

## Outcome 09 - Employers' Organizations: 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 both of 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
<b>Africa</b>			
<b>Sao Tome and Principe/STP801</b> Renforcement des capacités institutionnelles de la CCIAS	1	La Chambre de Commerce, d'Industrie, d'Agriculture et des Services (CCIAS) a adopté en octobre 2014 un nouveau plan de développement stratégique, assis sur une nouvelle vision de l'organisation. Déjà chambre de commerce, elle s'adjoit des missions d'une véritable organisation patronale. . Pluriannuel, le plan retient entre autres priorités, la promotion et le développement des entreprises et de l'initiative privée, le plaidoyer et le lobbying, 'une stratégie et un plan de communication ainsi qu'un mécanisme adapté de financement et de mobilisation de ressources, gage de pérennité.	Le BIT a apporté un appui technique pour la réalisation de cette activité. Cet appui se traduit par les activités qui suivent : élaboration des TDR, lancement du processus de recrutement du consultant, financement de l'étude et de l'atelier de validation de l'audit stratégique, participation à l'atelier de validation
	2	En outre, les capacités du secrétariat et de dirigeants élus La CCIAS est renforcée sur	Le BIT a organisé un atelier de renforcement des capacités des dirigeants de la CCIAS,

	<p>les thématiques suivantes de gestion des organisations d'employeurs : gouvernance des organisations, gestion des membres, rôle des organisations d'employeurs dans la promotion d'un environnement propice aux entreprises, plaidoyer efficace, fournitures de services aux membres, représentation et défense des intérêts des membres, dialogue social, et les techniques de négociation. C'est dans ce contexte que la CCIAS a organisé :</p> <ul style="list-style-type: none"> <li>• en juillet 2015, sa première foire internationale,</li> <li>• en octobre 2015, et avec le concours de la Banque Africaine de Développement (BAD), un séminaire d'information sur l'arbitrage ainsi qu'un atelier de formation, dans le cadre du règlement des litiges d'affaires.</li> </ul>	<p>conformément au plan de développement stratégique. Dans ce cadre le Bureau a apporté un appui technique et financier.</p>
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**Cape Verde/CPV801**  
Strengthened institutional capacity of employers' organisations

1	<p>L'Association Commerciale de Sotavento du Cap Vert (ACS) a procédé au renouvellement de ses organes de direction en juillet 2014. Le Conseil d'Administration nouvellement installé a approuvé le nouveau plan stratégique de l'organisation en Septembre 2014. Les priorités du plan stratégique portent sur i) la révision des statuts pour favoriser l'adhésion d'entreprises du secteur agricole, (ii) le recrutement de personnels, (iii) la formation de ces personnels et de dirigeants élus pour l'amélioration de la représentation et la défense des intérêts des membres, la formation de chefs d'entreprises, la promotion commerciale et l'incitation à la diversification des marchés et à l'internationalisation des entreprises.</p>	<p>Le BIT a contribué à l'élaboration des termes de référence et mis un consultant à la disposition de l'ACS en vue de l'élaboration de son plan stratégique. Le BIT a également facilité avec le consultant l'atelier de validation du document lors du biennium précédent. Le BIT a accompagné l'ACS en 2014 et fourni des conseils en matière de gouvernance des organisations d'employeurs ce qui a permis le renouvellement en juillet 2014 des organes de direction de l'ACS</p>
2	<p>Un nouveau Secrétaire Exécutif a été recruté. Celui-ci, ainsi que les membres de la Direction ont, en novembre 2015, bénéficié d'un programme de renforcement des capacités sur la gestion efficace des organisations d'employeurs.</p>	<p>Le BIT a renforcé les capacités des membres de la Direction de l'ACS et du nouveau Secrétaire Exécutif en organisant et facilitant un atelier de formation sur la gestion efficace des organisations d'employeurs les 10 et 11 novembre 2015. La formation s'appuie sur le toolkit développé par le Programme de formation des Employeurs du CIF-Turin sur la gestion performante des organisations d'employeurs et met l'accent sur la gouvernance, les revenus, les services.</p>

<b>Botswana/BWA999</b> -	1	Business Botswana (BOCCIM) has developed a new strategic plan endorsed by the Board, disseminated at their AGM in June 2014	The ILO facilitated the strategy session for the development of the 2014-2016 Strategic Plan of Business Botswana (formerly BOCCIM) in December 2013
	2	In connection with the strategic goal of improving membership services, new Customer Relationship Management (CRM) software was installed and rolled out. BOCCIM was restructured into Business Botswana for effective representation to strengthen its policy advocacy and its regional chambers. The capacity of newly recruited staff has been built in 'Effective Employers Organisation Module' as well as policy advocacy to deliver on the new strategic plan.	ITCILO developed a CRM tailored for employers' organizations by executing a survey to identify their software and hardware specifications. ITCILO provided a training and validation workshop on the pilot database, assisted in its installation and trained the staff of Business Botswana headquarters secretariat in Gaborone and the Regional Office (FrancisTown) in its use. Three staff of the Business Botswana Secretariat and Regional Office were trained in 'Effective Employers Organisation' Module in March, 2015 and other 4 staff in policy advocacy in September, 2015.

<b>Malawi/MWI999</b> -	1	The Board of the Employers Confederation of Malawi (ECAM) reviewed and endorsed a new Strategic Plan (2015- 2017) in January 2015.	The ILO provided technical expertise in the review of the Strategic plan and an orientation for the Board and Secretariat of the ECAM on an effective Employers Organisation
	2	<p>The ECAM Secretariat and Board benefited from various training programmes to implement the new strategic plan especially in the area of delivery of new services on Occupational Health and Safety to members which is currently being offered.</p> <p>Capacity building of new staff in managing an effective employers organisation to enable new staff manage portfolio.</p>	<p>The ILO facilitated the training of the Employers' organisation on Occupational Safety and Health Services as well as the ILO Effective Employers Organisation Module. Further training was provided on social dialogue skills, mutual gains negotiations skills and collective bargaining for employers and workers organisations in Malawi.</p> <p>Training in policy advocacy impact assessment was also provided.</p>

**Namibia/NAM801**

Strengthened institutional capacity of employers' organisations.

1	<p>A new strategic plan, the Namibian Employers Federation(NEF) Strategic Plan 2014-2016, was developed, endorsed and launched in April 2014. This strategic plan replaced the 2009 NEF 5-year strategic plan.</p> <p>The main strategic focus areas of the NEF are:- Improve image and brand marketing Policy advocacy Capacity of the NEF Secretariat Membership services, and Revenue mix</p>	<p>The ILO provided technical support in the development and endorsement of the new strategic plan including facilitating the strategic planning workshop.</p>
2	<p>A capacity building programme was developed and implemented to facilitate the execution of the 2014-2017 strategic plan for the secretariat, board, and members. In line with the strategic plan, the NEF improved its membership management through introduction of the Customer Relationship Management (CRM) system. NEF has professionalized its member data management including billing, marketing and reporting to make it more efficient, productive and up-to-date.</p>	<p>ILO provided capacity building through the Effective Employers Organisation training module in March 2015.</p> <p>ITCILO developed a CRM tailored to employers organizations, including executing a survey to identify their software and hardware specifications, providing a training and validation workshop on the pilot database, assisting in its installation and training staff in its use.</p>

**Swaziland/SWZ801**

Employers' organisations promote the creation of an enabling environment through participation through in policy dialogue

1	<p>The strategic plan for the Swaziland Employers and Chamber of Commerce (FSE&amp;CC) for the period 2014 - 2017 was adopted at a joint meeting of FSE&amp;CC secretariat and the board of directors.</p> <p>The key focus areas of the 2014-2017 strategic plan are: *Policy advocacy and influence towards a conducive Business Environment; *Capacity building for the secretariat; *Financial sustainability; * Comprehensive and cost effective membership services.</p>	<p>The ILO provided technical support in the development of the 2014-2017 strategic plan including facilitating the strategic planning workshop and supporting the validation and finalization of the strategic plan.</p>
2	<p>A capacity building programme was implemented to facilitate the execution of the 2014-2017 strategic plan and the the secretariat, board, and members.</p> <p>In line with the strategic plan, the FSE&amp;CC improved its membership management through introduction of the Customer Relationship Management (CRM) system. The CRM has professionalized the organizations member data management including billing, marketing and reporting to make it more efficient, productive and up-to-date. FSE&amp;CC is using CRM daily as a key part of their operations</p>	<p>ILO provided capacity building through the Effective Employers Organisation training delivered in March, 2015.</p> <p>ITCILO developed a CRM tailored to employers organizations, including executing a survey to identify their software and hardware specifications, providing a training and validation workshop on the pilot database, assisting in its installation and training staff in its use.</p>

Asia and the Pacific

Myanmar/MMR999

-	1	<p>An MOU was signed between the ILO and Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI) which serves as the main planning instrument guiding capacity building technical work and as a strategic planning tool enabling the UMFCCI to develop its internal structures. The MOU has been a useful vehicle in organising technical work and in eliciting collaboration with other development partners. It received extensive media coverage (print, web- based and TV) and helped raise UMFCCI's profile.</p> <p>The Myanmar Tourism Federation (MTF) developed the MTF "Masterplan" which is the strategic framework for the organisation through to 2020.</p>	<p>The ILO carried out an Institutional and needs assessment of the UMFCCI membership. This assessment built on the wider overall assessment of Business membership organisations in Myanmar. Findings from both provided key contributions to the MOU design.</p> <p>The ILO provided financial and technical support for an institutional and needs assessment of MTF membership. ILO supported workshops to discuss the assessment reports' findings and make recommendations on organizational change. Mission/vision statements for MTF were developed as key communication tools and the ILO provided support for a technical training workshop on marketing strategies</p>
	2	<p>In line with the MOU, a capacity building plan for UMFCCI was subsequently developed and submitted to the Executive Committee/Board. UMFCCI was trained on minimum wages, research and the performance manufacturing index (PMI). The Effective Employer Organization training was also provided to UMFCCI and its regional members.</p> <p>In line with the Masterplan, the capacity of MTF and its association members was strengthened to implement key findings from the assessment reports and incorporate them into its operating structures resulting in greater efficiency and impact. This includes</p>	<p>The ILO provided support for the capacity building activities in line with the MOU. The and in developing proposals to assist the Organisation in structuring itself to deal more effectively with labour policy issues</p> <p>The ILO provided extensive technical and financial support for the development of Codes of Conduct for the sector and for an "employment contract template" for use by tour guides. Training was provided to MTF on project management skills in line with the strategies outlined in the masterplan.</p>

the development and deployment of codes of conduct which have provided MTF and its member associations a key tool for positioning the sector as a proactive leader on responsible tourism.

Fiji/FJ1999

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1	<p>A first mid-term strategic plan of Fiji Commerce and Employers Federation (FCEF)'s Women Entrepreneurs and Business Council (WEBC) 2014 - 2016 was developed, endorsed by the FCEF's board and WEBC's council and launched on 30 July 2014 for immediate implementation. The Strategic Plan identified the organisational vision, mandate, values and specific objectives to be achieved. It also identified the strategies and actions required to achieve the objectives.</p>	<p>The ILO, through the Norway Partnership Programme, provided technical support to the Fiji Commerce and Employers Federation (FCEF) in the process of developing and adopting the first strategic plan for the newly established Women Entrepreneurs and Business Council (WEBC), including supporting the strategic planning workshop, conducting membership needs survey, the resource person and the publication and launching of the strategic plan.</p>
2	<p>In line with the strategic plan, a marketing strategy training to enhance the capacity of FCEF staff and WEBC members has been conducted by FCEF's board member. Subsequently FCEF has embarked on the strategy to expand the membership of WEBC by conducting road show and membership drive in the different region, as well as participated in trade show and partnership with other related organisations to promote WEBC and recruit new members.</p>	<p>The ILO provided technical advice to FCEF in the implementation of the marketing strategy training. Through the support of the Norway Partnership Programme, road show and membership drive have been conducted by WEBC to recruit new members. ILO also supported the printing of the promotional materials for WEBC including brochures, banners etc. which have been used by WEBC to promote and enhance the visibility of WEBC in the membership drive process.</p>

**Philippines/PHL999**

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1	<p>The Employers' Confederation of the Philippines (ECOP) developed a strategic plan for development of its regional chapters, endorsed by ECOP's board. The plan included steps to strengthen ECOP's chapters, including through the introduction or extension of services to the SMEs in the region.</p>	<p>ILO provided technical support to ECOP in the process of developing and adopting its strategic plan, including the use of the ILO's guide on strategic planning in the "Effective Employers' Organisation" toolkit and the "Enabling Environment for Sustainable Enterprises (ESEE) toolkit.</p>
2	<p>In line with the priorities identified in the strategic plan, representatives from ECOP's Chapters were trained as qualified OSH trainers, and conducted OSH training for members in the relevant Chapters using the customised ITCILO OSH toolkit. OSH has subsequently introduced as a new service to members in the region.</p>	<p>ILO provided support for an assessment of the ECOP Chapter in South Luzon and the Philippines Chamber of Commerce and Industry (PCCI). The assessment enabled ECOP to understand its comparative advantage as a business membership organisation (BMO) representing the private sector employers in the region. With further ILO support, a validation workshop was conducted to present the finding of the assessment, which among others, identified the training needs required to enhance the capacity of the Chapters to provide services to the SMEs in the region. A training needs survey was conducted and OSH training modules developed for the Chapters. ILO subsequently conducted the "Train the Trainers" training in the Chapters to develop qualified OSH trainers in the regions.</p>

## Europe and Central Asia

### Albania/ALB999

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1

In early 2014, BiznesAlbania developed its 2014-2018 strategic plan, which was endorsed by its Board of Directors in April 2014. The plan identifies the organizational mission and vision and specific objectives to be achieved including the introduction of critical success factors and key performance indicators.

The ILO organized and led a strategic planning workshop for BiznesAlbania and provided technical support in the process of developing and adopting its strategic plan.

2

In connection with the strategic plan and in line with BiznesAlbania strategic goal of improving membership services, new Customer Relationship Management (CRM) software was installed and rolled out

ILO/ITC Turin provided training in October 2014 on installation and operation of the CRM programme.

<b>Montenegro/MNE999</b>	1	<p>In early 2013, the Montenegrin Employers' Federation (MEF) developed its 2013-2017 strategic plan, which was endorsed by its Board of Directors in March 2013.</p> <p>The plan identifies the organizational mission and vision and specific objectives to be achieved including the introduction of critical success factors and key performance indicators. In line with the strategic plan an annual action plan was developed that measures progress on each strategic goal of the organization.</p>	<p>The ILO provided technical support for the strategic planning workshop and in the process of developing and adopting its strategic plan.</p>
-	2	<p>In connection with the strategic plan and in line with MEF strategic goals of increasing membership and providing improved services, new Customer Relationship Management (CRM) software was installed and rolled out.</p>	<p>ILO/ITC Turin provided training in October 2014 on the installation and operation of the CRM programme.</p>

**Latin America and the Caribbean**

**Peru/PER998**

-	1	<p>The Chamber of Natural Gas Transport (CPGNV, Spanish) designed and adopted in April 2015, a strategic development plan, which was approved by its Board of Directors and partners, which improves the effectiveness of its structure, the overall management of the organization and their representation in the field of natural gas in Peru</p> <p>The SME Peruvian Business Association, the Industry, Commerce and Handicrafts Chamber of Arequipa's small and micro enterprises, the Bakery Peruvian Business Association and the Confederation of Business Associations of Micro and Small Enterprises of Villa El Salvador (Lima), design and adopt strategic development plans for institutional strengthening and to improve their ability to represent their members between August and October 2015. They also developed a proposal platform for the development of SMEs in Peru.</p>	<p>The ILO provided technical assistance in the process of developing and adopting the CPGNV strategic plan, leading a planning workshop in which 14 businessmen, union leaders and managers participated, based on the contents of the Guide "An Effective Employers' Organization".</p> <p>The ILO, in collaboration with the National Confederation of Private Business Institutions (CONFIEP, in Spanish), supported the design of the work plans, accompanied the four business associations during the design process of a strategic institutional development plan, supported the workshops's design and implementation and prepared documents that include values and principles of the business associations and their development proposals for SMEs. More than 70 entrepreneurs and executives of the business associations participated in the workshops</p>
	2	<p>In connection with the strategic plan, a training program which built staff and managers capacity to elaborate and develop every component of the strategic development plan was implemented, for example helping in the definition of the mission and vision of the Chamber, the establishment of the type of services to be provided to the chamber partners, the development of action lines to capture potential members, the analysis on the desirability of establishing a new legal entity</p>	<p>The ILO conducted between February and April 2015, three training workshops with the business association Directors and Management to set priorities, procedures and tools in the implementation process of the strategic development plan. In total 24 people were trained</p> <p>The ILO supported the organization of two training workshops for managers and staff from each participating Business Association between August and October 2015. Several</p>

	<p>or maintain the current, the definition of a new operational structure and preparing a tentative operating budget and proposals to ensure the sustainability of the industry in the medium and long term.</p> <p>A capacity building plan of leaders and executives of the business associations was designed, example setting out the basic features of a strategic planning process, considered from the point of view of a representative business organization for SMEs, and helping to determine the limitations and the main needs to develop as a body representing the interests of their members.</p>	<p>modules on business organization management were issued using, inter alia, The Effective Employers' Organizations Guide from the ILO. In total 46 people were trained.</p>
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**Antigua and Barbuda/ATG801**  
Strengthened institutional capacity of employers' organisations

1	<p>A strategic plan with accompanying action plans for each strategic goal was adopted by the Board of the Antigua and Barbuda Employers' Federation (ABEF) at its meeting on 17 April 2014. The plan (covering the period 2014 – 2017) enabled ABEF management to focus its resources in a systematic way to ensure it retained existing members and attracted new ones. It developed a communications strategy which included the production and wide dissemination of two publications – a membership brochure setting out the work ABEF undertakes on behalf of members and Guide for Employers. ABEF employed a new staff member in February 2014 to increase its capacity to provide new and better services in line with its strategic plan.</p>	<p>The ILO organized a Strategic Planning Workshop on 20 February 2014 for staff, Board members and representatives of key company members of ABEF to develop the strategic plan. The ILO also provided support on the content, development and dissemination of the membership brochure and employers' guide.</p>
2	<p>A key outcome within the Strategic Plan was to develop a programme to strengthen the capacity of the Executive Director to enable ABEF to play a greater part in national social dialogue forums. As part of that programme, the Executive Director was invited to be part of an eight-person bipartite delegation from the Caribbean region to Brussels to study how the voice of individual employer members can be reflected in national and regional forums. The Executive Director also participated in a Forum for Employers' Organisations of the Caribbean to prioritise issues for policy development on a regional level. As a result of these initiatives, the Executive Director undertook a survey of members to ascertain their issues of concern</p>	<p>The ILO organised and supported the Study Tour to Brussels in May 2015 and the Regional Employers' Forum in June 2015 under the EU-funded project to build the capacity of the Caribbean Employers' Confederation (CEC) and its members. The Office also provided members with a the template for the survey of issues of key concern.</p>

and developed a presentation on the topic delivered at the Forum.

## Outcome 09 - Employers' Organizations: Employers have strong, independent and representative organizations

### RESULTS BY INDICATOR

**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 provided by the employers' organization, documented through service records (training, information systems, publications, consulting services).

Country/Country Programme Outcome (CPO)	Measurement Criteria	Result Achieved	ILO Contribution
<b>Africa</b>			
<b>Cameroon/CMR801</b> Renforcement institutionnel des capacités des organisations d'employeurs	2	<p>LE GICAM améliore son offre de service dans le domaine de l'entrepreneuriat féminin. Une commission permanente de suivi de l'entrepreneuriat féminin est mise en place. La Commission a adopté un plan d'action décliné en quatre axes : participation effective aux instances de réflexion du GICAM, renforcement des capacités techniques dans des domaines spécifiques, lobbying, mobilisation de ressources. Une association des femmes entrepreneures a été créée. Elle a sollicité son admission au sein du GICAM.</p> <p>Le Business Advisory Service (BAS) du Groupement Interpatronal du Cameroun</p>	<p>Le BIT a contribué en apportant un appui technique qui s'est traduit par les activités suivantes : élaboration des TDR, recrutement des formateurs, organisations de deux ateliers de formation à l'attention de 40 femmes. Ces formations ont porté sur ; la comptabilité, les techniques d'approvisionnement de vente, de gestion des stocks.</p> <p>Ces formations étaient aussi l'occasion de mieux d'appréhender les préoccupations des femmes de façon générale afin que le GICAM puisse s'ajuster et proposer les services correspondants.</p>

(GICAM), structure d'appui en services marchands aux membres et non-membres, offre de nouveaux services spécifiques aux femmes entrepreneures. .

**Chad/TCD801**

Strengthened institutional capacity of employers' organisations

2

- Le Conseil National du Patronat Tchadien (CNPT) dispose désormais d'un plan de formation pour l'ensemble des entreprises formulé et adopté en 2014. Pour assurer un suivi efficace de la mise en œuvre de ce plan, Un nouveau service est mis en place au secrétariat appelé Unité d'Appui à la formation Professionnelle (UAF).

- Un cadre de haut niveau en ingénierie de la formation a été recruté pour assurer l'animation de l'UAF.

- Le CNPT a conclu une convention de partenariat avec le FONAP (Fonds National d'Appui à la Formation Professionnelle) et l'Agence Française de développement. Ceci lui permet d'obtenir des ressources additionnelles qui lui donnent les moyens de s'équiper pour mieux jouer son rôle.

L'UAF a réalisée :

- Une base de données détaillée des adhérents du CNPT
- Rencontre avec une douzaine de Directeurs d'entreprises et de DRH désignés comme chef de file des différents secteurs d'activités ;
- Imprégnation des adhérents aux enjeux du projet de la formation professionnelle ;
- Participation à des ateliers de formation pour s'approprier la méthodologie du projet en vue d'implémenter les formations préalablement identifiées avec l'appui du BIT ;
- Mise en place de groupes de travail

Le Bureau a apporté un appui technique à la réalisation d'une étude pour identifier les besoins de formation des entreprises dans le but d'améliorer l'offre de service du Conseil National du Patronat Tchadien (CNPT) dans ce domaine. Cet appui s'est traduit par : l'élaboration des TDR, le recrutement du consultant et la participation à l'atelier de validation de l'étude.

sectoriel ;  
• Elaboration de fiches diagnostiques des métiers -compétences

**Additional CPO Information (This information should only be added when relevant and necessary and should not repeat information already entered under results or ILO contribution)**

**a) Gender equality and non-discrimination**

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**b) Partnerships (external)**

Grâce à cet appui, la Caisse Française de Développement a trouvé au sein du secteur privé un interlocuteur pour une utilisation adéquate du financement mis à la disposition du FONAP pour le secteur privé. Un partenariat triangulaire CNPT-FONAP-AFD est fonctionnel grâce à cet appui apporté par le bureau.

**Democratic Republic of the Congo/COD801**  
Strengthened institutional capacity of employers' organisations

2

- - La Fédération des Entreprises du Congo (FEC) améliore nettement la contribution de ses représentants au fonctionnement des juridictions du travail. Les assesseurs employeurs de la FEC sont formés ;  
-Les dossiers sont traités avec célérité ;  
-Les décisions arbitraires au détriment des entreprises sont moins nombreuses ;  
-Des règles transparentes de fixation des dommages et intérêts sont établies y compris le plafonnement de ces dommages et intérêts ;  
Ceci denote d'une meilleure prise en compte des intérêts des entreprises

Un appui technique du BIT a été apporté à l'organisation de deux ateliers de formation à l'intention des juges assesseurs employeurs auprès des tribunaux du travail. L'appui s'est traduit par l'élaboration des TDR, le financement de l'atelier et la participation à son animation.

**Comoros/COM801**

Les capacités institutionnelles des organisations d'employeurs sont renforcées, et la participation des membres accrue.

2

Une nouvelle organisation d'employeurs, le Mouvement des Entreprises Comoriennes (MODEC), est créée, par fusion de la quasi-totalité des organisations existante. Une nouvelle vision et un nouveau plan de développement stratégique ont été adoptés en 2014.

Le Secrétariat permanent est fonctionnel. Les membres du secrétariat, mais aussi les élus du Conseil Exécutif sont renforcés par l'acquisition de techniques dans la gestion efficace des organisations d'employeurs.

Une base de données a été mis en place pour une meilleure connaissance des membres, et le site web créé devient un outil d'information pour les membres, un espace d'échanges, et de publication, notamment sur les appels d'offres. Par ailleurs, le site fournit des informations aux membres et aux potentiels adhérents sur les questions économiques et sociales, les formalités de création d'entreprises

Le BIT a apporté un appui technique pour la réalisation de l'audit de l'OPACO qui a conduit à la création de la nouvelle organisation qu'est le MODEC, ainsi que pour l'organisation de l'atelier de formation des nouveaux dirigeants à la gestion efficace des organisations d'employeurs.

Le BIT a également contribué au plan technique et financier pour la réalisation de la base de données, élaborer les TDR, recruter un consultant pour réaliser la base de données et concevoir un site web pour l'héberger.

**Ethiopia/ETH801**

Institutional capacity of employers' federation Strengthened

2

The Ethiopian Employers' Federation, EEF, developed new training and legal services for SMEs. Training is being provided to SMEs on entrepreneurship, financial and business management, book keeping, tax and labour law which were needs identified for this sector and which were not otherwise being met.

EEF organised the small and medium sized enterprises sector and an SME association was formed which became a member of the EEF. The Chairman of the SME association is now a Board member of the EEF.

ILO provided capacity building support to EEF with funding from the Danish government and advisory and technical support from ACT/EMP to mobilize and organize the SME sector.

The support included training on entrepreneurship, financial & business management, book keeping, tax and labour law for SME's.

The ILO trained 40 board members of EEF and its branches on the role of an effective employer' organizations to assist board members to play their roles effectively in strengthening the EEF branches.

ILO provided support to the organisation of a high level symposium for Employers to discuss the draft labour law and tax issues attended by 300 employers.

ILO conducted study tour for social partners to Ghana and Kenya to learn about membership expansion and services delivery.

**Uganda/UGA803**

Strengthening institutional capacity of employers' organizations

2

The Federation of Uganda Employers, FUE, started a new service to represent members and potential members at the Industrial Court. Previously employers sought representation from advocates in private practice for labour disputes. With the introduction of the Labour Court FUE is able to serve its members at all levels of dispute settlement from the workplace to the Labour Court. It has set up a case management system to ensure proper registration, recording and cataloguing of cases and use of precedents.

The Federation of Uganda Employers, FUE, developed a Collective Bargaining Manual to supplement its training service. The publication has been widely distributed. FUE is promoting the manual as a user's guide and reference document by members before and during engagement in collective bargaining at the workplace to ensure compliance with the law and good industrial practice. In addition, FUE members now attend its training programmes on collective bargaining to encourage more dialogue at the workplace.

ILO provided technical support for the Training of FUE legal staff to enable them to represent current and potential members at the Labour Court.

ILO provided technical and financial support for development of the Collective Bargaining Manual.

**Morocco/MAR801**

Strengthened institutional capacity of employers' organisations

2

1) La Confédération générale des Entreprises du Maroc (CGEM) a mis en place une médiation sociale bipartite pour répondre aux besoins des entreprises qui font face à des conflits. Cette médiation a fait l'objet d'un accord national bipartite en 2012 entre les partenaires sociaux nationaux. La CGEM a régionalisé cet accord en 2014-15 pour mieux répondre aux besoins des entreprises. Des accords ont ainsi été signés au niveau local (Oriental, Marrakech-Tensift-Haouz, Souss-Massa-Draâ, et Tanger-Tétouan) entre la CGEM et les syndicats pour la mise en œuvre de la médiation sociale.

2) La CGEM planifie de mettre en place une Académie sociale sur la base des recommandations du BIT qui donnera des formations à ses membres sur les questions sociales et du dialogue social.

1) Le BIT a appuyé soutenu techniquement le lancement de la "Caravane sociale" de la CGEM qui avait pour objectif de promouvoir auprès de ses membres la médiation sociale, le dialogue social et le travail décent. Le BIT a participé à de nombreuses étapes de la Caravane sociale ainsi qu'à d'autres conférences pour promouvoir le nouveau mécanisme proposé par la CGEM à ses membres.

Un guide sur la médiation sociale a été élaboré avec l'appui du BIT et mis à la disposition des membres de la CGEM.

2) Le BIT a soutenu techniquement le projet de mise en place au sein de la CGEM d'une Académie sociale. Cette Académie est à l'origine basée sur l'expérience belge présentée lors de la réunion du Forum des employeurs du Maghreb organisée par le BIT en avril 2014 au Maroc. Le BIT a mobilisé l'expertise technique pour l'élaboration d'un rapport sur la faisabilité de la mise en place de cette Académie sociale.

**Additional CPO Information (This information should only be added when relevant and necessary and should not repeat information already entered under results or ILO contribution)**

**a) Gender equality and non-discrimination**

Le BIT a travaillé à plusieurs reprises avec l'Association des Femmes Chefs d'Entreprises du Maroc (AFEM) sur la question de la gestion des organisations d'employeurs et sur l'entrepreneuriat féminin.

**b) Partnerships (external)**

Coopération avec d'autres organisations patronales (CGEA- Algérie, UTICA-Tunisie, FEB- Belgique).

**Sudan/SDN801**

Strengthened institutional capacity of employers' organisations

1	<p>The Sudanese Business and Employers Federation (SBEF) created the Entrepreneurial Promotion and Capacity Building Center (former Entrepreneurship Institute in the OBW) by an official decree. It will respond to the companies needs in terms of services and to entrepreneurs. The Entrepreneurship Promotion and Capacity Building Centre's primary emphasis is to coach new companies and existing ones to help them add substantial jobs, incomes and revenues to Sudan's economy. It targets to enhance the role of business associations and business incubators to better serve the overall business environment in Sudan. The SBEF adopted the feasibility study in January 2015.</p>	<p>The ILO has supported the SBEF in the establishment of this Center. Several missions were organized and technical support was provided to the SBEF in the different phases including preparation of the feasibility study. This was then presented to the SBEF board and other stakeholders and partners.</p>
2	<p>The SBEF equipped the Center using their own budget with staff and materials. A programme of courses was designed to deliver the first ones from August 2015 (management of business associations, SYAB, informal economy, etc.).</p>	<p>The ILO facilitated local expertise to monitor the implementation steps with the FEI and to assist the SBEF in the design and delivery of the first courses.</p>

**Tunisia/TUN801**

Strengthened institutional capacity of employers' organisations

2

1) Le Contrat social signé en janvier 2013 par le Gouvernement et les partenaires sociaux représente la feuille de route de l'Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat (UTICA).

En référence au Contrat social, l'UTICA a mené des actions de sensibilisation de ses élus sur toute la période sur les questions sociales et sur le dialogue social. Cela a concerné la sensibilisation des membres de la Commission sociale de l'UTICA et une formation des élus locaux (fin 2015) afin qu'ils proposent leurs conseils et leurs services aux membres de l'UTICA dans les régions de la Tunisie. Les entités régionales peuvent ainsi proposer aux membres un nouvel ensemble d'appui tant politique que technique. Des conventions collectives ont été signées.

2) L'UTICA a mis à jour son système de gestion des membres début 2015 en vue d'améliorer les relations avec et les services aux membres.

3) La Chambre Nationale des Femmes Chefs d'Entreprise (CNFCE) – structure de l'UTICA – a révisé ses statuts pour lui permettre un meilleur accompagnement de ses membres. En se basant aussi sur une nouvelle vision stratégique, la CNFCE a mis en place en décembre 2014 un plan d'accompagnement des femmes chefs d'entreprise (FCE) pour les aider dans le démarrage de l'entreprise (dans ce cadre, la CNFCE a signé un accord

1) Avec le soutien financier du Gouvernement de la Norvège (Projet sur le dialogue social), le BIT a accompagné les travaux de la Commission sociale de l'UTICA organisant deux conférences sur le Contrat social (Tunis et Sfax), pour expliquer et promouvoir auprès des élus le contenu du Contrat social.

2) Le BIT a fourni l'outil adéquat (logiciel) à l'UTICA pour la gestion des membres et a formé son staff sur l'utilisation de cet outil.

3) Le BIT a appuyé techniquement la révision des statuts de la CNFCE.  
Le BIT a produit une étude sur la participation des femmes dans les structures de l'UTICA permettant une prise de conscience de la place des femmes chefs d'entreprise (FCE) dans l'économie tunisienne.  
Le BIT a renforcé les capacités de 25 FCE sur la gestion des organisations d'employeurs, la planification stratégique et sur les services aux membres permettant d'améliorer leur offre de service. Le BIT a aussi facilité l'échange des

	<p>avec HEC Tunis) et en proposant des nouveaux services d'appui comme dans la gestion d'entreprise, en mettant en place des services d'appui (accès au crédit, foires, formations, etc.). L'UTICA s'est engagée dans le cadre de l'évaluation du développement de l'entrepreneuriat féminin (DEF) à promouvoir les recommandations en ce sens.</p> <p>4) La CNFCE a planifié la mise en place d'une Académie des FCE pour aider à la formation des FCE sur la gestion d'une entreprise et pour les accompagner. Cette Académie devrait fournir des cours aux DRH et aux gestionnaires femmes. Cela fait partie de la nouvelle offre de service fournie par l'UTICA/CNFCE.</p>	<p>bonnes pratiques entre des FCE maghrébines (18 participantes). Le BIT a présenté les exemples du Maroc, de l'Algérie et de la France.</p> <p>Le BIT a renforcé les capacités de 90 FCE sur l'accès au crédit et de 122 FCE sur le DEF.</p> <p>4) Le BIT a apporté son soutien à la planification de l'Académie des FCE par l'intermédiaire de commentaires sur le rapport de faisabilité.</p>
<p><b>Additional CPO Information (This information should only be added when relevant and necessary and should not repeat information already entered under results or ILO contribution)</b></p>		
<p><b>a) Gender equality and non-discrimination</b></p> <p>-</p>	<p><b>b) Partnerships (external)</b></p> <p>En dehors des échanges avec les organisations similaires (AFEM, CGEA, MEDEF et FCEM), il n'y eut pas d'autres partenariats.</p>	

**Senegal/SEN801**

Strengthened institutional capacity of employers' organisations

2

Le Conseil National du Patronat du Sénégal (CNP) a amélioré les services offerts à ses membres. L'organisation a mis en place, depuis avril 2015, une base de données informatisée des adhérents qui lui permet de mieux cibler son offre de services, de disposer de données actualisées sur les groupements professionnels et les entreprises membres et de faciliter la gestion des adhérents ainsi que leur recrutement. Le CNP offre également à ses groupements professionnels et entreprises membres de la CGECI un nouveau service de « Formation en Santé et Sécurité au Travail » depuis septembre 2015. C'est ainsi que les formateurs du CNP ont organisé une première formation sur « Les Equipements de Protection Individuelle dans les Entreprises » en Octobre 2015.

Le BIT a apporté son expertise au CNP en mettant à sa disposition les outils développés par le Programme de formation des employeurs du CIF-OIT de Turin sur « Les éléments essentiels de la Santé et Sécurité au Travail » et « la base de données CRM » et en formant son personnel et ses représentants sur leur utilisation à Turin et à Dakar.

**Botswana/BWA801**

Enhanced capacity for the Employers' Organizations to influence the national policy environment.

2

Business Botswana (BOCCIM) developed an action plan for enhancing access to its financial and non-financial services for SMEs. The action plan is based on a Membership Service Needs survey which included mapping the demand and supply of financial and non-financial services for current and potential members. The mapping was validated through a stakeholder workshop.

As a result, the Business Botswana rolled out a new service for SME's: -"Productivity Raising through enhanced Working conditions for Employees of Small and medium-sized Sustainable enterprise (PROWESS)". The programme has been accredited by the Botswana Qualification Authority.

The aim of program is to equip owner managers of small and medium sized enterprises with tools to design and implement a productivity improvement action plan based on enhanced working conditions and human resources development. The trainers are Botswana Qualification Authority (BQA) accredited.

ILO supported Business Botswana (formerly BOCCIM) with technical assistance to review its service offering portfolio through a service needs assessment survey to inform the development of improved services.

The ILO provided technical support for the mapping study on the demand and supply of financial and non-financial services for SMEs that are existing or potential members of the employers' organization.

The ILO in collaboration with the employers organization provided technical support towards the development of a new training programme for SMEs - PROWESS.

**Burkina Faso/BFA801**  
Strengthened institutional capacity of employers' organisations

2

1. Le Conseil National du Patronat Burkinabé (CNPB) a amélioré l'offre de services à ses membres. Un guide sur la législation sociale a été élaboré et mis à la disposition de ceux-ci. Le guide a servi de support à l'organisation, du 16 au 18 décembre 2014, d'une session de formation sur la législation sociale et les Normes Internationales du Travail, plus spécifiquement, pour les assesseurs employeurs siégeant dans les tribunaux du travail et pour les représentants du CNPB dans les instances de concertation bi- et tripartite.

2) Le CNPB a aussi mis en place une base de données informatisée des adhérents qui lui permet de mieux cibler son offre de services en disposant de données actualisées sur les groupements professionnels et les entreprises membres et de faciliter la gestion des adhérents ainsi que leur recrutement.

3) Le CNPB est également en mesure d'offrir à ses membres un nouveau service de formation en Santé et Sécurité au Travail

1-Le BIT a apporté son assistance à l'élaboration du guide sur la législation sociale à l'usage des employeurs du Burkina Faso en procédant au recrutement d'un consultant et en fournissant des commentaires tout au long du processus. Les experts du BIT ont également participé à l'atelier de validation du guide organisé le 16 décembre 2014 sur financement du BIT.

-Le BIT a en outre renforcé les capacités d'une trentaine de membres des groupements professionnels du CNPB sur la législation sociale et les Normes internationales du travail. Ceci a été réalisé à travers la facilitation par le consultant et les experts du BIT, les 17 et 18 Décembre 2014, d'une session de formation sur la législation sociale et sur les Normes Internationales du Travail.

-Le BIT a, par ailleurs, fait procéder à la conception graphique du document final et contribué financièrement à sa publication.

- Le BIT a apporté son expertise au CNPB en mettant à sa disposition les outils développés par le Programme de formation des employeurs du CIF-OIT de Turin sur « la base de données CRM » et sur « Les éléments essentiels de la Santé et Sécurité au Travail » ainsi qu'en formant, à Turin et à Ouagadougou, son personnel et ses représentants sur leur utilisation.

**Cote d'Ivoire/CIV801**  
Strengthened institutional capacity of employers' organisations

2

Dans le cadre du développement de ses services à valeur ajoutée, la Confédération Générale des Entreprises de Côte d'Ivoire (CGECI) a mis en place, depuis juin 2015, un nouveau service en matière de techniques de négociation des conventions collectives. La CGECI dispose désormais d'une équipe de formateurs dans ce domaine ce qui lui a permis de renforcer les capacités de ses membres notamment lors des négociations sur les minimas catégoriels mais aussi de bénéficier d'une source de revenus complémentaire en organisant des formations payantes.

La CGECI offre également aux groupements professionnels et entreprises membres de la CGECI un nouveau service de « Formation en Santé et Sécurité au Travail ».

La CGECI a aussi mis en place une base de données informatisée des adhérents qui lui permet de mieux cibler son offre de services en disposant de données actualisées sur les groupements professionnels et les entreprises membres et de faciliter la gestion des adhérents ainsi que leur recrutement.

Le BIT a apporté son appui à la mise en place du service de formation en dialogue social et techniques de négociations des conventions collectives de la CGECI en organisant une formation de 25 personnes dont 7 femmes avec l'appui du CIF-OIT de Turin à Abidjan en juin 2014. Les experts du BIT ont également fourni des conseils lors de la session de coaching pour les trois formateurs de la CGECI-dont une femme chef d'entreprise-sélectionnés en mai 2015. A cette occasion, le BIT a accompagné la formation d'une vingtaine de cadres d'entreprises par les formateurs de la CGECI sur les techniques de négociation.

Le BIT a apporté son expertise à en mettant à sa disposition les outils développés par le Programme de formation des employeurs du CIF-OIT de Turin sur « Les éléments essentiels de la Santé et Sécurité au Travail » et « la base de données CRM » ainsi qu'en formant, à Turin et à Abidjan, son personnel et ses représentants sur leur utilisation.

**Arab States**

**Jordan/JOR801**

Strengthened institutional capacity of employers' organizations

1	The Jordan Chamber of Industry Board of Directors (JCI BOD) adopted a media and communications strategy and developed an implementation action plan to establish a new Media/Communication Unit. The set up costs for the unit were included in the budget that was approved by the JCI BOD in December 2014. The JCI website was revamped and put online in September 2015.	ILO provided technical support for the development of the Media and Communication Assessment strategy report with recommendations in Nov. 2014.
2	The JCI's new customer relationship management (CRM) data base has been installed and is operational leading to more efficient membership management and improved delivery of services for members. JCI has professionalized its member data management--including marketing and reporting--to make it more efficient, productive and up-to-date. JCI is using CRM as a key part of their operations.	ITCILO built a CRM tailored for employers' organizations by executing a survey to identify their software and hardware specifications. ITCILO provided a training and validation workshop on the pilot database , assisted in its installation and trained JCI staff in its use in May and Sept. 2015 respectively. An ILO Helpdesk was established to assist JCI staff members in the event of technical problems. CRM membership date base training in May 2015 was also provided by ITCILO using the CRM tool and technical and financial support for installation of the database.

**Lebanon/LBN801**

Strengthened institutional capacity of employers' organizations

2

The Association of Lebanese Industrialists (ALI) has improved its membership management through introduction of the Customer Relationship Management (CRM) system. ALI has professionalized its member data management-including billing, marketing and reporting-to make it more efficient, productive and up-to-date. ALI is using CRM daily as part of their key operations.

ITCILO built a CRM tailored for employers' organizations by executing a survey to identify their software and hardware specifications. ITCILO provided a training and validation workshop on the pilot database , assisted in its installation and trained ALI staff in its use in May and October 2015 respectively. An ILO Helpdesk was established to assist ALI staff members in the event of technical problems. An initial membership date base training was provided to ALI in May 2015 by ITC Turin using the CRM tool.

<b>Oman/OMN801</b> Strengthened institutional capacity of employers' organisations	2	A focal point was designated by the Chairman of OCCI to coordinate between OCCI members and the ILO Business Helpdesk to help managers of Omani companies better align business operations with International Labour standards and build good industrial relations.	ILO supported workshops undertaken at OCCI in March 2014 and April 2015 targeting HR Managers of Omani companies and members of OCCI. The trainings focused on social dialogue and collective bargaining as well as ILS, CSR and the role of employers' organizations in employment policy.
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Asia and the Pacific

Cambodia/KHM997

-	2	<p>CAMFEBA Siem Reap office significantly expanded its technical services, training and advice to enterprises. To meet Siem Reap members training demand, CAMFEBA headquarters launched two new nation-wide trainings on non-discrimination (2013) and occupational safety and health (2014) and organized networking events which included legislative updates.</p> <p>Five training workshops on non-discrimination were offered nationwide to 64 firms (105 participants). Eleven training workshops were held on Essentials of Occupational Safety and Health (EOSH) in which 77 firms (288 individuals) participated. CAMFEBA is now successfully running the new OSH service on a commercial basis.</p> <p>CAMFEBA is providing a new information service to its members to raise awareness of employment services offered by the National Employment Agency (NEA). As a result linkages have been built between CAMFEBA members and the job centres of the National Employment Agency located throughout Cambodia which can assist firms in meeting their recruitment needs.</p> <p>CAMFEBA has improved its membership management through introduction of the Customer Relationship Management (CRM) system. CAMFEBA has professionalized its member data management including billing, marketing and reporting; to make it more efficient, productive and up-to-date.</p>	<p>The ILO provided technical support for training programmes in Siem Reap on industrial relations, OSH; non-discrimination; marketing; management; and service provision. ILO and ILO ITC provided regional OSH training workshops in Bangkok on December 2013 and April 2014 which showcased a new employers' toolkit on Essentials of Occupational Safety and Health (EOSH) developed by the ITCILO.</p> <p>The ILO conducted an assessment of CAMFEBA's capacity to implement the new EOSH training service. The ILO also provided technical assistance on a CAMFEBA business/implementation plan for an OSH training service and for a training of trainers workshop to test the EOSH package at national level. The EOSH modules were adapted for a national audience and translated into Khmer.</p> <p>With support from a Chinese South-South Cooperation project – the ILO provided four awareness raising activities across the country in collaboration with national employment services and its job centres and assisted in the development of CAMFEBA's NEA communication materials.</p> <p>ITCILO built a CRM tailored for employers' organizations by executing a survey to identify their software and hardware specifications. ITCILO provided a training and validation workshop on the pilot database, assisted in its installation and trained I CAMFEBA staff in its</p>
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		CAMFEBA is using CRM daily as a key part of their operations	use. An ILO Helpdesk was established to assist CAMFEBA staff members in the event of technical problems.
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**China/CHN801**

Strengthened institutional capacity of employers' organisations

2

China Enterprise Confederation (CEC) successfully piloted and established a new set of OSH training modules that are now run as part of its core service offer for member-companies and contributes towards CEC's training revenue. In 2015, companies in different provinces were trained.

In 2015, the ILO conducted a preliminary assessment of CEC capacity to implement the new OSH training service. Subsequent technical assistance was provided to conduct training of trainers to test the EOSH package at national level. The EOSH modules were further adjusted for a national audience and translated into Chinese.

The ILO provided support to conduct pilot EOSH training for CEC provincial branches where a high concentration of manufacturers exists and OSH-related incidents are negatively impacting productivity.

**Lao People's Democratic Republic/LAO998**

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2

In response to a new labour law which was adopted in December 2013, the Lao National Chamber of Commerce and Industry (LNCCI) launched a new information and training service on “Understanding the new labour law” to help firms adapt to the new legislation related to workers representation, duration of labour contract and discrimination. In 2014-2015, LNCCI trained enterprises and contributed to better enterprise compliance and lower number of disputes.

The ILO supported LNCCI in developing a range of comparative reviews and analytical reports along with supporting workshops throughout the labour law reform process in last biennium. The ILO supported a validation workshop of the guidance and training material (38 member firms and ministry officials present) and commissioned an assessment of Laos PDR’s labour law reform processes and social dialogue structures in July 2014. The ILO further developed a set of guides explaining the new labour law and accompanying training material and organized a national validation workshop for employers

**Malaysia/MYS801**

Strengthened institutional capacity of employers' organisations

2

The Malaysian Employers' Federation (MEF) successfully incorporated new training elements introduced by the ITCILO's Essentials of Occupational Safety and Health (EOSH) training package thereby enhancing its existing OSH training offer for member-companies. These new elements have significantly augmented the existing training offer and has resulted in an increase in the number of firms using the service (223 participants at 11 training separate session utilising the new material).

The Malaysian Employers' Federation (MEF) developed and launched an employers' guide and training material for firms on better recruitment practices of migrant workers in 2014. The guide received considerable media attention and raised MEF's profile to address issues on migrant workers. In addition, the new training has enabled MEF to provide key training service to its members- 254 firms have been trained in the 2014 -2015 period.

MEF participated in an ILO regional OSH training held on two occasions in Bangkok on December 2013 and April 2014. The training showcased a new employers' toolkit on Essentials of Occupational Safety and Health (EOSH) developed by the ITCILO. The ILO provided technical advice to enable the introduction of the EOSH training package.

The ILO offered 5 employers' regional training workshops on migrant workers covering recent mobility trends for both skilled and low-skilled workers in the ASEAN region and enterprise-level best practices. The ILO contributed to developing employers' position papers related to migrant workers and provided a draft guideline on recruitment practices of migrant workers which was developed based on a 100 enterprise-level surveys in Malaysia. The ILO also provided technical and financial resources to run three national-level workshops in 2015 to introduce an Employers' Guideline on Recruitment, Employment and Repatriation of Foreign Workers.

**Mongolia/MNG801**

Strengthened institutional capacity of employers' organizations

2

The Mongolian Employers Federation (MEDEF) has introduced a Customer membership management system (CRM) which has enabled MONEF to improve its membership management. This database is open source, requiring no licenses which facilitated its quick and effective deployment. MONEF's member data management, including billing, marketing and reporting to members on its activities is now more professional, efficient and up to date. CRM is now fully functioning and MONEF is using it daily as a key part of their operations.

Mongolian Employers' Federation (MONEF) has successfully piloted and incorporated new OSH training modules as part of its training offer for member-companies. The new elements have improved the existing training offer resulting in an increase in the number of firms using the service. MONEF is now addressing the increasing number of fatal accidents occurring in the mining sector and raising enterprise awareness on OSH workplace issues.

The ILO Turin Centre built a CRM tailored for employers' organizations by executing a survey to identify their software and hardware specification.

The ILO uploaded MONEF membership data or part of the data onto the pilot system and invited MONEF to take part in Training and Validation workshop of the pilot database held in Turin in March 2014.

The ILO undertook a technical mission to Mongolia to install the database as part of the local system and train all MONEF staff in its use. In addition an ILO Helpdesk was established to assist MONEF staff members in the event of technical problems.

MONEF was invited to an ILO run regional OSH training held in Bangkok on April 2014. The training showcased a new employers' toolkit on Essentials of Occupational Safety and Health (EOSH) developed by the ITCILO.

The ILO provided technical advice to enable full operation of the EOSH training package and offered an assessment review of MONEF's current capacity to offer a new training.

**Viet Nam/VNM995**

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2

Viet Nam Chamber of Commerce and Industry (VCCI) is raising awareness on discrimination at the workplace by the establishment of a new training service and development of an employers' guide and code of practice on managing equality. The work has enabled VCCI to position itself as a proactive leader on this issue – one of growing importance in the region – and they have been successful in linking, gender, disability and ethnic minority to the wider issue of skills gaps. In 2015, VCCI utilized the guide to offer training to enterprises.

In addition, a Code of Conduct on Sexual Harassment in the Workplace for Viet Nam was launched with an aim to help tackle the legal gaps in preventing and addressing this issue. This Code helps employers to develop their own policy or regulation, or integrate this content into their existing policies and regulations.

Viet Nam Chamber of Commerce and Industry (VCCI), through their head office in Hanoi and provincial branch in Ho Chi Minh, has successfully piloted and established a new training service on OSH. VCCI is equipped with a network of trainers who can offer firm-level training on OSH contracted through VCCI.

The ILO – with funding from the Government of Norway - provided assistance to developing a VCCI employers' guide and code of practice on non-discrimination, which included local case enterprise case studies to highlight local private sector practices and policies on inclusion of gender, disabilities, HIV/AIDs and ethnic minorities. Further assistance was provided to hold a consultative workshop to validate the draft VCCI guide, organize two training of trainers (Hanoi and Ho Chi Minh) which equipped 30 number of official VCCI trainers to provide firm training.

The development of the Code on sexual harassment was supported by the ILO with reference to existing codes of practice on sexual harassment around the world.

Key officials of VCCI participated in two ILO regional employers training on OSH trainings held in Bangkok on December 2013 and April 2014 to be introduced to the ITCILO developed training toolkit on Essentials of Occupational Safety and Health (EOSH). Subsequently, an assessment of VCCI's capacity to implement the EOSH training service in Hanoi and Ho Chi Minh City was conducted. Further assistance was provided to develop a VCCI business plan to establish an OSH training service. Financial and technical support was provided to adjust the EOSH package and related training materials to the local circumstance and the final product was translated into Vietnamese. National training of trainers were conducted in Hanoi and Ho Chi Minh where 40 people were trained to utilize the EOSH

package.

**Indonesia/IDN801**

Strengthened institutional capacity of employers' organisations

2

- The Employers' Association of Indonesia (APINDO) introduced a new service which provides information and guidance to employers on how to start and implement apprenticeship systems in accordance with regulations in Indonesia. Two key publications were developed: The Field Assessment Report on Apprenticeship and the Employers' Guide on Apprenticeship in Indonesia. APINDO, in conjunction with the establishment of the Indonesia National Apprenticeship Network (INAN) on 28 May 2015 helped launch the new service.

This further raised APINDO's profile in promoting apprenticeship among employers as an effective mean of tackling high youth unemployment in Indonesia throughout the different provinces, including West Java.

Funding from the Governments of Australia and Norway contributed to this work and to the achievement of the reported results.

**Philippines/PHL801**

Strengthened institutional capacity of employers' organisations

2

A new guidance service for members in promoting green jobs and enterprise sustainability was established by the Employers' Confederation of the Philippines (ECOP). A Guidebook on promoting sustainable enterprise through greener jobs was developed as well as information materials such as technical briefs and policy frameworks promoting a green economy.

The Employers' Confederation of the Philippines (ECOP) launched its report "Needs assessment for private sector in the Philippines: Disaster preparedness, response and recovery" at its 36th National Conference of Employers on 14-15 May 2015. The report – which is based on desk research, primary data, focus group discussions, and extensive membership input from ECOP's Members General Meeting (MGM) attended by over 200 enterprises in November 2014 – has paved the way for a new and substantial area of service on disaster situations for ECOP to serve its members.

Based on the report's recommendations which call for more SMEs to be trained on disaster preparedness, in 2015 ECOP tested and launched a new service on disaster business continuity planning (BCP) using the ILO-developed tool entitled, "In Business" which allows SMEs to take up training using peer-to-peer learning methodology. ECOP Chapters from South Luzon, North Luzon, Visayas and Mindanao as well as the

-Through the ILO Green Business Asia Project (GBA), technical support was provided to ECOP in the development of the guidebook for employers on greener jobs. Validation and information workshops were conducted for ECOP's members with the support of the ILO. Representatives from ECOP have also attended the ITC regional workshop which provided the opportunity for information and knowledge sharing. ILO has further supported the development and publication of the information materials including technical briefs, policy framework and review.

The ILO, with funding from the Governments of Korea and Norway, provided ECOP with substantial technical support for the needs assessment report on disaster and launch of a new SME training tool on BCP-EDGE. The ILO conducted a 360 degrees private sector needs assessment on disaster situations in the Philippines. This served as the foundation for developing a draft analytical report with recommendations for ECOP. Subsequently the ILO supported ECOP with consultation meetings, which included the November 2014 MGM where input was received for the draft recommendation. This was also an opportunity for international experts, including Business New Zealand to share the role of business membership organizations in responding to crisis at an operational level. The ILO supported the launch of In Business with ECOP, PCCI, sectoral associations and members in

		Philippines Chamber of Commerce and Industry, local business and sectoral associations are using the BCP-“In Business” module.	September 2015. The launch was a critical opportunity to announcing the new training service.
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**Timor-Leste/TLS999**

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The Chamber of Commerce and Industry of Timor Leste (CCITL) developed a membership development plan which has been endorsed by the Presidential Council as a priority. CCITL established and installed a new membership management system (database) in its secretariat which is now in full operation and the secretariat staff has been fully trained to operate the new system. With the new membership management system, CCITL is now able to systematically track its members, assess their needs and effectively communicate with members for events, training programmes or information updates. The enhanced membership and communication system has enabled CCITL to better serve its members in the provision of information and related services.

ILO provided technical assistance to CCITL in the development of the membership development plan, and supported the implementation of the plan. An expert from Business New Zealand (BNZ) was engaged by the ILO to help in assessing and identifying suitable membership management system for CCITL. The system was installed and relevant technical guidance and training on the use of the new membership information system provided by the expert from BNZ in April 2015.

**Vanuatu/VUT999**

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The Vanuatu Chamber of Commerce and Industry (VCCI) launched the Vanuatu Employers' Guide on Employment Relations and accompanying training package as a new membership service. The VCCI training team now has the relevant knowledge and resources to offer the training programme on employment relations as a regular course. With the new training programme, employers and business owners in Vanuatu better understand their rights, obligation, roles and responsibilities in accordance with regulations.

The ILO, with funding from the Government of Sweden, provided assistance in the development of the Vanuatu's employers' guide on employment relations based on the existing regulation and practices. ILO further supported development of the training package based on the employers guide to be used by the VCCI training team. ILO supported the translation of the material into the local Bislama language, the publication of the guide and training package, and the training of trainers of VCCI staff.

## Europe and Central Asia

### Montenegro/MNE801

Strengthened institutional capacity of employers' organisations

2

In February 2015, the Montenegrin Employers Federation (MEF) introduced a new product and service (training) for its members on the promotion of equality in the workplace. MEF developed three guides: a) A general employers guide on equality and non-discrimination; b) an employers' legal guide on equality and non-discrimination; and c) an employers' code of practice on equality and non –discrimination. MEF conducted four training sessions on the promotion of equality in the workplace reaching 81 participants. MEF also promoted the importance of equality in the workplace in printed media by publishing a press release and participating in a TV talk show. By the end of 2015, MEF plans two additional training sessions for members and two training sessions for students in business and economy. On-going marketing and promotion of the 3 publications is conducted through the MEF website.

With funding from the Government of Norway, the ILO provided technical assistance for the development of the three products based on ILO's C111 Guide for Promotion of Equality at the workplace. The ILO also provided training of MEF trainers that included introduction to the appropriate methodology and tools.

**Republic of Moldova/MDA801**  
Strengthened institutional capacity of employers organisations

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The National Confederation of Employers of the Republic of Moldova (CNPM) set up ten territorial employers' organizations and expanded its existing services to the regions. In support of the new organizations, CNPM has produced advocacy, training and guidance materials on governance, strategic planning, social partnerships, risk assessment at the workplace, taxation, and labour discipline and disputes. In addition, three territorial tripartite commissions for consultation and collective bargaining (TCCCB) were set up in Edinet, Balti and Cahul districts. Direct involvement of the local employers' organisations in the negotiations resulted in the signing of 6 territorial collective agreements, which now make up 1/3 of the total territorial collective agreements in force. CNPM continues to provide technical advice and support to the territorial employers organizations to ensure their sustainability.

With funding from the Government of Norway, ILO provided technical assistance in setting up the local employers' organizations and in the production of training materials on social dialogue, strategic planning and governance.

**Serbia/SRB998**

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Serbia amended its Labour Law in July 2014. In response, the Serbian Employers Association (SAE) developed a training programme for employers on the new labour legislation in September 2014. SAE also published a new guidebook for employers on the new labour law. Eleven training workshops were held during September 2014 – March 2015 for 284 participants both in and outside the capital Belgrade, generating revenue. SAE is marketing and promoting its service through its new web site.

The ILO provided technical assistance in identifying the potential area for expansion of SAE services and development of the new labour law guidebook.

**Armenia/ARM801**

New or improved member services by employer's organisations.

1	<p>The national employers' organisation in Armenia (RUEA) board has adopted a budgeted action plan for development of income-generating OSH services for current and potential member companies. The plan is a detailed budgeted road map aimed at the development of the relevant high quality services which previously were not offered by the association.</p>	<p>ILO has provided training for two participants of RUEA in ITCILO eOSH training, which provided the training of two trainers on eOSH, and also a training and support in development of a budgeted action plan for the launch of OSH services. In addition, another 25 OSH experts of member companies, staff of the association and other OSH experts related to the association were trained in the overall content of eOSH. The ILO also facilitated the adoption of the budgeted action plan for development of OSH services by RUEA.</p>
2	<p>The national employers' organisation in Armenia (RUEA) set up a new service for women entrepreneurs providing training of trainers (TOT), mentoring and business advisory services as well as a specific webpage for women entrepreneurs and a bi-monthly newsletter. A total of 70 women entrepreneurs underwent training programmes in 4 regions of Armenia and training materials on business development were produced. A pool of 8 trainers has been trained to ensure long term impact and sustainability.</p>	<p>With funding from the Government of Norway, ILO provided technical support for the development of the training materials, the training of trainers and the training programmes for women entrepreneurs.</p>

**Georgia/GEO801**

Strengthened institutional capacity of employers' organisations

1	<p>The Georgian Employers Association (GEA) board has adopted a budgeted action plan for development of income-generating OSH services for current and potential member companies. The plan is a detailed budgeted road map aimed at the development of the relevant high quality services which previously were not offered by the association.</p>	<p>ILO has provided training for two participants of GEA in ITCILO eOSH training, which provided the training of two trainers on eOSH, and also a training and support in development of a budgeted action plan for the launch of OSH services. In addition, another 30 OSH experts of member companies, staff of the association and other OSH experts related to the association were trained in the overall content of eOSH. The ILO also facilitated the adoption of the budgeted action plan for development of OSH services by GEA.</p>
2	<p>The national employers' organisation of Georgia (GEA) set up a new service for women entrepreneurs providing TOT, mentoring and business advisory services as well as setting up a specific webpage for WE. A total of 80 women entrepreneurs underwent 12 training programmes in 3 regions of Georgia, and training materials on business development were produced.</p>	<p>ILO provided technical support to research on WED obstacles, development of BIZ UP training materials, training brochures in taxation and labour regulation, and training programmes for women entrepreneurs under NPA. ILO supported an international conference on WED in Tbilisi.</p>

## Latin America and the Caribbean

### Bolivia/BOL801

Organizaciones Empresariales con capacidades y competencias fortalecidas en Gerencia organizacional, habilidades de negociación, comunicación y diseño de servicios

2

1. La Confederación de Empresarios Privados de Bolivia (CEPB) creó en diciembre de 2014 un nuevo servicio denominado Unidad de Responsabilidad Social Empresarial (URSE) para promover la RSE entre el sector privado en Bolivia. Tres Federaciones Departamentales de Empresas asociadas a la CEPB: La Paz, Potosí y Tarija han creado Unidades de Responsabilidad Empresarial. La CEPB creó un nuevo servicio de capacitación, denominado Diplomado en Responsabilidad Social Empresarial, dirigido a directivos, gerentes y ejecutivos de empresas y gremios empresariales interesados en diseñar e implementar proyectos de RSE en sus organizaciones.

2. La CEPB realiza actividades regulares de capacitación dirigida a las empresas y a las organizaciones empresariales, para contribuir a la erradicación del trabajo infantil y adoptar medidas para combatirlo, distribuyendo material formativo y guías especializadas a los participantes.

3. La CEPB mejora su estructura interna y funcionamiento, incorporando un Customer relationship management (CRM) que le permite administrar información de manera más eficiente sobre sus afiliados y detectar sus necesidades. Con ello, además de mejorar su sistema administrativo y financiero, podrá establecer una comunicación directa con sus afiliados para

La OIT proporcionó asistencia técnica para el diseño del servicio y su implementación, para la elaboración de las Guías sobre RSE que se distribuyen a las empresas usuarias y para el diseño de la página web del servicio. También facilitó tres Talleres de inducción para el personal de la URSE y dos conferencias en febrero de 2015, sobre “Tendencias de la RSE a nivel internacional y presentación de la Declaración sobre Multinacionales de la OIT”. En una participó toda la Directiva de la CEPB (23 personas) y en la otra lo hicieron 40 Empresarios, Directores, Gerentes Generales, Gerentes de Recursos Humanos y Gerentes de RSE de importantes empresas bolivianas. La OIT contribuyó al diseño de la agenda de formación y a la organización e implementación del programa de capacitación para formar a directivos y ejecutivos de empresas y gremios empresariales. El diplomado consta de 6 módulos con una duración de 17 horas lectivas cada uno y será dictado una vez al año. En la última edición realizada participaron 25 alumnos.

2. La OIT proporcionó asistencia técnica para desarrollar los talleres, mediante la reedición de las guías ACTEMP sobre trabajo infantil (“Eliminación del trabajo infantil, guía para los empleadores”) que es empleada como material de formación en los talleres. En los últimos dos talleres participaron más de 90 empresarios.

3. La OIT, proporcionó el sistema mediante el apoyo del CIF-Turín y contribuyó a su

		ofrecerles servicios de capacitación, representación y desarrollo comercial	implementación mediante asistencia técnica especializada y organizó y dictó dos cursos de formación sobre el uso del CRM dirigidos a los especialistas en sistemas de la CEPB y de la Cámara Nacional de Comercio de La Paz, en marzo y julio de 2015.
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**Colombia/COL801**

Organizaciones Empresariales con capacidades y competencias fortalecidas en Gerencia organizacional, habilidades de negociación, comunicación y diseño de servicios y planificación estratégica

2

La Asociación Nacional de Empresarios de Colombia (ANDI) crea la Unidad de Análisis sobre Inversión e Infraestructura en junio 2015, dentro de la Gerencia de Logística, Transporte e Infraestructura. Como parte del lanzamiento del nuevo servicio, la Unidad produce y difunde un estudio (“Tres corredores estratégicos de la competitividad en Colombia”) con información y recomendaciones para el Gobierno, sobre las necesidades de inversión en infraestructura en tres regiones de Colombia.

La Asociación Nacional de Empresarios de Colombia (ANDI) crea el “Servicio de Apoyo a empresas colombianas internacionales” en agosto de 2015, para proveer información y brindar asesoramiento a las multinacionales colombianas sobre aspectos jurídicos, comerciales, laborales, sociales y económicos de los países en los que buscan invertir para ampliar sus actividades

La OIT proporcionó asesoramiento en el desarrollo del nuevo servicio de la Asociación Nacional de Empresarios de Colombia, para definir su visión, misión y objetivos, los servicios a prestar y el tipo de materiales a producir para determinar cuáles son las principales necesidades a cubrir en temas de infraestructura para aumentar la competitividad de la economía colombiana

La OIT proporcionó asistencia técnica a la ANDI para definir la estructura del nuevo servicio y los productos a elaborar, asesoró en el proceso de recolección de información sobre los temas de interés de las empresas multinacionales colombianas y colaboró en la elaboración de un estudio sobre las condiciones del entorno de negocios en cuatro países de América Latina de interés de las mismas

**Venezuela/VEN801**

Organizaciones Empresariales con capacidades y competencias fortalecidas

2

1. FEDECAMARAS crea un nuevo servicio de apoyo para el fomentar el desarrollo empresarial entre los jóvenes emprendedores venezolanos, en asociación con la Asociación de Jóvenes Empresarios de Venezuela.

2. La Cámara de Comercio, Puerto Libre y Producción de Nueva Esparta, con el apoyo de FEDECAMARAS, crea un nuevo servicios para mejorar el relacionamiento con sus afiliados, mediante la incorporación de un Customer relationship management (CRM) que le permite administrar la información y detectar las necesidades de los mismos de una manera más eficiente. Con ello, además de mejorar su sistema administrativo y financiero, podrá establecer una comunicación directa con sus afiliados para ofrecerles servicios de capacitación, representación y desarrollo comercial.

3. La Cámara de Comercio, Puerto Libre y Producción de Nueva Esparta, crea el Centro de Emprendimiento y Desarrollo Empresarial (CEDE), un nuevo servicio para promover el desarrollo económico de la región y la generación de empleos, mediante la prestación de servicios para el fortalecimiento de las competencias emprendedoras y empresariales de los empresarios de la región.

1. La OIT, proporcionó asistencia técnica para el diseño del nuevo servicio y su implementación, en la difusión del mismo y en la organización de 10 encuentros empresariales de networking y desarrollo empresarial (Rondas “Roraima” y “Orinoco”, apoyando el fortalecimiento institucional de la Asociación de Jóvenes Empresarios contribuyendo a la actualización del estatuto y al plan de desarrollo estratégico de la misma.

2. La OIT, proporcionó el sistema con el apoyo del CIF-Turín y contribuyó a su implementación mediante asistencia técnica especializada. También la OIT organizó y dictó cursos de formación sobre el uso del CRM dirigidos a los especialistas en sistemas de la Cámara de Nueva Esparta, en mayo del 2015.

3. La OIT apoyó con asistencia técnica el diseño de la estructura del CEDE, la definición de servicios a prestar, tipo de herramientas de asistencia técnica, necesidad de recursos humanos y económicos para el funcionamiento, etc. También contribuyó al diseño de programas de apoyo para fortalecer la capacidad emprendedora y la sostenibilidad de proyectos empresariales y en el diseño de cursos de capacitación para empresarios y jóvenes emprendedores.

**Barbados/BRB801**

Strengthened institutional capacity of employers' organisations

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Following concerns expressed by member companies that too many students were leaving school without a clear understanding of the world of work, a new service was developed and budgeted to be included in the Barbados Employers' Confederation's (BEC) Calendar of Training focusing on those about to leave school "Securing the Workforce of the Future". A pilot workshop for 35 final-year high school students was conducted from 2 to 4 December 2014 to be rolled out on a planned basis to more schools in the country on an annual basis. The presentations developed and the Training of Trainers' element incorporated into the programme ensured the capacity of BEC staff to conduct the programme themselves in the future. The programme ensured member enterprises of BEC were able to employ school leavers who had a clear understanding of the world of work and were work-ready. To facilitate this, the contact details of students who had undertaken the course were made available to BEC's interested members.

The new service received wide media coverage and was reported to the BEC Board through its membership communication channels. A follow-up "Employment Clinic" was held on 15 May 2015 providing a gateway for employers, employees and students to receive information on a range of occupational areas.

The ILO supported the pilot workshop with the view to having the format, including presentations, available for replication and use by other Employers' Organizations in the region.

**Additional CPO Information (This information should only be added when relevant and necessary and should not repeat information already entered under results or ILO contribution)**

**a) Gender equality and non-discrimination**

A section of the workshop's programme focused on ensuring an understanding of issues at the workplace that could give rise to discrimination, such as sexually transmitted infections, HIV/AIDS and chronic non-communicable diseases as well as training on discrimination in general (people with disabilities, persons living with HIV/AIDS, religion, etc.)

**b) Partnerships (external)**

The Barbados National Council of Substance Abuse supported the delivery of the pilot workshop.

Suriname/SUR998

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In December 2013 the Suriname Trade and Industry Association (STIA) completed a study on its members' perceptions of the barriers to moving to the formal economy. A key area identified was the lack of knowledge of entrepreneurial and enterprise skills necessary to operate a successful enterprise.

As a result, STIA has enhanced its training offer for members and potential members on entrepreneurial skills. In July 2015 training to enhance the entrepreneurial skills of potential members of the STIA was offered which incorporated elements of the ILO's Start and Improve your Business (SIYB) and Know About Business (KAB) tools. The first follow-up workshop undertaken by STIA staff took place from 5 – 7 October 2015 reaching 30 participants. A video of the July workshop has been disseminated to all members.

The ILO facilitated the participation of STIA in the surveys undertaken in selected countries under the Regional Programme to Promote Formalization in Latin America and the Caribbean, which enabled STIA to identify the area where a new service could be offered and facilitated the workshops.

**Costa Rica/CRI801**

Strengthened institutional capacity of employers' organisations

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La Unión de Cámaras y Asociaciones Empresariales de Costa Rica (UCCAEP) desarrolló servicios mejorados de capacitación para sus miembros en temas de gerencia organizacional y evaluación laboral empresarial. Específicamente, en noviembre de 2014, 23 directores ejecutivos de Cámaras y Asociaciones que conforman la UCCAEP, fueron certificados por la UCCAEP y el Instituto Latinoamericano de Gerencia de Organizaciones de Empleadores (ILGO) sobre la Gerencia eficiente de las Cámaras Empresariales. Los Directores recibieron Diploma.

La UCCAEP, en julio del 2015, capacitó a 14 Organizaciones Empresariales seleccionadas. Esta capacitación le entregó a estas instituciones la correcta forma de aplicar la Guía de Evaluación Laboral Empresarial en las empresas.

La OIT brindó asistencia técnica para diseñar y desarrollar el currículo e impartir el curso de formación de competencia para los directores ejecutivos de las organizaciones empresariales que conforman la UCCAEP.

La OIT entregó acompañamiento técnico, a través de seminarios y talleres, para el desarrollo del contenido de la Guía de Evaluación Laboral para las empresas y para que la UCCAEP pueda capacitar y ofrecer este nuevo servicio a las organizaciones empresariales.

**Guatemala/GTM801**

Strengthened institutional capacity of employers' organisations

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En agosto 2015 el Comité Coordinador de Asociaciones Agrícolas, Comerciales, Industriales y Financieras , CACIF, adoptó e implementó el sistema de datos Customer Relationship Management (CRM) que mejora la gestión y el registro de la información concernientes de los miembros afiliados y permite compartir esta información con los medios de comunicación, con los líderes de opinión y cualquier contraparte externa. Esto ha permitido que el CACIF focalice de mejor manera el público objetivo de sus servicios.

La Cámara del Agro en Guatemala implement con sus organizaciones miembros la aplicación de la Guía de Evaluación Empresarial Laboral para conocer el grado de cumplimiento laboral e incentivar la implementación de un programa de mejora en las empresas socias del sector agropecuario. A la fecha, 20 empresas adoptaron un plan de mejora en materia de cumplimiento laboral.

La Cámara de la Construcción de Guatemala, a marzo del 2015 implementó en 45 empresas del sector el Programa de Certificación sobre Seguridad y Salud Ocupacional. Se generó una red de intercambio de experiencias sobre la aplicación de las metodologías entre sus empresas agremiadas.

La Asociación del Vestuario y Textil de

La OIT brindó asistencia técnica a través de seminarios de capacitación, formación técnica en colaboración con el CIF-OIT y también se brindó asesoría para la implementación del sistema de cómputo.

La OIT brindo asistencia técnica y apoyo la aplicación a través de talleres y seminarios de formación de formadores para la correcta aplicación de la Guía.

La OIT apoyo técnicamente a la Cámara de Construcción y a VESTEX en la adaptación de las metodologías en material de Salud y Seguridad en el Trabajo, también la OIT realizo talleres de formación para estas empresas para facilitar el metodología de monitoreo y su evaluación.

	Guatemala VESTEX, a octubre del 2015 implementó en 25 empresas del sector el Programa de Certificación sobre Seguridad y Salud Ocupacional. La Asociación acompañó en la implementación de este programa, durante este periodo, a las 25 empresas en la implementación en sus planes de mejora.	
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**Honduras/HND801**

Strengthened institutional capacity of employers' organisations

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El Consejo Hondureño de la Empresa Privada (COHEP) adaptó a la legislación nacional la "Guía de Evaluación Empresarial en Materia Laboral", la cual fue presentada en julio del 2015.

El COHEP, en setiembre del 2015, desarrolló talleres de capacitación para cinco de sus organizaciones empresariales miembros que les permitió asegurar la correcta aplicación de la Guía.

El COHEP, en Agosto del 2015 adoptó e implementó el sistema de datos Customer Relationship Management (CRM) que mejora la gestión y el registro de la información concerniente a los miembros afiliados, misma que permite compartir dicha información con los medios de comunicación, los líderes de opinión y cualquier contraparte externa.

La OIT apoyó a través de acompañamiento técnico, asesorías, seminarios y talleres para el desarrollo del contenido de la Guía de Evaluación Empresarial en Materia Laboral para las empresas.

La OIT brindó asistencia técnica a través de seminarios de capacitación y formación técnica en colaboración con el Centro Internacional de Formación (CIF-OIT); así como también asesoría para la implementación del sistema de cómputo.

Mexico/MEX998

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En agosto de 2015, la Confederación Patronal de la República Mexicana Nacional (COPARMEX) adoptó e implementó un sistema de datos Customer Relationship Management (CRM) que mejora la gestión y el registro de la información concernientes de los miembros afiliados y permite compartir esta información con los medios de comunicación, con los líderes de opinión y cualquier contraparte externa.

En noviembre de 2014, 17 directores ejecutivos de cámaras y asociaciones del Estado de Jalisco se capacitaron sobre el manejo eficiente de las Cámaras Empresariales y fueron certificados por la Universidad Anáhuac.

En 2015, la Cámara Nacional de las Industrias Azucarera y Alcoholera CNIA promovió las metodologías de la OIT (SOLVE y SIMAPRO) para el desarrollo sostenible de las empresas en su cadena de valor y adoptó un plan de mejora en materia de Seguridad y Salud en el Trabajo y productividad. También generó una red de intercambio de experiencias sobre la aplicación de las metodologías entre sus empresas agremiadas.

En 2015, la COPARMEX Chiapas facilitó la aplicación de la metodología SIMAPRO para incentivar la mejora de la productividad de las empresas socias en el sector turismo.

La OIT brindó asistencia técnica a través de seminarios de capacitación, formación técnica en colaboración con el Centro Internacional de Formación de la OIT y también se brindó asesoría para la implementación del sistema de cómputo.

La OIT en colaboración con la Universidad Anáhuac brindó asistencia técnica para diseñar y desarrollar el curriculum e impartir el curso de formación de competencia para los directores ejecutivos del estado de Jalisco.

La OIT apoyo técnicamente la adaptación de las metodologías SOLVE y SIMAPRO a la CNIA, para ofrecer una aplicación difundida entre las empresas afiliadas y apoyó en la realización de talleres de formación para estas empresas sobre las dos metodologías y su monitoreo y evaluación.

La OIT apoyo técnicamente la adaptación de la metodología SIMAPRO en las 15 empresas turísticas en Chiapas a través de talleres formación y capacitación de pequeños empresarios.

La OIT provee asistencia técnica para el diseño , elaboración, implementación de las herramientas , así como herramientas de monitoreo y evaluación.

La OIT capacitó a los pequeños empresarios restauranteros para el cumplimiento de los procedimientos jurídicos en la constitución de

	<p>En 2015, la COPARMEX Oaxaca promueve las herramientas de la OIT para el desarrollo sostenible de las empresas a las empresas socias en el sector turismo y 20 empresas adoptan un plan de mejora en materia de SST, productividad y formalización.</p> <p>En agosto de 2014, las PYMES Restauranteras de la Riviera Nayarit crearon una Asociación para un mejor desarrollo y fortalecimiento de su poder de negociación y representación y en mayo de 2015 esta asociación se adhirió a la COPARMEX.</p>	<p>la Asociación. También brindó apoyo técnico para la gestión eficiente de una organización empresarial y de igual forma apoyó y promovió la adhesión a la COPARMEX.</p>
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Chile/CHL998

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The Cámara Nacional de Comercio, Servicios y Turismo de Chile – CNC (National Chamber of Commerce) has significantly improved its membership data management system. With this improvement, the CNC has enhanced the communications services provided to its membership (retail companies and local chambers of commerce throughout Chile).

Over 150 micro and small enterprise representatives were trained through a new training service offered by the National Chamber of Commerce, Services and Tourism of Chile (CNC). Training provided by the CNC was delivered through workshops on basic knowledge of national labour law. During 2014-2015, ten training workshops were conducted by the CNC with the support of the Pontifical Catholic University of Chile and local Chambers of Commerce at the following cities: Los Angeles, Coyhaique, Chillan, Osorno, Puerto Mont, Santiago, San Antonio, Temuco, and Valdivia. The objective of the training was to help micro and small enterprises avoid labour law penalties and fines, improving labour law compliance and working conditions in Chilean micro and small enterprises.

SOFOFA (Industrialist Employers' Organization of Chile) established a new Business Network to promote employment of people with disabilities. SOFOFA continued working within the framework of its Business

The ILO developed a "customer relationship management system (CRM) adapted specifically for employers' organizations. During a 3 day program in Lima, the ILO trained 2 CNC's Officials (Membership and Technology Officers) on the use of ILO's CRM.

With the support of the ILO, CNC adapted and started using the ILO CRM.

The ILO together with Pontifical Catholic University of Chile designed the training program and methodology implemented by the CNC in its training workshops for micro and small enterprises (members and potential members of the CNC).

The ILO together with Pontifical Catholic University of Chile also developed a training handbook that was used by CNC during the workshops.

The ILO supervised the quality and technical content of the training sessions.

Based on the Business Strategy adopted by SOFOFA in 2013, ILO has actively participated since then in SOFOFA's Disability Commission, providing technical guidance and advice on work that lead to the establishment in 2015 of the new Business Network "Red de Empresas Inclusivas – REIN.

Also, SOFOFA has benefited from being a member of the ILO Global Network on Business and Disabilities, receiving updated information on global trends and new products developed by the ILO.

	<p>Strategy to promote the employment of people with disabilities adopted in 2013. During 2014, SOFOFA worked with member companies on the development of a framework to establish a new Business Network to promote employment of people with disabilities through setting up working groups to define a governance structure, a mission and vision, as well as a work-plan for the future Network. In 2015, SOFOFA convened a meeting to officially incorporate “Red de Empresas Inclusivas – REIN”. The official launch of the Network took place in November 2015.</p>	
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**Paraguay/PRY801**

Strengthened institutional capacity of employers' organisations

1	The Centro Azucarero y Alcohólico de Paraguay – CAAP (Business Association of Alcohol and Sugar of Paraguay) provided a new training service to its affiliate Azucarera Paraguaya (AZPA). CAAP trained over 60 field technicians of AZPA on health and safety issues, targeting the eradication of child labour and the protection of young workers. The trainings took place during a two day program. In addition, CAAP produced material (check lists and practical tools) to support its affiliates on OSH and child labour prevention.	In 2013, with the support of the ILO, CAAP adopted a Business Strategy for the eradication of child labour and protection of the young workers. The ILO provided technical assistance within CAAP' Business Strategy to design and implement training workshops on OSH and child labour prevention. The ILO review the materials (check lists and practical tools) produced by CAAP to support its affiliates on their contribution to child labour eradication.
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Uruguay/URY999

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35 employers' organizations in Uruguay have significantly improved their membership data management system through training provided through the Cámara Nacional de Comercio y Servicios del Uruguay – CNC (National Chamber of Commerce) and the Cámara de Industrias del Uruguay – CIU (Chamber of Industry of Uruguay). With this improvement of their membership management system, these employers' organizations have enhanced the communication services provided to their membership.

The Cámara de Industrias del Uruguay – CIU (Chamber of Industry of Uruguay), provides a new training on-line course on occupational safety and health (“Empresa Segura”). The training course targets managers and workers of member companies, as well as managers and workers of potential members. The academic component of the course is directly supervised by CIU's technical staff. After a 20 module program, participants will receive a certificate if they successfully complete a final test.

The ILO developed a “customer relationship management system (CRM) adapted specifically for employers' organizations. During a 3 day training program in Costa Rica, the ILO trained 4 key Officials of CNC and CIU (Membership and Technology managers) on the use of ILO's CRM.

With the support of the ILO, CNC and CIU trained in 20 managers of their affiliates (local employers' organizations) on the use of the ILO CRM.

The ILO helped CIU and CNC when providing technical assistance to their members to adapt and use ILO's CRM.

In 2012, the ILO's International Training Centre (Turin) trained two CIU technicians on occupational safety and health. The ILO provided assistance to CIU to adapt the course's materials to respond to local (Uruguayan) needs and conditions and to develop an on-line training format based on the ILO training course on OSH.

## Outcome 09 - Employers' Organizations: Employers have strong, independent and representative organizations

### RESULTS BY INDICATOR

**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
<b>Africa</b>			
<b>Egypt/EGY999</b> -	1	<p>The Federation of Egyptian Industries aims to be the main business voice in Egypt. The FEI used the ILO EESE (Enabling Environment for Sustainable Enterprises) toolkit to present its views on improving the business environment in Egypt.</p> <p>The FEI produced an EESE full report as well as strategic framework in September 2015.</p> <p>Following these reports, the FEI is producing position papers to improve business environment</p>	<p>The ILO provided technical support, including introducing the EESE toolkit and its methodology to the FEI leadership.</p> <p>The ILO provided expert assistance in developing the communication strategies</p>

	<p>In parallel, the FEI has adopted communications strategies to reach members (companies) and the general public.</p> <p>The FEI coordinated the business voice, provided comments to the government on the draft labour code. It was the first time that business had a common position. The Government took the FEI comments into consideration and will prepare a new draft law by the end of 2015.</p>	
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**Senegal/SEN998**

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Le Conseil National du Patronat du Sénégal s'est engagé dans un plaidoyer en vue de parvenir à la mise en place d'un nouveau mode alternatif de règlement de contentieux sociaux adapté à l'entreprise au Sénégal. L'organisation a organisé, en décembre 2014, une consultation tripartite afin de partager sa position sur la question. A l'issue de cette consultation, un consensus s'est dégagé sur la nécessité de trouver des mécanismes permettant de désengorger les tribunaux du travail et sur la possibilité de réintroduire la médiation et l'arbitrage dans le Code du Travail du Sénégal.

Le CNP a obtenu qu'un groupe de travail tripartite soit mis en place pour étudier les modalités de mise en place d'une chambre sociale de médiation et d'arbitrage. La position du CNP a fait l'objet d'une forte couverture médiatique.

Le BIT a fourni des conseils et mis à disposition un consultant pour procéder à un état des lieux et accompagner le plaidoyer du CNP. Le BIT a aussi procédé au partage des bonnes pratiques et du guide sur le renforcement des systèmes de résolution des conflits du travail élaboré par le CIF-OIT Turin. Le BIT a également apporté son appui technique à l'organisation de la consultation tripartite.

**Lesotho/LSO801**

Enhanced capacity of the employers' organizations to analyse the business environment and influence policy development

2	<p>The Association of Lesotho Employers led the assessment of the enabling environment for sustainable enterprises in Lesotho . The Draft Assessment Report on Enabling Environment for Sustainable Enterprises (ESEE) for Lesotho and Action Plan were validated at a multi-stakeholder workshop in October 2014.</p> <p>The agreed upon priorities of the Action Plan are: Education, Training and Life-long Learning; Entrepreneurial Culture and Business Development and Access to Finance. The report serves to complement efforts already made by Lesotho Government such as the development of National Employment Policy to be adopted by Cabinet during the latter part of 2015.</p> <p>The Association of Lesotho Employers and Business has developed a National Private Sector Business/Policy Advocacy Agenda informed by the Lesotho EESE Report for a three year structured policy advocacy to influence business reforms.</p>	<p>The ILO provided support for the assessment of the Enabling Environment for Sustainable Enterprises of Lesotho, validated the Lesotho EESE Report in October 2014 and was launched in November 2014. An Action Plan to implement the agreed outcomes were developed..</p> <p>Technical support was provided to ALEB to develop a National Private Sector Business/Policy Advocacy Agenda informed by the Lesotho EESE Report for a three year structured policy advocacy to influence business reforms.</p> <p>As part of the implementation of the Action Plan, ILO supported the assessment of financial and BDS to address gaps in the provision of financial services</p>
3	<p>Representatives of the Association of Lesotho Employers and Business participated in various thematic national task teams on the implementation of the DWCP outputs and influenced business environment reforms regarding: the National Employment Policy; reform of the national labour law in line with the comments of the Committee of Experts; establishment of the national social security scheme and the</p>	<p>The ILO provided support to enhance the capacity of the employers organizations to effectively engage in national dialogue/consultations to influence policy formulation on key national social and economic policies.</p> <p>Representatives of the employers organizations participated in several capacity building workshops and training courses for the</p>

	<p>multi-stakeholder validation, March 2014 of the national report on addressing the implementation deficits on the comments of Committee of Experts. A significant proportion of the comments has informed the 2015 revision of the national labour code and the draft legislative framework on the establishment of a comprehensive national social security scheme which has been completed and to be submitted to Cabinet for adoption.</p>	<p>DWCP thematic task team such as the social security; national employment policy.</p> <p>The ILO supported the participation of senior representatives of the employers organization in the ITC training course - "Evolving forms of employment relationship and decent work" as part of their capacity building for employer inputs to the on-going labour law review process.</p> <p>A sub regional labour law expert was engaged to facilitate the process of identifying gaps and revising the country's labour law in line with comments of the Committee of Experts.</p>
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**Additional CPO Information (This information should only be added when relevant and necessary and should not repeat information already entered under results or ILO contribution)**

<p><b>a) Gender equality and non-discrimination</b></p> <p>Following the ILO's policy advice gender equality dimensions have been integrated into the "Issues Paper" that will inform the basis for the labour law amendments and final Technical Memorandum on the revised labour code to be submitted to the Attorney-General's Office.</p>	<p><b>b) Partnerships (external)</b></p> <p>The ILO supported the partnership of the employers organization and the media on the launch, in October 2014 of the Lesotho Report and Action Plan on Enabling Environment for Sustainable Enterprises.</p>
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**Malawi/MWI997**

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Employers Consultative Association of Malawi (ECAM) partnered with the Technical Vocational Training Authority to advocate for policy reforms in internships and apprenticeships in order to improve graduates employable skills to better meet industry needs.

The ILO provided technical support for the consensus building workshop on the establishment of a National Internship Scheme and the industry uptake survey for internships and apprenticeships.

**South Africa/ZAF801**

Employers' organisations have enhanced capacity to analyse the business environment and influence policy development at the national, regional and international levels

1	<p>Business Unity South Africa (BUSA), the representative employers' organization, established a task team representing all industry sectors across its membership to collate members' views and facilitate the development of a Business policy position on the National Healthcare Policy proposals. The Business policy position on the National Healthcare Reform Policy proposals was adopted in August 2014.</p>	<p>The ILO technical inputs and advisory services towards the development of Terms of Reference for a study commissioned by BUSA to solicit submissions of its membership on the health reform policy proposals. ILO support was also provided towards contracting a consultant to undertake the survey study. Financial support was also provided towards the hosting of the BUSA membership Indaba held in August 2014 that was aimed at validating the survey report and to coordinate the views of the BUSA membership and business on health care reforms. The outcome of the Indaba in which 50 members participated (22 women &amp; 28 men) to inform a unified business policy position for engagement on the reform proposals. ILO technical inputs at the Indaba through the sharing of international experiences of business engagement in healthcare reform.</p>
2	<p>BUSA developed and adopted a business policy position on the national minimum wage in September 2014. The BUSA policy position was later shared with Government and Organized Labour at a Labour Relations Indaba (high level national tripartite meeting) that was chaired by the Deputy President in November 2014. BUSA has held various press briefs to share the business position on the national minimum wage. BUSA also presented its policy position on a national minimum wage at national hearings held in Parliament in 2015 on the national minimum wage.</p>	<p>ILO supported the preparation of a background paper to assist BUSA to gain an in-depth understanding of practices and relevant issues relating to a minimum wage framework; and to develop guidelines to support BUSA's engagement on the minimum wage. The background paper subsequently fed into the drafting of a BUSA position on the national minimum wage.</p>

	3	<p>Government regulations promulgated by the President of South Africa in August 2014 for the implementation of equal pay for work of equal value reflect the position of BUSA.</p> <p>BUSA is currently undertaking an assessment of the enabling environment for SME Development and Transition to Formality to inform business position on transition to formality since August and will be completed in October, 2015</p>	<p>ILO support was provided to BUSA towards a study aimed at identifying international and local best business practices on pay equity. The study was conducted to support BUSA's engagement at the Nedlac (a national tripartite-plus Social Dialogue institution) negotiations on draft regulations for the implementation of the equal pay for work of equal value principle contained in the Employment Equity amendment act.</p> <p>ILO is supporting the assessment of the enabling environment for transition to formality.</p>
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**Additional CPO Information (This information should only be added when relevant and necessary and should not repeat information already entered under results or ILO contribution)**

<p><b>a) Gender equality and non-discrimination</b></p> <p>The ILO in collaboration with the employers organization has disseminated best practices on employment equity and transformation from a select number of South African companies to support transformation in the workplace within the private sector.</p>	<p><b>b) Partnerships (external)</b></p> <p>HASA (Hospital Association of South Africa), IMSA (Innovative Medicines South Africa), (Pharmaceutical Industry Association of South Africa) PIASA, South African Business Coalition on HIV/AIDS (SABCOHA), and the South African Medical Association (SAMA) worked in partnership with BUSA and ILO to provide technical inputs into the development of a BUSA policy position on the National Health Insurance Policy proposals.</p>
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**Swaziland/SWZ998**

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2

The Federation of Swaziland Employers & Chamber of Commerce (FSE&CC) has developed business inputs into the ICT Bill which has been passed into law.  
FSE&CC is engaging the Parliamentary Portfolio committee to influence the regulations that will operationalise the ICT Act towards a more effective ICT service delivery to enhance enterprise growth and development

ILO provided technical support for the development of business inputs into the ICT Bill which reflects FSECC positions as well as the Regulations which will operationalize the law.

**Zambia/ZMB801**

Strengthened institutional capacity of employers' organisations

2

The Employers' organisation, Zambia Federation of Employers (ZFE) has effectively participated in national consultations with government with regards to the labour law reform process and the review of the National Employment and Labour Market Policy (NELMP). The ZFE developed a position paper on the NELMP priorities to safeguard the interests of its membership as well as a position paper on the proposed amendment of the Employment Act CAP 268.

ZFE has been effective in forging effective partnerships in efforts to advocate for an enabling environment for sustainable enterprise for the private sector. ZFE has partnered with the Private Sector Alliance, an association that brings together ZFE membership and other business enterprises not affiliated to ZFE to advocate for issues of common interest to the private sector. This partnership has effectively influenced the discourse on the national strategy for private sector development.

ZFE's position influenced the government's definition of casualization to broaden it in order to accommodate seasonal employment that is inevitable in the agriculture sector.

The ILO facilitated ZFE consultations with its wider membership on the situation analysis of the NELMP, the identification of priorities for the NELMP and the development of the Employers' position paper. The ILO provided technical input towards the development of the position paper on the government's proposed amendment to the Employment Act CAP 268. The position of the Employers' organisation, ZFE, influenced government's definition of "casualization" to broaden it in order to accommodate seasonal employment that is inevitable in the agriculture sector.

**Benin/BEN801**

Strengthened institutional capacity of employers' organisations

2

Le Conseil National du Patronat du Bénin (CNP-Bénin) a amélioré sa connaissance de l'économie informelle au Bénin et a identifié les secteurs dont il peut favoriser la formalisation, ainsi que les actions à mener pour favoriser la transition vers le secteur formel. Ces secteurs sont entre autres : l'agro-alimentaire, le textile traditionnel, la menuiserie et du BTP.

. La stratégie d'appui du CNP Bénin a été validée et des recommandations formulées pour la mise en œuvre du plan d'actions, lors d'une concertation présidée par le Ministère en charge de l'Industrie, et réunissant, des représentants du CNP, du gouvernement, des organisations de travailleurs, des associations de producteurs du secteur informel, des institutions consulaires et d'appui ainsi que les partenaires au développement. . Un comité de suivi des recommandations associant les acteurs du secteur informel sera mis en place par le CNP Bénin.

1. Le BIT a contribué à l'élaboration des termes de référence et procédé au recrutement du consultant mis à la disposition du CNP Bénin pour réaliser une étude faisant l'état des lieux de la situation du secteur informel au Bénin et proposant une stratégie d'appui du Conseil National du Patronat du Bénin à l'organisation et à la formalisation de l'économie informelle ainsi qu'un plan d'actions pour sa mise en œuvre. Le BIT a apporté son assistance tout au long du processus d'élaboration du document en procédant à la revue des différentes versions du document.

2. Le BIT a également fourni des conseils au CNP Bénin sur l'organisation des consultations avec toutes les parties prenantes, notamment les associations du secteur informel, l'administration et les syndicats de travailleurs. Ces consultations ont eu lieu avant l'atelier et ont permis au CNP Bénin de partager la version provisoire du rapport et de mieux expliquer sa démarche. Le BIT a également contribué au financement et facilité avec le consultant, la rencontre d'échanges autour du document et de plaider qui a eu lieu le 9 septembre 2015 à Cotonou.

## Arab States

### **Palestinian Territory, Occupied/PSE801**

Strengthened institutional capacity of employers' organisations

2

The Federation of Palestinian Chambers of Commerce, Industry and Agriculture (FPCCIA) drafted several policy position papers on the business environment, monetary and fiscal policies, investment promotion, and social dialogue which were discussed in high level bipartite and tripartite meetings.

In Jan. 2014 during the 4th Economic Public Private Dialogue Forum upon FPCCIA's request a legislative action plan was adopted by the government and private sector representatives detailing timeframes and stakeholders for reviewing the relevant laws and policies.

FPCCIA also provided employer positions for discussions in a technical meeting of the labour law and social security law.

ILO provided policy advice and expertise for the FPCCIA position papers and for the Social Protection and Labour laws which were discussed in Palestine's tripartite committee meetings.

**Asia and the Pacific**

**Cambodia/KHM130**  
 [ACI4] Professional and technical capacities of employers' organizations strengthened.

1

The Cambodian Federation of Employers & Business Association (CAMFEBA) Secretariat has an established policy research capacity and is now developing data-driven policy positions on current and highly relevant issues like trade union law and minimum wage negotiations to contribute to constructive dialogue with social partners. CAMFEBA identified improving workplace relations as a policy priority in their Business Vision 2020 policy document launched in March 2014. and that effective implementation of new legislation governing trade unions was critical to the goal of improving social dialogue. In this biennium, CAMFEBA has worked closely with the Garment Manufacturers Association in Cambodia (GMAC) to assess and analyse strike activities in 2014. This analysis as well as evidence-based research conducted by CAMFEBA have increased CAMFEBA's ability to make sound arguments for a review of the trade union law and reflect employers positions in the draft legislation. CAMFEBA's 2015 policy position paper on Cambodia's Trade Union Law: A necessity for industrial peace and economic growth, quality jobs, sustainability and diversification; has been a crucial vehicle in achieving this objective. Using the Trade Union Law position paper, CAMFEBA negotiators who effectively used the media to promote employers positions have been able to engage more empirically in tripartite deliberations with more targeted interventions and enabled them to reflect

The ILO provided technical support to facilitate the development of analytical reports and position papers to enable CAMFEBA to participate in evidence-based dialogue. The ILO supported the development of three separate analytical papers to assist that CAMFEBA negotiators in the protracted tripartite discussions over the biennium. These reports were crucial in articulating CAMFEBA positions and variously provided a range of legislative examples and regional comparisons on key issues that emerged such as legislation and practices governing trade unions and employers organizations. All three reports were utilized in shaping the final 2015 CAMFEBA policy position on trade union law. The ILO provided technical advice throughout and participated at key events such as at a CAMFEBA CEO briefing with 70 private sector representatives in July 2015.

The ILO, with funding from the Government, provided financial support to place an economic researcher in CAMFEBA for 12 months to assist with research and evidence-based policy development.

Five technical research reports on minimum wages/trade union laws were commissioned by the ILO to support CAMFEBA in elaborating on and deepening the broad CAMFEBA policy recommendations that came out from CAMFEBA's policy report on Pathways to prosperity: Policy priorities to create an enabling environment for sustainable

		<p>employers positions in the final legislation. CAMFEBA have also scaled up their ability and their mechanisms to consult with their members to formulate strategies according to their membership needs and ensure wide support for their policy positions . This is an organizational step change.</p> <p>A Purchasing Managers Index<math>\pm</math> has been established providing monthly data on the health of the manufacturing sector and crucial data for inputs into policy making efforts . Allied to this, Secretariat and Board capacity has been enhanced for more proactive outreach and approach to media resulting in a raised profile for CAMFEBA policy work.</p>	<p>enterprise development and creation in Cambodia, which was developed and launched with ILO support in March 2014.</p> <p>The ILO supported three national workshops to validate policy recommendations on trade union law, minimum wage and skills. The workshops were attended by total of 80 business representatives.</p> <p>The ILO offered a training on communication and media in May 2015 for three CAMEFBA Board and Secretariat members to enable them to communicate effectively during a crisis and build clear, compelling and concise employer messages.</p> <p>A media and communications adviser was appointed to CAMFEBA to help build Secretariat and Board communications capacity and strategies to effectively promote change and communicate results to influence policy makers.</p> <p>The ILO provided tailored research and policy training in November 2014 for CAMFEBA Secretariat, Board and sectorial association members to introduce new ILO Secondary Data Report Tool (SDRT) which enables users to retrieve secondary data sources under the ILOs 17 pillars for sustainable enterprise development framework.</p>
	2	<p>Following the breakdown in minimum wage (MW) discussions in December 2013, which led to one of the most violent strikes in years in Cambodia, concentrated tripartite efforts were made in 2014-2015 to get the process back on track and agree a structured process for MW setting. As these processes called for</p>	<p>The ILO provided technical support to facilitate the development of analytical reports and position papers to enable CAMFEBA to participate in evidence-based dialogue. The ILO supported the development of three separate analytical papers to assist that CAMFEBA negotiators in the protracted</p>

		<p>more effective and structured deliberation mechanisms, the Cambodian Federation of Employers &amp; Business Association (CAMFEBA) strengthened their policy and research capacity to provide stronger evidence based interventions to feed into the MW machinery. This internal capacity is now more established.</p> <p>More specifically, CAMFEBA's technical capacity has been enhanced to develop evidence-based positions and to promote and communicate the employers' position on minimum wage levels to government and other key parties. CAMFEBA's 2015 position paper provides regional productivity comparisons and projections of MW increase over three years. The paper was also used by CAMFEBA negotiators when entering into MW discussions in mid-2015.</p> <p>CAMFEBA have also scaled up their ability and their mechanisms to consult with their membership and ensure wide support for their policy positions.</p>	<p>tripartite discussions over the biennium. These reports were crucial in articulating CAMFEBA positions and variously provided a range of legislative examples and regional comparisons on key issues that emerged such as legislation and practices governing trade unions and employers organizations. All three reports were utilized in shaping the final 2015 CAMFEBA policy position on trade union law. The ILO provided technical advice throughout and participated at key events such as at a CAMFEBA CEO briefing with 70 private sector representatives in July 2015.</p> <p>The ILO, with funding from the Government provided support to place an economic researcher in CAMFEBA for 12 months to assist with research and evidence-based policy development.</p> <p>Five technical research reports on minimum wages/trade union laws were commissioned by the ILO to support CAMFEBA in elaborating on and deepening the broad CAMFEBA policy recommendations that came out from CAMFEBA's policy report on Pathways to prosperity: Policy priorities to create an enabling environment for sustainable enterprise development and creation in Cambodia, which was developed and launched with ILO support in March 2014.</p> <p>The ILO supported three national workshops to validate policy recommendations on trade union law, minimum wage and skills. The workshops were attended by total of 80 business representatives.</p>
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**Lao People's Democratic Republic/LAO251**

Enhanced capacity of Lao National Chamber of Commerce and Industry (LNCCI)

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The Lao National Chamber of Commerce and Industry (LNCCI) coordinated the views of its members on key labour market issues, including skills, access to finance, regulatory framework and the ASEAN integration process through a national firm-level survey which collected responses from over 400 enterprises in four provinces. The analytical survey results have been translated into an evidence-based LNCCI strategic policy framework (SPF), which was presented at the Laos Business Forum (LBF) by the LNCCI Chairperson in October 2015. The LBF was chaired by the Prime Minister and attended by 500 private sector representatives and stakeholders.

LNCCI's strategic policy framework and ancillary policy positions on skills garnered widespread media attention and impact and enabled LNCCI to scale up policy dialogue with Ministries, training institutions and other stakeholders

With funding from the Government of Norway, the ILO provided technical support to facilitate the development and launch of LNCCI's strategic policy framework and related institutional capacity building. Secondary research was conducted to understand key labour market issues and these results were presented at consultative workshops with LNCCI members.

The ILO assisted with the design and execution of a national survey in 2014 and subsequent workshops to validate survey results and agree directions for LNCCI's SPF. Technical input was provided for the SPF and launch at the LBF.

In parallel, the ILO provided policy capacity trainings at both national and sub-regional levels to LNCCI in 2014-2015. Four national trainings were offered on survey design, analysis, policy development as well as a tailored training on the new ILO secondary data report tool (SDRT). LNCCI representatives also participated in ILO's sub-regional employers' training on media and communications and used newly acquired media strategies during the launch of the SPF.

**Mongolia/MNG998**

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1	<p>The Mongolian Employers' Federation (MONEF) coordinated the view of its enterprise and sectoral association members to develop an evidence-based policy report entitled "Formalizing enterprises in Mongolia: Challenges and policy directions" (2015) to contribute to national policy discourse on informal economy issues and strategies to address them. It was publically launched a cross section of ministries along with Ulaanbaatar's Mayor's office, the Vice-Minister for Labour and the deputy Mayor. Media impact was high with the presence of 9 TV crews along with print media.</p> <p>MONEF has now established closer relationships with Ministries with which it normally does not collaborate and provides perspectives on impact of formalization on business performance. For example, subsequent to the launch, MONEF set up consultations with firm members and with Ministry Groups to assess the report's recommendations.</p> <p>MONEF presented the report and recommendations as inputs into the employers' interventions at the ILC discussion in June 2015. MONEF also presented the report and the approach to policy making at a ITC training workshop for employers as a case study.</p>	<p>The ILO provided technical support to develop and conduct a nation-wide survey with MONEF members on the informal economy. Around 130 qualitative interviews and a focus group discussion were also carried out as well as a validation workshop to consult the survey results.</p> <p>The ILO offered further support with the development of the survey report and MONEF policy recommendations.</p>
2	<p>The Mongolian Employers' Federation (MONEF) effectively participated in the tripartite working group on drafting the new labour code, provided evidenced-based</p>	<p>The ILO provided technical assistance to develop a technical analysis of the main employer issues in the new labour code and social security frameworks. A training session</p>

		<p>research and clearly articulated employers' positions based on an analytical report developed on the labour code. Additionally, MONEF gave information briefings to its members on the implications of the new legislation.</p> <p>The labour code was finalized in the first half of 2015 and submitted to the spring session of the parliament. The reform process concluded with much of MONEF positions taken into account, demonstrating its effectiveness in this critical area of importance.</p> <p>Discussions by the Ministry of Social Protection to enact changes to the Social Insurance Laws as well as possible ratification of Convention 102, led MONEF to coordinate views of its members to develop a policy position on social security and participate in stakeholder policy discourse. The position paper has been agreed with MONEF membership and deployed in policy discourse with the ministry.</p>	<p>with MONEF team was organized in February 2014 to present the labour code analysis and provide support in coordinating MONEF positions. Subsequently, the analytical report was completed, translated and deployed for use by MONEF.</p> <p>In parallel, the ILO conducted a national assessment of the labour law reform processes and accompanying social &amp; policy dialogue structures which entailed a range of stakeholder interviews. The results were compiled into a report for MONEF in July 2014.</p> <p>A technical note on "Employers' organizations and trade unions structures and International Labour standards" was developed in October 2014.</p> <p>The ILO also developed an employers' strategy report reviewing the final draft of the labour code. A comprehensive final report was presented to MONEF during a training workshop.</p> <p>The ILO assisted with developing an employers' oriented training material on the social security framework and holding a workshop for policy development in May 2015</p>
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**Myanmar/MMR801**

Strengthened institutional capacity of employers' organisations

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The Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI) now has access to key economic data and is developing a monthly report for government and business through the establishment of the Purchasing Managers Index (PMI). This development is crucial in strengthening the evidence base for the UMFCCI's engagement in the policy discourse on a range of current policy issues.

The ILO supported a Study tour to Business NewZealand for key UMFCCI decision makers focussed on increasing policy advocacy skills on policy. In parallel a comprehensive Membership policy needs survey was conducted.

The ILO supported training on research skills in December 2014 attended by 25 participants. Subsequently the ILO commissioned the development of a report on setting up a Purchasing Managers Index (PMI) at UMFCCI to improve evidence based policy making. With ILO assistance, the world's leading PMI provider formed a partnership with UMFCCI to roll out a joint Myanmar language product to be launched by UMFCCI.

A training workshop was held in June 2015 to present the PMI assessment report and agree its rollout.

RBSA funding has contributed to supporting this work and to the achievement of the reported results

**Thailand/THA998**

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2

The Employers' Confederation of Thailand (ECOT) has contributed to national policy debates on renewable energy policies and participated in regional discussions on emerging challenges in the Asia-Pacific as it shifts towards models of production that are more sustainable in their use of natural resources and the environment. Through the development of research-based policy report on renewable energy policy, ECOT has coordinated its members' views, used the report to conduct policy analysis and advocacy efforts in multiple sectors, and has been showcased as a case study in a regional handbook on efforts an employers' organization can make on renewable energy policy.

Building on the support that ECOT received from the ILO Green Jobs Asia project in 2012-13, the ILO provided ECOT with technical and financial resources to build ECOT's capacity on renewable energies through an ITCILO green jobs training workshop and assistance provided on ECOT's policy report. Field interviews with ECOT members in the hospitality and construction industries formed the basis of ECOT's policy report, which was validated with ECOT board members in February 2015.

**Viet Nam/VNM801**

Strengthened institutional capacity of employers' organisations

1	<p>Modernizing the vocational training system, creating closer linkages between training providers and the business sector, and improving the employability of workers is a top issue for Vietnamese businesses. In response, the Viet Nam Chamber of Commerce and Industry (VCCI) identified and coordinated the views of its members to produce an evidence-based labour market policy report skills and productivity by executing a nation-wide survey across 63 provinces in Viet Nam. The survey – which was conducted through VCCI's established Provincial Competitiveness Index - resulted in the collection of approximately 8,000 responses from both domestic and foreign companies.</p> <p>The inaugural VCCI's labour market report identifies major obstacles to improving skills outcomes in Vietnam and expresses this in a coherent set of policy recommendations. The findings from the preliminary analysis was presented by VCCI to the Prime Minister in conjunction with a significant national conference held in December 2015.</p>	<p>The ILO, with funding from the Government of Norway, provided the principal technical resources to develop an evidence-based VCCI labour market report on skills and build VCCI's policy capacity.</p> <p>An analytical report of all secondary data related to skills and education as well as a mapping report of current survey and research work of skills policy development in Viet Nam were developed and presented at a national workshop in August 2014 in the presence of approximately 20 VCCI and business association representatives.</p> <p>Further support was provided to launch the development of the VCCI labour market report in March 2015 to express VCCI's commitment in the presence 50 business representatives, ministries and media.</p> <p>Subsequent technical and financial support was provided in the survey design; survey implementation, analysis and drafting of the VCCI labour market report.</p> <p>In parallel to the above, in December 2014, the ILO conducted a national policy capacity training which was attended by 23 VCCI members and also invited VCCI to a regional employers' training on policy communication and media in May 2015 to enhance VCCI's capability to replicate the labour market report on an annual basis and effectively utilize the policy recommendations in national dialogue platforms.</p>
2	<p>The introduction of a National Wage Council as the main minimum wage fixing body in</p>	<p>The ILO provided support to VCCI to develop a technical paper on minimum wage that can be</p>

	<p>August 2013 has had a strong impact on industrial relations environment and presents significant technical challenges to Viet Nam Chamber of Commerce and Industry (VCCI) in terms of engagement at the various levels. Through consistent and targeted interventions, VCCI has been able to negotiate on behalf of employers' in a more evidence-based manner in national minimum wage deliberations.</p> <p>-Viet Nam Chamber of Commerce and Industry (VCCI) is now effectively contributing to debates on ratification of the International Labour Standards (ILS) under review by the Ministry of Labor, Invalids and Social Affairs (MOLISA). VCCI has helped shape domestic legislation that emerges from that ratification process. Allied to this policy component, VCCI has developed a new training service for its members to provide guidance on the impact of ILC on firms and in particular what Conventions 87 and 98 could mean for Vietnam labour market and firms. In 2015, VCCI provided training to firms to inform its members.</p>	<p>utilized in negotiations.</p> <p>Two roundtable workshops, designed to capacitate VCCI engagement in the National Wage Council, were organized in 2014. The ILO further invited VCCI to a regional employers' training on minimum wage determination in October 2014. The ILO provided technical assistance by developing a technical report on "Conventions 87 and 98: what they mean for Vietnam labour market and how Vietnamese business needs to react". The report included a draft policy position on C87 and 98 and related training materials to illustrate the impacts of ILS and what they mean for Viet Nam and enterprises. Three national workshops were organized to present the guide to VCCI members.</p>
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**Fiji/FJ1998**

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A mini survey on the issues and challenges faces by women entrepreneurs in starting up and growing business in Fiji was launched by the Fiji Commerce and Employers Federation (FCEF) on 12 May 2015, in conjunction with the road show and membership drive event to promote FCEF's Women Entrepreneur and Business Council (WEBC) and attract new membership. The launch event received good coverage from the local media which has further promoted the WEBC and raised its profile.

The FCEF's first policy position paper on overcoming the challenges and obstacles affecting women entrepreneurs to start and grow business in Fiji was developed and endorsed by WEBC and FCEF board and launched at the FCEF Top Executive Conference on 3 October 2015. The paper will be used by FCEF's WEBC to advocate and lobby for the interest of women entrepreneurs in Fiji.

The ILO, with funding from the Government of Norway, supported the development of the FCEF's Women Entrepreneurs and Business Council (WEBC). ILO provided technical support and financial assistance to FCEF to conduct the mini survey, analyze the survey findings and develop the WEBC's first policy position paper.

Indonesia/IDN998

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The Employers Association of Indonesia (APINDO) launched its five year Economy Roadmap 2014-2019 which presents both short-term and long-term goals to contribute to the aim of creating three million jobs per year. The Roadmap was submitted to the elected President Jokowi, on his inauguration in October 2014 and received massive press coverage from all major newspapers, including the top three print media: Jakarta Post, Bisnis Indonesia and Kompas. APINDO is utilizing its Roadmap and the 10 policy priorities identified within to influence government action and decision making. As a concrete example, APINDO has established a memorandum of understanding with the Indonesian Health and Social Insurance Executing Agency (Badan Penyelenggara Jaminan Sosial Kesehatan) in efforts to address APINDO member concerns on budget increase for employees. In addition, policy reviews on current regulations related to employee's pension fund and wages are taking place. Finally, APINDO is monitoring and evaluating policy priorities within the Roadmap and has institutionalized a process of planning, implementing, monitoring & evaluating (M&E) its policy agenda.

The ILO, with funding from the Government of Norway, provided technical support to APINDO for the Roadmap as well as to the enhancement of APINDO's policy capacity for effective monitoring and evaluation of the Roadmap.

The ILO provided secondary data related to key economic indicators as well as indicator analysis under the Roadmap's six cross-cutting issues. Translation of the Roadmap into English was also provided.

To build APINDO's policy capacity, the ILO conducted a research training in November 2014 to present how to leverage evidence and information for policy influence policy, and to showcase a new online secondary data research tool which would assist APINDO generate secondary reports. APINDO also participated in a two day communication for effective policy development training held in Bangkok in May 2015. In addition, APINDO Board has a consultative policy workshop with Business New Zealand in Sept. 2015.

To assist APINDO track the progress of the Roadmap, especially as it relates to the 100 days programme, the ILO helped analyse a 100-day business sentiment survey to monitor enterprise perceptions on the first 100 days of Indonesia's new Government.

As a subsequent step, the ILO – in partnership with the Overseas Development Institute – held a two day policy monitoring and evaluation workshop in August 2015 to assist APINDO to clearly articulate its current policy work as it

			relates to the Roadmap, develop policy engagement and M&E plans.
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**Philippines/PHL998**

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The Employers' Confederation of the Philippines (ECOP) launched a skills policy framework which outlines priority initiatives to improve policy on skills, skills training and overall employability of the workforce in four subsectors – agribusiness, automotive, electronics and hospitality. The process has allowed for stronger coordination of sectoral association views led by ECOP and has provided the Confederation with greater credibility to represent and promote policy needs of sectoral groups. In particular, the ECOP skills report has provided direct input into shaping out the Roadmap for the Hotel and Restaurant Association of the Philippines and strengthening their recommendations to the government and stakeholders.

The ILO, with funding from the Government of Norway, provided technical support to ECOP for the development of ECOP's skills policy framework and related capacity building activities. The ILO supported a consultative workshop in February 2014 to select the four-sub sectors. A mapping of existing skills research and surveys was carried out in August 2014 as well as in-depth interviews with companies and stakeholders to assist with the design and focus of ECOP's skills policy work. In 2015, the ILO assisted with a membership survey which collected enterprise responses from the four sub-sectors and helped conduct focus group discussions to gather input for the development of ECOP's skills policy framework. Survey analysis and validation of results were held to draft the report. The launch of ECOP's skills policy report took place in November 2015 (tentative) at ECOP's Members General Meeting and attended by xxx private sector representatives. The ILO conducted training in November 2014 on leveraging evidence and information for policy change and to showcase a new online secondary data research tool to generate secondary reports.. The training was attended by 24 people of which 6 were women. ECOP also participated in a two day training on effective communication for policy development in Bangkok in May 2015.

**Vanuatu/VUT801**

Strengthened institutional capacity of employers' organisations

1

The Vanuatu Chamber of Commerce & Industry (VCCI) established Employers' Services Unit, conducted survey and developed its policy position on the Employment Relations Bill (ERB) which would have a major impact on the profitability and growth of enterprises in Vanuatu. VCCI also developed its position on the National Sustainable Development Plan (NSDP). The advocacy team of the Employers' Services Unit were trained and equipped with skill and knowledge to formulate evidenced based policy position and advocacy material and communicate to wider audience. VCCI conducted press conferences and issued media releases to launch its policy position on Severance Pay, Maternity and Annual Leave, major issues arising out of the ERB. The launch events attracted wide media coverage and improved VCCI's profile.

With funding from the Government of Sweden, a 2nd phase Enabling Environment for Sustainable Enterprise (ESEE) programme was developed to strengthen the advocacy and lobbying capacity of VCCI. ILO provided technical advice and supported an in-depth membership survey on the Employment Relations Bill (ERB), including the consultation workshop for validation of the survey finding. VCCI's advocacy team was trained the required skills needed in the conduct of the survey. ILO has also assisted in the development of the VCCI's policy position papers on the ERB and the National Sustainable Development Plan (NSDP). Advocacy, media and communication training was provided to the VCCI's team in August 2015 followed by distance coaching and guidance, in preparing the VCCI's team for the launching of the 2 policy position papers as part of the advocacy campaign.

## Europe and Central Asia

### Albania/ALB801

Strengthened institutional capacity of employers' organisations

1

In 2013, the Albanian Professional, Businesswomen and Crafts Association (SHGPAZ) carried out an enabling environment assessment for women entrepreneurship development (WED), resulting in a comprehensive report in English and Albanian on "Assessing the environment for women entrepreneurship" with concrete policy recommendations on the enabling environment for women's entrepreneurship in Albania. For example, SHGPAZ recommended that special taxation policy be put in place for women entrepreneurs start-ups, allowing a grace taxation period of up to two years. The WED report was launched in February 2014. The Ministry of Economy approved a new strategy for "Enterprise development and Investments in Albania 2014-2020" which clearly recognised importance of female entrepreneurship.

ILO provided technical training on the African Development Bank/ILO toolkit (AfDB/ILO toolkit) for assessing the environment for women entrepreneurship. This methodology was successfully implemented by SHGPAZ combining primary (interviews and focus groups) and secondary data that enabled SHGPAZ to develop an evidence based comprehensive WED report. ILO provided technical assistance during the research and development of the WED enabling environment report.

**Bosnia and Herzegovina/BIH801**  
Strengthened institutional capacity of employers' organisations

1

The Association of Employers of the FBiH (UPFBiH) carried out an assessment of the current Labour Act from September 2014 to May 2015. The assessment included primary research (membership surveys) and secondary research (international Labour Standards, EU Directives and comparative studies) which resulted in the development of a comprehensive report in June 2015 containing key policy recommendations on Labour Act revisions. The organization advocated its position via media and with policy makers. The new Labour Act, enacted on 30 July 2015 includes less administrative burdens for employers, introduces a performance-based salary element into the mandatory salary structure, and extends the maximum duration of fixed-term employment agreements from two to three years.

The ILO provided technical support for the research, including focus group meetings and a survey of 174 companies (representing 25% of all employees in the private sector) and on the development of the final report.

**Former Yugoslav Republic of Macedonia/MKD801**  
Strengthened institutional capacity of employers' organisations

1

In 2013, the Business Confederation of Macedonia (BCM) and Organisation of Employers' of Macedonia (ORM) 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 Macedonian containing key policy recommendations in the area of enabling legal and regulatory framework, rule of law, fair competition, access to financial services and entrepreneurial culture. The research findings led to the development of the first joint ORM and BCM Strategic Policy Framework on "Business Priorities for Sustained Growth". In 2014 and 2015 both organisations continued their work on the Enabling Environment for Sustainable Enterprises and developed three position papers on access to finance, entrepreneurial culture, and fair competition providing detailed policy recommendations.

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 for the research, including focus group meetings, a survey of 200 companies as well as on the development of the EASE report, Strategic Policy Framework (SPF) and three position papers. In addition, ILO provided training on advocacy for employers' organisations in 2015.

**Serbia/SRB801**

Strengthened institutional capacity of employers' organisations

1

The Serbian Employers Federation (SAE) in September and October 2013 carried out an assessment of conditions for doing business in three industries in Serbia (IT and telecommunications, chemistry and non-metals industry and textile, leather and footwear industry). The assessment that included a number of focus group meetings and membership surveys captured business sentiments from 600 firms operating in these industries. The results of this assessment, including key policy recommendations for each industry, are contained in the national report "Conditions for doing business and measures for development" published in English and Serbian in November 2013. On the basis of the report, SAE prepared three position papers in English and Serbian for each industry. These papers formed the basis of SAE's structured advocacy agenda, mandated by its members. The position papers were launched in December 2013 with extensive media coverage. The informal economy and in particular unfair competition were considered as key challenges for all three industries covered by the research. In 2014-15 SAE participated in a working group tasked with preparing a new Law on Inspection. The Law on Inspection is one of key tools in reducing the informal economy in Serbia. SAE advocated that inspections should also include unregistered companies in order to reduce unfair competition. The Law that now enables inspectors to control companies in the informal economy, even

ILO provided technical support on the research methodology, including the development of the report and position papers. ILO also provided advocacy training to SAE.

unregistered subjects, was enacted in April 2015.

**Latin America and the Caribbean**

**Colombia/COL804**

La ANDI aumenta su capacidad para analizar el entorno empresarial e influir en la formulación de políticas a nivel local, regional y nacional

2	<p>La Asociación Nacional de Empresarios de Colombia (ANDI) elaboró una propuesta para reducir la informalidad en el país, cuyos ejes principales son el control de prácticas desleales de comercio y la simplificación del sistema de seguridad social. Con el objetivo de dar a conocer su posición y las propuestas, las mismas fueron presentadas al Gobierno, empresarios, trabajadores y sociedad en general.</p> <p>ANDI elaboró un documento con un diagnóstico sobre las causas de ausentismo, las incapacidades y las restricciones médicas y su impacto sobre los costos laborales de las empresas en Colombia. A partir del mismo, se diseñaron una serie de propuestas que reflejan la posición de los empleadores y fueron presentadas al gobierno, para reducir los costos operativos y mejorar funcionamiento del sistema.</p>	<p>La OIT, proporcionó asistencia técnica para realizar el trabajo de investigación, para la elaboración de las propuestas y para el diseño de los materiales para difundirlas. Además dio apoyo para la organización de las acciones de difusión del informe y las propuestas, los cuales fueron presentados en eventos en las ciudades de Medellín y Bogotá entre julio y agosto de 2015</p> <p>La OIT colaboró con la definición de los términos de referencia del estudio y con la selección de los especialistas para realizarlo, además de brindar asesoramiento técnico referente a las normas laborales comparadas relacionadas con la temática. También apoyó la difusión del documento ante empresarios, representantes de la academia e integrantes del gobierno</p>
3	<p>La Asociación Nacional de Empresarios de Colombia (ANDI) presentó en 2014 al gobierno una propuesta de modificación del costo de las prestaciones económicas para las empresas por los días de incapacidad originada por enfermedad general. Esta propuesta llevó a la reducción de tres a dos días del costo de las prestaciones económicas a cargo de los empleadores, siendo a partir del tercer día y hasta por 180 días responsabilidad de las Entidades Promotoras de Salud (EPS).</p>	<p>La OIT proporcionó apoyo técnico a la ANDI para la elaboración del estudio sobre el impacto del costo de las prestaciones económicas por los días de incapacidad por enfermedad general de los trabajadores y también para la elaboración de la propuesta que modifica la normativa vigente.</p>

**Ecuador/ECU804**

La Federación Nacional de Cámaras de Industrias del Ecuador y sus entidades asociadas aumentan su capacidad de analizar el entorno empresarial e influir en la formulación de políticas en el plano regional y nacional

2

La Federación Nacional de Cámaras de Industrias del Ecuador, con el apoyo de la OIT, ha elaborado un estudio de Evaluación del Entorno para el desarrollo de Empresas Sostenibles. El estudio toma como base los 17 pilares definidos por OIT e incluye el diagnóstico del entorno y un conjunto de recomendaciones de política pública para mejorarlo, así como una agenda para el desarrollo del sector empresarial ecuatoriano. En la elaboración se participó en consultas con trabajadores, empresarios, funcionarios y representantes de la academia. Para dar a conocer la posición del sector empleador se da amplia difusión en los medios de comunicación y se presenta el estudio ante representantes del gobierno, empresarios, trabajadores y otros agentes sociales en el XII Congreso Anual de Industriales del Ecuador en setiembre del 2015

La Federación de Cámaras de Industrias del Ecuador elaboró una propuesta sobre la reforma del Código Orgánico de la Producción, Comercio e Inversiones que se presentó al Ministro Coordinador de Producción, Empleo y Competitividad (Presidente del Consejo Sectorial de la Producción), Presidentes de las Organizaciones Empresariales de todo el país, los miembros del Comité Empresarial Ecuatoriano y miembros de la Federación Nacional de Cámaras del Ecuador.

La OIT brindó asistencia técnica para elaborar los trabajos de acuerdo a la metodología EESE (Enable Environment for Sustainable Enterprises) y en base a las “Conclusiones relativas a la promoción de empresas sostenibles” adoptadas en la Conferencia Internacional del Trabajo 2007. Se apoyó el diseño de la estrategia del trabajo a realizar, conduciendo reuniones de planificación con la Federación. Se supervisó la elaboración del cuestionario a utilizar en las encuestas a 550 empresas y 35 informantes calificados del gobierno, sector empresarial, dirigentes sindicales, académicos, etc. Se colaboró en la organización de focus groups para presentar los resultados y en el proceso de redacción del Informe final sobre el Entorno de Negocios para el desarrollo de Empresas Sostenibles en Ecuador, así como en la organización del Congreso de Industriales de la Federación

La OIT brindó asistencia técnica para realizar una evaluación sobre la efectividad del Código durante el período de vigencia del mismo, en base a evidencia empírica y la opinión de empresarios y otros agentes sociales que fueron encuestados. Posteriormente, se asistió a la Federación en la elaboración de una propuesta conteniendo reformas al Código para ayudar a que el entorno de negocios se vuelva más atractivo para realizar inversiones productivas generadoras de empleo.

RBSA funding has contributed to supporting this work and to the achievement of the

			reported results
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**Venezuela/VEN105**

FEDECAMARAS aumenta su capacidad de analizar el entorno empresarial e influir en la formulación de políticas en los planos local, regional y nacional

1

1. FEDECAMARAS creó la Comisión de Comercio Exterior e Integración en marzo de 2015, con el objetivo de mejorar su capacidad de análisis, coordinar las opiniones de sus miembros y formular estrategias referidas al proceso de integración al MERCOSUR y otros acuerdos económicos y comerciales del país.  
2. FEDECAMARAS mejora y fortalece su estructura, reformando y fortaleciendo su Unidad de Medios y Comunicación, mejorando la calidad de los mensajes de la Institución y la forma de transmitirlos a sus públicos objetivos

1. La OIT proporcionó asistencia técnica para definir la estructura, integración, cometidos y funciones de la Comisión de Comercio e Integración, apoyando también la elaboración de un reglamento interno para su funcionamiento. Se asistió técnicamente la elaboración de un documento con propuestas concretas para aprovechar las oportunidades comerciales y de inversión en el marco de los acuerdos de integración vigentes, así como su presentación pública.  
2. La OIT prestó asistencia técnica para realizar un diagnóstico sobre el estado actual del área de comunicaciones de FEDECAMARAS, así como para el diseño y ejecución de una auditoría de percepciones entre 65 directivos, afiliados y funcionarios de la institución. También se apoyó la organización de 4 talleres de trabajo para el diseño de la nueva estructura del servicio, los objetivos comunicacionales y mensajes claves, formación en comunicaciones, vocería, liderazgo y comunicaciones asertivas.

**Bahamas/BHS801**

Strengthened institutional capacity of employers' organisations

1	<p>At a Conclave of all 17 Chambers of Commerce from throughout the Bahamas held in Nassau in April 2014, a Memorandum of Understanding was entered into between them and the Bahamas Chamber of Commerce and Employers' Confederation (BCCEC). The MoU established clear lines of communication between BCCEC and each outlying Chamber to ensure greater input to BCCEC policy positions by all Chambers / Employers' Organisations regardless of geographic location.</p> <p>This structure enabled policy positions to be more inclusively developed in three important areas – the Persons with Disabilities (Equal Opportunities) Act (the first specific disability law enacted in the region in July 2014), the National Tripartite Council Act adopted in March 2015, and the establishment of a new minimum wage.</p>	<p>The ILO supported the participation of representatives from organizations in outlying islands.</p> <p>ILO staff facilitated a Tripartite Workshop on Social Dialogue in April 2014 and spoke at the Conclave to ensure a full understanding of the need for wide input to advocacy strategies.</p>
2	<p>BCCEC developed submissions on the Government's minimum wage proposal, held wide consultations with members and participated in discussions with the Government and the Trade Unions. Its position, with supporting arguments, was widely reported in the media. Likewise BCCEC participated fully in consultations on the Persons with Disabilities Act and the National Tripartite Council Act (NTC). After adoption of the two pieces of legislation a Board member of BCCEC was nominated to The National Council for Disabilities and the CEO of BCCEC was charged with preparing a budget and operational guidelines for the</p>	<p>The ILO provided background material on issues related to minimum wage setting, provided comment for inclusion in BCCEC's submission on the NTC Act and provided a copy of the Sri Lanka Disabilities Act Regulations to assist BCCEC in supporting the drafting of similar regulations in the Bahamas.</p>

		National Tripartite Council.	
	3	BCCEC's concerns and input were reflected in all three areas.	

**Additional CPO Information (This information should only be added when relevant and necessary and should not repeat information already entered under results or ILO contribution)**

**a) Gender equality and non-discrimination**

BCCEC's advocacy and support of the Persons with Disabilities (Equal Opportunities) Act 2014, raised the profile of discrimination at the workplace and the responsibilities employers had to countering it.

**b) Partnerships (external)**

The Sri Lanka Employers' Federation provided a copy of the Regulations promulgated under their Disability Legislation to assist BCCEC.

**Cayman Islands/CYM801**  
Strengthened institutional capacity of employers' organizations

1	<p>In June 2014 the Cayman Islands Chamber of Commerce (CICC) undertook a review of its strategic positioning to ensure it remained well-focused to respond to up-coming issues – particularly the introduction of a minimum wage and the revision of the Labour Law. As part of that process it developed action points for ensuring greater input from members and reaching out more widely to the business community.</p>	<p>The ILO facilitated the Strategic Planning Workshop for CICC Board members and staff in July 2014.</p>
2	<p>CICC conducted an awareness raising campaign to ensure members were aware of the proposal for a minimum wage not only through their usual communication channels directly with members and via their website, but also by participating in 'talk-back' radio, conducting sessions for members under the "Be Informed" programme and participating in a session with the Advisory Council established by Government to put forward recommendations on an appropriate minimum wage. Similar initiatives were put in place regarding the Labour Law revision which enabled CICC to prepare robust submissions in both areas with wide input from members.</p>	<p>The ILO participated in the 'talk-back' radio session and other media along with CICC and presented on minimum wage issues to the "Be Informed" session and the Advisory Council. It also provided comments on the Labour Relations Bill 2015 to assist CICC in identifying areas where further member input was needed.</p>
3	<p>CICC's concerns and input on the minimum wage were reflected in the Advisory Committee's recommendations including the level set and the way in which it should be expressed. The recommendations have since been incorporated into the draft labour legislation.</p>	

**Dominican Republic/DOM801**  
Strengthened institutional capacity of employers' organisations

1

La Confederación Patronal de la República Dominicana (COPARDOM) en noviembre de 2014 implementó la herramienta “Guía Práctica: Entornos Propicios para las Empresas Sostenibles”, con la finalidad de evaluar las condiciones que ofrece el país para alcanzar este objetivo.

COPARDOM realizó una encuesta con 600 empresas para obtener información de primera mano y elaboró un análisis de fuentes secundarias para conocer cuáles son los principales obstáculos que enfrentan las empresas para su desarrollo y permanencia en el mercado.

Con los hallazgos de la evaluación del entorno y de la encuesta, En octubre de 2015, COPARDOM presentó a las autoridades (Presidencia de la República y Poder Legislativo), así como a líderes de opinión, una serie de propuestas que tienen por objetivo incidir en la generación de políticas públicas que mejoren las condiciones para la inversión y la generación del empleo.

La OIT brindó asistencia técnica a través de seminarios de capacitación, formación técnica para la implementación de la Guía, de la Encuesta y en la preparación y formulación de las propuestas (agenda empresarial). Asimismo, acompañó en la identificación de propuestas del sector empleador presentadas a las autoridades de gobierno, al sector empresarial y al país en general.

**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, en Septiembre del 2014 implementó la herramienta “Guía Práctica: Entornos Propicios para las Empresas Sostenibles” (EESS) con la finalidad de evaluar las condiciones que ofrece el país para alcanzar este objetivo.</p> <p>La COHEP realizó una encuesta a 2,700 empresas para obtener la información de primera mano y elaboró un análisis de fuentes secundarias para conocer cuáles son los principales obstáculos que enfrentan las empresas para su desarrollo y permanencia en el mercado.</p> <p>Con los hallazgos de la evaluación del entorno y de la encuesta, en octubre del 2014 el COHEP presentó a las autoridades (Presidencia de la República y Poder Legislativo) una serie de propuestas que tuvieron por objetivo incidir en la generación de políticas públicas que mejoren las condiciones para la inversión y la generación del empleo.</p>	La OIT brindó asistencia técnica a través de seminarios de capacitación, formación técnica para la implementación de la Guía, de la Encuesta y en la preparación y formulación de las propuestas (agenda Empresarial).
3	El COHEP, en septiembre del 2015, con el apoyo de la OIT, diseñó e implementó una herramienta electrónica alojada en su sitio web que le permite monitorear los avances de las propuestas hechas. Las organizaciones de empleadores de Honduras participan en este esfuerzo de seguimiento y medición del impacto de las medidas propuestas.	La OIT asesoró a través de consultorías el diseño e instrumentación de esta herramienta electrónica.

**Nicaragua/NIC801**

Strengthened institutional capacity of employers' organisations

1

El Consejo Superior de la Empresa Privada (COSEP), en Setiembre del 2015 implementó la herramienta: "Guía Práctica: Entornos Propicios para las Empresas Sostenibles" (EES) con la finalidad de evaluar las condiciones que ofrece el país para alcanzar este objetivo.

El COSEP realizó encuesta con 1,800 empresas para obtener información de primera mano y elaboró un análisis de fuentes secundarias para conocer cuáles son los principales obstáculos que enfrentan las empresas para su desarrollo y permanencia en el mercado.

Con los hallazgos de la evaluación del entorno y de la encuesta, en octubre del 2015, el COSEP presentó a las autoridades (Presidencia de la República y Poder Legislativo), así como a líderes de opinión, una serie de propuestas que tienen por objetivo incidir en la generación de políticas públicas que mejoren las condiciones para la inversión y la generación del empleo.

La OIT brindó asistencia técnica a través de seminarios de capacitación, formación técnica para la implementación de la Guía, de la Encuesta y en la preparación y formulación de las propuestas (agenda empresarial)

RBSA funding has contributed to supporting this work and to the achievement of the reported results

**Argentina/ARG801**

Capacidad institucional de las organizaciones de empleadores, fortalecida

2

In the framework of promoting sustainable enterprises in Argentina, findings of research conducted by the Unión Industrial Argentina (UIA) on "productive approach to decent work" were presented to the national business community, policy makers and the President of the Country, during the Annual Industrialists Conference in December 2014.

This action was part of UIA's contribution to the national debate on strategies and public policies to promote economic development and job creation.

The findings of UIA's research received mayor media coverage notes (Cronista, Infobae, Diariobae);

In addition, UIA organized two workshops for discussion with tripartite participation (Buenos Aires, Aug. and Oct. 2014.); Presentations to business associations (Association of Metallurgical Industries of Argentina; Metallurgical Industry Chamber of Rafaela, Industrial Union of Bahia Blanca)

Under the technical supervision of the ILO, UIA developed the methodology and conducted research on issues related to productivity and decent work. Specifically, the ILO coordinated together with UIA the production of three technical notes on:

- (i) industrialization and generation of quality employment;
- (ii) industrial development strategies (case studies on South Korea and Italy); and
- (iii) institutions and industrial development: the virtuous circle of production and employment.

**Mexico/MEX801**

[ACI4] Fortalecimiento de la capacidad institucional de las organizaciones de empleadores

1

El Consejo de Cámaras de la Industria del Estado de Jalisco, (CCIJ) implementó en septiembre del 2015 la Guía práctica para la evaluación de Empresas Sostenibles (EESS), analizando las condiciones que ofrece el Estado de Jalisco para el desarrollo de empresas sostenibles.

El CCIJ desarrolló una encuesta a 800 empresas para obtener la información directamente de los interesados y elaboró un análisis de fuentes secundarias para conocer cuáles son los principales obstáculos que enfrentan las empresas para su desarrollo y permanencia en el mercado.

Con los hallazgos encontrados en los estudios y la encuesta, el CCIJ, en noviembre del 2015 desarrolló y presentó a las autoridades (Gobernador del Estado; Poder Legislativo) y a líderes de opinión una serie de propuestas que tuvieron por objetivo incidir en la generación de políticas públicas y, con ello, mejorar las condiciones para la inversión y la generación de empleo en el Estado.

La OIT brindó asistencia técnica a través de seminarios de capacitación, formación técnica para la implementación de la Guía, de la encuesta y en la preparación y formulación de las propuestas (agenda empresarial).

**Paraguay/PRY997**

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2

FEPRINCO (National Apex Employers Organization) enhanced its capacity to analyse and influence the business environment, by developing its own institutional positions on employment policies and social security reform.

FEPRINCO presented its own policy proposals at several tripartite and bipartite debates with Government and Trade Union representatives at national level, which were officially convened by the Government in 2014-2015.

Employers' positions on employment and social security reform also obtained media coverage at national level through interviews to FEPRINCO officials and other employers' representatives.

ILO provided technical support to FEPRINCO to coordinate work conducted by independent researchers and supervise the technical quality of the following reports that lead to the adoption of employers institutional positions on:

- Informal economy
- Professional training
- Employment services
- Fostering an enabling environment for sustainable enterprises
- Social security reform