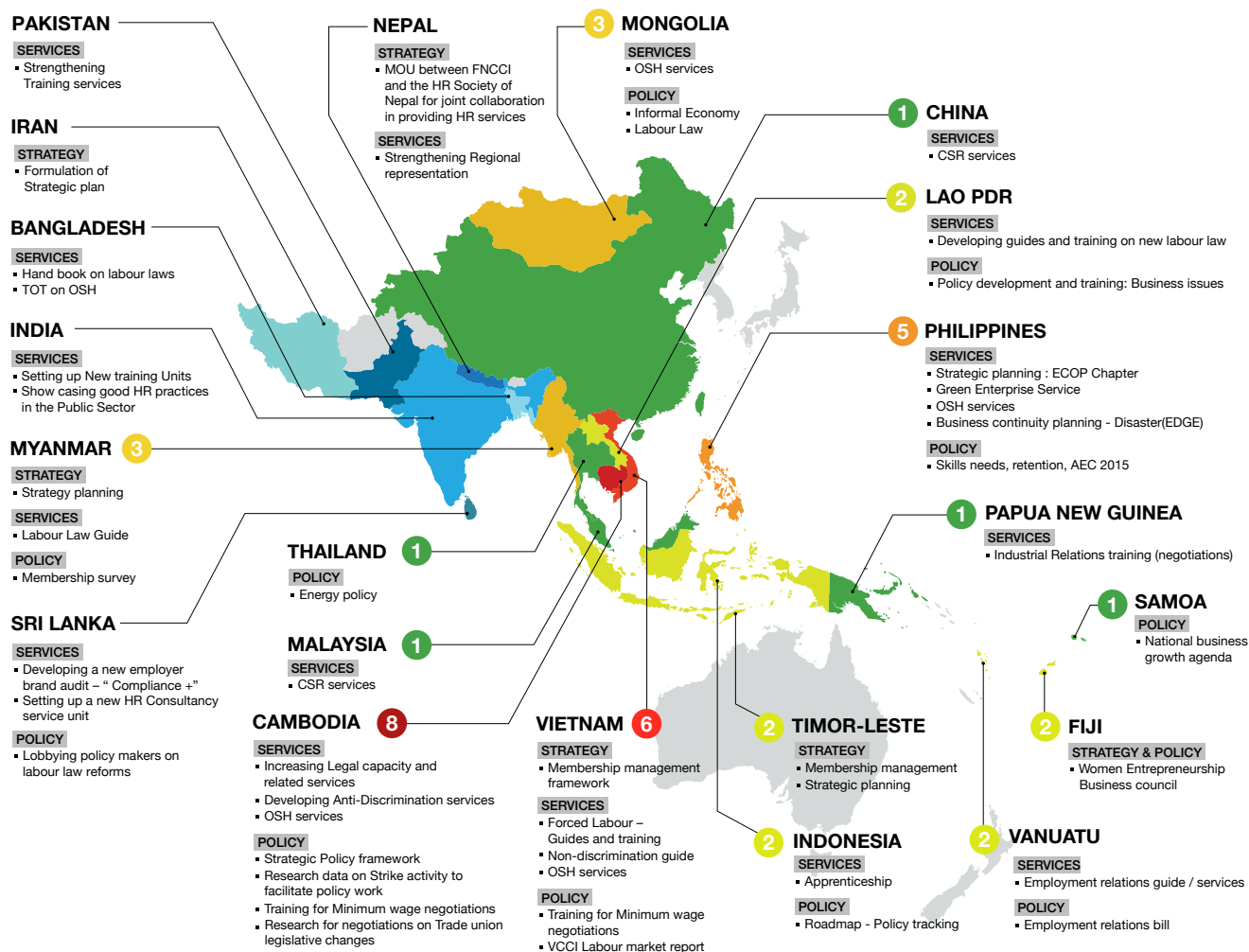
The 2030 Agenda calls for national level policy development. The role of the private sector, through its representative organizations, will be crucial in enabling member States to develop and implement policies that promote economic growth, employment and decent work and more generally promote sustainable development. The ILO – as the only UN agency to have a global private sector network as a constituent – is particularly well-suited to playing a comprehensive role. ACT/EMP within the region and beyond is charged with leading this engagement and will be making targeted efforts to support the private sector through EBMOs.

WORKING AT THE NATIONAL LEVEL

ACT/EMP PROVIDES TECHNICAL SERVICES ACROSS THE ASIA-PACIFIC REGION



ILO ACT/EMP On-going Activities at National level



Cambodia Federation of Employers and Business Associations (CAMFEBA): Scaling up policy capacity

ACT/EMP supported CAMFEBA in the development of a national survey aimed at exploring employers' perspectives on a range of issues, including workplace relations, social security, skills, corruption and the ASEAN Economic Community (AEC), along with their views on the effectiveness of CAMFEBA as a representative of the Cambodian business community.

In addition, an assessment of available secondary data on Cambodia was published in a national report entitled *The enabling environment for sustainable enterprises in Cambodia*. This document and the CAMFEBA's overarching policy report, *Pathways to prosperity: Policy priorities to create an enabling environment for sustainable enterprise development*

and creation in Cambodia, were launched in March 2014 in the presence of the Cambodian Minister of Labour and Vocational Training.

Subsequent to the launch, the CAMFEBA Secretariat established a dedicated policy research unit to improve its capacity to engage in policy processes using evidence-based approaches. Intensive efforts were undertaken in 2015 to translate CAMFEBA's overarching policy report into individual, stand-alone policy position papers on Cambodia's draft trade union law and minimum wage mechanism.

In particular, the CAMFEBA position paper on *Cambodia's Trade Union Law: A necessity*, was developed through a robust consultative process with member associations. Since publication of the paper, CAMFEBA has received numerous requests for presentations at business organizations and chambers of commerce (both domestic and international), indicating its higher profile and credibility within the

business community. The position paper received wide coverage in the national media.

To support advocacy efforts, a video was also produced to explain in simple terms the reason why Cambodia needs to maintain its competitiveness in the garment sector and establish a systematic wage negotiation process.

CAMFEBA's achievements were based on a number of factors:

- Data-driven arguments make CAMFEBA policy positions convincing and reliable.
- CAMFEBA's communication strategies use policy documents and a dedicated media advisor.
- An effective CAMFEBA board empowers and entrusts Secretariat staff to carry out policy research.
- Continuous policy capacity-building activities are aligned with the strategy and mission of
- CAMFEBA.



We have been able to significantly raise CAMFEBA's policy profile on critical labour market issues impacting Cambodia's economic growth. A dedicated economic researcher, communication strategies and much-needed capacity-building activities have allowed us to accelerate progress and strategically reach out to Cambodia's business community and social partners. It's really a good thing for CAMFEBA and Cambodia that we are more data-driven and vocal and we are putting out these policy papers.

Van Sou leng,
CAMFEBA President

The Fiji Commerce and Employers' Federation (FCEF)

In response to the Strategic Development Plan of the Government of Fiji, which calls for greater commitment to "enable women to participate fully in socio-economic development of the country", the FCEF, with ACT/EMP assistance, scaled up efforts to support female-owned enterprises and encourage female entrepreneurship.

One key challenge has been the significant gaps in services available for women who own small businesses and struggle to expand their operations. To help address this, the FCEF founded the Women Entrepreneurs and Business Council (WEBC), launched at the FCEF Top Executive Conference (TOPEX) in September 2013 in the presence of the President of Fiji, Ratu Epeli Nailatikau.

To initiate member-driven activities and respond to the needs of women entrepreneurs in Fiji, the WEBC conducted a survey of membership needs, which served as the foundation for the development of the WEBC's first strategic plan in May 2014. This plan, supported by ACT/EMP, was launched at TOPEX 2014, and the WEBC was officially recognized as the

7th council of the FCEF, allowing its positions to be reflected in key FCEF policy documents.

Initiatives such as brochures, training sessions, campaigns and roadshows have been undertaken to create a widely visible brand for WEBC and increase awareness of its activities to attract new members. The results are tangible. WEBC has grown dramatically over the past two years, and has received substantive coverage in the local media such as the Fiji Times and Fiji Sun. WEBC has over 100 subscribed members and posts frequent daily updates to its Facebook page, its main communications and marketing platform with over 1,200 followers.

WEBC is now playing a bigger role in advocating for policies to create an enabling environment for women business owners in Fiji and support their growth. The Council's first position papers, supported by ACT/EMP, on strengthening access to finance for women entrepreneurs as well as business licensing and registration processes was launched at TOPEX 2015.

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When FCEF looked at the issue of how to bring more women into the entrepreneurial space, we established – with the help of ILO ACT/EMP – WEBC as the 7th council of the Federation. We've made enormous strides during the past two years with a strategic plan in place and concrete services being offered to women entrepreneurs who are subscribing to become members. The Council is now working to blend this issue into the fabric of leadership so that we have a holistic approach from the politics of the country and employment laws down to company operations.

Howard Politini, President,
FCEF (2013-2015)



Employers Association of Indonesia (APINDO)

With Indonesia's youth unemployment rate, particularly among men, one of the highest in Asia, APINDO has strongly promoted the apprenticeship system, which provides enterprises with young and motivated employees trained in a specific skill. ACT/EMP has worked closely with APINDO in this area.

One activity carried out was a field assessment on apprenticeship practices in Jakarta and Balikpapan. Other achievements include the development of an employers' guide on apprenticeship; the establishment of the Indonesia National Apprenticeship Network (INAN) – which later became the Global Apprenticeship Network (GAN) – Indonesia; and the promotion of apprenticeship programmes in East Java, West Java and Central Java.

The field assessment report on apprenticeship and the employers' guide on apprenticeship in Indonesia were both published by APINDO and announced at the launch of the INAN on 28 May 2015.

These collective efforts have further raised the profile of APINDO in promoting apprenticeship among employers as an effective means of tackling high youth unemployment in Indonesia.

APINDO has subsequently introduced a new service to its members by providing relevant information and guidance to employers on how to start and implement apprenticeship systems in accordance with regulations in Indonesia.

The Employers' Federation of Ceylon (EFC)

The information technology (IT) and information technology enabled services (ITES) sectors are expanding globally and Sri Lanka is rapidly emerging as a leading centre for IT, business process outsourcing, knowledge process outsourcing and other knowledge services.

These sectors tend to have young workforces whose expectations and attitudes to work differ markedly from older generations. They also have a higher percentage of female workers – important in the context of Sri Lanka, which has suffered from a relatively low female workforce participation rate (35–40 per cent) over the last decade. The IT and ITES sectors have been outliers, bucking this trend and emerging as growth sectors for female employment. Their business practices and working arrangements have provided a degree of flexibility that suits female employees much better than traditional, more rigid working arrangements.

To identify trends in terms of changing work patterns, the EFC, with the assistance of ACT/EMP, PricewaterhouseCoopers (PWC) and the Sri Lanka Association of Software and Service Companies (SLASSCOM), conducted a national survey among enterprises in these sectors.¹ The research focused on current operational, human resources and labour-related issues, identified planned future employment and work practices required for the Industry, and explored the extent to which labour laws supported or inhibited industry initiatives.

Two main findings emerged. The first was that current labour laws are not suited to the evolving needs of the IT and ITES industries. The non-recognition of flexible work arrangements such as flexitime and part-time work, and the removal of restrictions for females to work at night ranked high among issues requiring immediate attention. The second finding was that increasing business establishments costs are the largest external challenge faced by IT and ITES companies, along with limitations regarding the workforce and the non-supportive labour environment.

The research painted a picture of workplace realities that legislation has not yet caught up with. For example, work-life balance and career development are increasingly important to employees, perhaps even more so than financial rewards; and clearly, the younger generation has a preference for electronic communication, which has implications for working practices. ACT/EMP supported the EFC throughout this process as the research findings developed into policy recommendations and became part of the EFC advocacy agenda.

¹ <https://dl.dropboxusercontent.com/u/71450634/scan0016.pdf>

MAIN ACHIEVEMENTS 2013-2016

RESEARCH



12 Working papers



2 Case studies



4 Research and survey reports

NEW PRODUCTS

In Business: SME Training Toolkit

In Business is a package of training tools designed to strengthen business management skills and networking among micro, small and medium-sized enterprises. This training approach is ideally suited to hard-to-reach areas. The methodology is based on a low cost, trainer-less, peer-to-peer learning approach.

Secondary Data Report Tool (SDRT)

The SDRT enables EBMOs to have easy access to secondary data. The SDRT is designed to give EBMOs real-time access to up-to-date information on more than 250 variables for countries in the Asia-Pacific, African and Latin American regions. The tool is used to increase EBMOs' research capacity by equipping staff with credible secondary data that provide a basis for developing strong policy arguments on key labour market issues in an impactful way.

ILO/UNISDR Resilience & Mitigation Disaster Toolkit

The toolkit is designed to help EBMOs provide basic assistance to their members to help with contingency planning and disaster mitigation strategies.

REGIONAL TRAINING

16 ACT/EMP regional trainings covering the following themes:



Two regional training courses on health and safety (one with ITC Turin)



One regional training course on green jobs (ITC Turin)



Two regional training courses on minimum wage negotiation strategies (with ITC Turin)



One regional research and communications training



Five technical training courses on migration themes



Supported three ASEAN Confederation of Employers' (ACE) regional events



Supported two Confederation of Asia-Pacific Employers' (CAPE) regional events

CAPACITY BUILDING ACROSS THE REGION



23 policy related interventions



18 service development related interventions



8 Strategy planning related interventions



Total 49 reportable outcomes according to ILO Programme and Budget 2012-2013 and 2014-2015.

WORKING AT THE REGIONAL LEVEL

Promoting women in business and management

ACT/EMP initiated a research project on women in business and management designed to strengthen the knowledge base on women's representation in the workplace and identify barriers to their achieving the highest levels of management (the so called "glass ceiling").

The research report, Women in business and management: Gaining momentum in Asia and the Pacific, examines company policies and highlights good private sector practices to promote women in management in Asia and the Pacific, a region where women's growing presence in the labour market is becoming a driver for economic growth and development. The report offers region-specific data and information on women in business and management and complements the findings and messages of the global report.

The Asia-Pacific publication was launched at a major regional conference held in partnership with the Singapore National Employers' Federation (SNEF) in July 2015. This event brought together over 260 international experts, academics, company representatives, representative organizations of business and other stakeholders to provide an overview of opportunities and challenges in attracting and retaining female talent as well as to share trends and best practices. The report and the conference received substantial media coverage in the region, including from Bloomberg.



The Women in Business and Management conference served as a vital opportunity to openly discuss how we can do things better, how we can make the business case for gender diversity stronger and how to overcome existing challenges. Congratulations to the ILO leadership for this fantastic and impactful conference.

Marife Zamora, CEO,
Convergys Philippines





Navigating the tech age: Preparing enterprises and workers for the future

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

To date, ACT/EMP has produced the following:²

- Major regional report, *ASEAN in transformation: How technology is changing jobs and enterprises*
- Three sector-specific reports on: Automotive and auto parts; Electrical and electronics; and Textiles, clothing and footwear
- Regional survey report: *The perspectives of enterprises and students on future work*
- An analysis of jobs at risk of automation in ASEAN
- Five country-specific briefs: Singapore, Viet Nam, Myanmar, Cambodia and Indonesia

As a follow-up to the ASEAN in transformation report, ACT/EMP has contributed to national dialogue and CEO briefings on the future of work in Beijing, Jakarta, Singapore, Phnom Penh and Hanoi. These initiatives at national level will continue. At regional level ACT/EMP is undertaking a deeper analysis of the emerging technologies in the apparel sector and the likely impact on jobs in Asia.

Our strategy will focus on achieving the following:

- developing tailored approaches at regional and national level that can lead to sound policy recommendations and proposals in critical areas to inform the national policy discourse;
- capacitating EBMOs to lead multi-stakeholder analysis (including other stakeholders such as trade unions, research institutions and policy-makers);
- helping EBMOs build on national processes and in particular linking them with academic partners and think tanks;
- connecting EBMOs with similar research conducted by leading international organizations such as the World Bank and Asian Development Bank;
- assisting national EBMOs to provide leadership to the business community on the impact of technology on the labour market;
- developing regional roundtables (of all EBMOs) for cross-fertilization.

² The regional report was launched in July 2016 in Singapore and has to date featured in over 100 media outlets globally such as the Guardian, Forbes magazine and Deutsch Welle with detailed commentary and analysis. All reports can be accessed at this location: <http://www.ilo.org/public/english/dialogue/actemp/whatwedo/aseanpubs/report2016.htm>



Helping business work in fragile zones

Countries in the Asia-Pacific and Arab State regions are periodically affected by natural disasters, political conflicts and other situations that lead to fragility. In recent years, a series of natural disasters such as typhoons (Philippines, Pacific Islands) and earthquakes (Nepal) have left devastation in their wake. Domestic conflicts and ethnic tensions have also led to destruction in some countries of the region. Under the Jobs for Peace and Resilience (JPR) programme, one of five ILO flagship programmes, ACT/EMP is assisting EBMOs and their membership to:

- strengthen their technical services and policy capacity to increase their relevance and representation in fragile zones; and
- enable them to effectively contribute to sustainable economic and social recovery in those zones and participate in meaningful dialogue with stakeholders.

Our strategy is focused on helping to equip EBMOs with tools to support companies and their workers with contingency planning for natural disasters and crises, managing an immediate fragile situation, and post reconstruction.

Some recent examples of ACT/EMP's work:

- A working paper on EBMOs in conflict-affected zones: *Enterprise creation, employment and decent work for peace and resilience: The role of Business and Employer Membership Organizations in conflict zones in Asia*
- A case study on the role of EBMOs during the conflict in Sri Lanka
- A case study on the role of EBMOs in responding to and preparing for natural disaster in Myanmar



- A major report and conference with the Employers' Confederation of the Philippines (ECOP), Needs Assessment for the private sector in the Philippines: Disaster preparedness, response and recovery
- Case studies on how EBMOs responded before, during and after disasters in New Zealand and the Philippines
- A Business Contingency Planning training module (using the In Business training package) developed and rolled out in the Philippines with ECOP and regional chapters
- A disaster resilience and mitigation toolkit (being developed with UNISDR)
- An international research project on how EBMOs can play a greater role in supporting investment in these regions (in process)

Managing mobility and migration

The nexus of goods, services and people crossing borders presents tremendous opportunities for economic and social development. Yet it also poses formidable challenges. As enterprises increasingly do business along disaggregated supply chains and with workers seeking opportunities away from their home countries, egregious abuses can occur. Trafficking, forced labour and child labour are sadly issues that are prevalent across the region. Similarly, mistreatment of migrant workers and non-compliance with national employment laws are also pervasive.

ACT/EMP has developed a strong programmatic response in this area to assist EBMOs as they grapple with the intertwined web of issues and policy frameworks. A few examples:

- A range of technical regional meetings was held on migration themes (skills and mobility, recruitment practices, and managing reputational risks).
- ACT/EMP produced the technical report entitled *Managing labour mobility: Opportunities and challenges for employers in the ASEAN region*.
- ACT/EMP has worked with the ASEAN Confederation of Employers in developing five ACE policy positions for use in regional forums
- ACT/EMP conducted a regional survey on the preparedness of enterprises for the ASEAN Economic Community and developed a working paper to assist EBMOs in preparing for it.

Looking forward, ACT/EMP through the ILO ASEAN-TRIANGLE project envisages setting up an Enterprise Resource Centre (ERC) that will be structured around the following pillars:

- Skills mobility
- Managing migrant workers (legislation, practices, etc)
- Reputational risk: forced labour, child labour trafficking

The ERC will provide information for business on related legislative requirements and legal compliance; collect data and other empirical evidence on a sector, sub-sector and national basis; coordinate research, evidence, guidelines and other relevant inputs in the region; develop training materials and tools for enterprises at different levels that assist with compliance and traceability; and provide guidance and advice to companies and industries on issues related to labour mobility and the protection of migrant workers.

Social protection

The adoption of the ASEAN Declaration on Strengthening Social Protection on 9 October 2013 reaffirmed the commitment of the 10 ASEAN countries to build a socially responsible and people-oriented ASEAN community. ACT/EMP has supported employers as regional policy-level dialogue has increased on this issue.

ACT/EMP carried out research on social security systems in four ASEAN countries and subsequently developed and published a working paper, *Social protection in ASEAN: Employer perspectives and recommendations*. The report, officially launched at a regional ACE event in Cambodia in 2016, has been a useful resource for employers in policy discussions on an issue of increasing importance.

LOOK AHEAD

ACT/EMP HAS IDENTIFIED FIVE OVERARCHING TRENDS THAT WILL SHAPE THE OPERATING ENVIRONMENT FOR EBMOs AND THEIR MEMBERS – AND TO WHICH IT IS RESPONDING.



Impact of new technologies on enterprises and jobs

Technology presents enormous potential opportunities to improve people's lives at home and in the workplace; and to make enterprises more efficient and grow more sustainably. However, ACT/EMP's study on ASEAN in transformation: How technology is changing jobs and enterprises warns that the same technology will replace mainly lower-skilled jobs in labour-intensive sectors such as textiles, clothing and footwear as technology costs decline and innovations become accessible to even small-sized enterprises. This will ultimately lead to the displacement of millions of low-skilled manufacturing jobs in the region.

ACT/EMP will utilize and scale up its current research efforts on the impact of technology to assist EBMOs with national level strategies to capitalize on and manage labour market changes resulting from the deployment of disruptive technology.

Adapting labour market governance and social dialogue

The process of regulating and governing labour markets has been much more reticent in the Asia-Pacific region than in other regions. Consequently, Asia and the Pacific is much less characterized by tripartism and its accompanying machinery. While in recent years there has been a notable increase in legislative efforts in the labour and social policy domain, this has not been accompanied by either sounder policy and legislative foundations nor more rigorous consultative processes. With some exceptions, there are few indications that this is likely to change. Yet we are on the cusp of workplace transformation. Technology is and will transform labour markets in terms of how, where and when we work.

ACT/EMP will work with EBMOs in developing forward-looking approaches and methodologies for more effective and equitable governance of labour markets and social dialogue processes for the technology age.

Resilience for climate change

In the Asia-Pacific region the frequency of disasters is increasing, with a growing number of people living in vulnerable areas. The business community is situated in and dependent on a broad societal community. When a disaster strikes, every day that a business is closed is a day of lost wages and inaccessible services. Every day that community members spend in shelters and without access to basic goods is a day of minimal economic activity. The realization that long-term impacts of disasters on economic development, growth and poverty reduction can be reduced or eliminated by strengthening the resilience of communities points to the critical need for comprehensive disaster risk reduction and management strategies.

ACT/EMP's primary focus is on helping EBMOs prepare their members and communities for climatic disruption through a range of operational and pragmatic tools that can be deployed across the membership. ACT/EMP will continue to work closely with colleagues on strategies to reduce the carbon footprint.



Managing mobility and migration

This is an unprecedented period of mobility of people across and within borders. Yet throughout the region national accreditation systems fail to recognize overseas skills and consequently limit the opportunities and benefits for business and workers. Within this space egregious abuses can also occur. The region has the highest global rates of forced labour, slavery and trafficking. This presents major ethical challenges for all stakeholders and from a purely economic perspective is a major hindrance to investment as global companies fear reputational damage. An additional issue is that increased use of technology across the region will diminish the need for low-skilled migrants as their jobs are increasingly being automated. Mobility and migration will remain a major challenge in Asia and the Pacific.

ACT/EMP's technical agenda is fourfold: First, to boost efforts to increase skills recognition systems across the region; second, to develop and disseminate widely information on legislation governing migrant workers along with good practices; third, to provide tools and approaches that can be used by EBMOs to tackle forced labour and trafficking; and fourth, to work with EBMOs on reintegration strategies for returning migrants.

Managing members and promoting stability in fragile zones

Business requires a stable investment environment and an administration that delivers consistent policy. Predictability in the policy and operating environment is a key ingredient to enable private sector activity to flourish and to attract investment. Further, in societies where peace is stronger, economic and social development goals are more likely to be achieved. Many countries in the region experience political uncertainty, ethnic tensions or outright conflict situations, all of which limit or hinder economic activity. EBMOs are critical actors in these scenarios, from engaging in political discourse to encouraging stability and providing critical services to enterprises to help them stay in business.

ACT/EMP's technical work will focus on promoting entrepreneurship, enterprise development and job creation and providing support to enterprises to sustain and grow their commercial operations in fragile zones. ACT/EMP will work to support inclusive and safe workplaces, help enterprises maintain commercial operations and promote conflict resolution stability and investment through dialogue.



RECENT RESEARCH PUBLICATIONS

WORKING PAPERS

- Enterprise creation, employment and decent work for peace and resilience: The role of Business and Employer Membership Organizations in conflict zones in Asia (2016)
- Analysis of the economic development role of Sectoral Business Associations in the rubber, electronics and electrical, and automotive sectors in Malaysia, Thailand and Viet Nam (2016)
- ASEAN in transformation: How technology is changing jobs and enterprises (2016)
- ASEAN in transformation: The future of jobs at risk of automation (2016)
- ASEAN in transformation: Textiles, clothing and footwear - Refashioning the future (2016)
- ASEAN in transformation: Electrical and electronics - On and off the grid (2016)
- ASEAN in transformation: Automotive and auto parts - Shifting gears (2016)
- Managing labour mobility: Opportunities and challenges for employers in the ASEAN region (2016)
- Social protection in ASEAN: Employer perspectives and recommendations (2016)
- Industrial relations and enterprise social dialogue in ASEAN (forthcoming)
- Women in business and management: Gaining momentum in Asia and the Pacific (2015)
- ACT/EMP-ECOP Needs assessment for the private sector in the Philippines: Disaster preparedness, response and recovery (2015)
- The road to the ASEAN Economic Community 2015: The challenges and opportunities for enterprises and their representative organizations (2014)

CASE STUDIES

- A case study on the role of employers' and business organizations during the conflict in Sri Lanka (2016)
- A case study on the role of employers' and business organizations in responding to and preparing for natural disaster in Myanmar (forthcoming)

RESEARCH AND SURVEY REPORTS

- ASEAN in transformation: The perspectives of enterprises and students on future work (2016)
- ACT/EMP Research Note: A four-country review of labour law reform processes and accompanying social and policy dialogue (2015)
- ACT/EMP Research Note on Trade Agreement and Labour Issues (2015)
- Survey of ASEAN employers on skills and competitiveness (2014)



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