Outcome 9: *Employers have strong, independent and representative organizations*

Table 1: Summary of results by indicator and by typology

Indicators	Target	Results					
		Total No.	Policies and strategies	Programmes	Regulatory /Legal framework	Capacity development	
						Institutional capacity	*Data collection and analysis*
9.1 Number of national employers' organizations that, with ILO support, adopt a strategic plan to increase effectiveness of their management structures and practices	14 employers' organizations, of which 3 in Africa, 4 in the Americas, 1 in Arab States, 3 in Asia, 3 in Europe	**10 employer organizations**, of which 1 in Africa, 3 in Americas, 1 in Arab States and 5 in Asia	Lesotho, Jamaica, Uruguay, Grenada, Palestine Bangladesh, Cambodia, Indonesia, Kiribati, Nepal			Lesotho, Grenada, Jamaica, Uruguay, Palestine Bangladesh, Cambodia, Indonesia, Kiribati, Nepal	
9.2 Number of employers' organizations that, with ILO support, create or significantly strengthen services to respond to the needs of existing and potential members	18 employers' organizations, of which 4 in Africa, 4 in the Americas, 1 in Arab States, 7 in Asia, 2 in Europe	**33 employers organizations**, of which 7 in Africa, 15 in Americas, 10 in Asia, and 1 in Europe		Angola, Namibia, Bahamas, Barbados, Chile, Paraguay, Costa Rica, Dominican Republic, El Salvador, Mexico, Fiji, Mongolia, Vietnam, Thailand, Armenia		Algeria, Democratic Rep. of Congo, Tanzania, Ethiopia, Uganda Bolivia, Colombia, Ecuador, Guatemala, Honduras, Panama, Peru India, Indonesia, Nepal, Philippines, Cambodia, Sri Lanka	
9.3 Number of 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	9 employers' organizations, of which 2 in Africa, 3 in the Americas, 1 in Asia, 3 in Europe	**27 employers organizations**, of which 8 in Africa, 3 in Americas,13 in Asia, 3 in Europe	Botswana, Cote-D'Ivoire, Malawi, Senegal, Swaziland, Tunisia, Zimbabwe, Zambia, Ecuador, Venezuela, Honduras, Cambodia, Fiji, India, Indonesia, Kiribati, Lao PDR, Malaysia, Philippines, Solomon Islands, Sri Lanka,		Serbia, Malaysia, Lao PDR	Botswana, Cote-D'Ivoire, Malawi, Swaziland, Senegal, Tunisia, Zimbabwe, Zambia, Ecuador, Venezuela, Honduras, Cambodia, Fiji, India, Indonesia, Malaysia, Kiribati, Philippines, Solomon Islands, Sri Lanka, Vanuatu, Lao Republic, Thailand Vietnam, Moldova, Montenegro, Serbia	Botswana, Malawi, Swaziland, Zambia, Honduras, Cambodia, Kiribati, Fiji Vanuatu, Montenegro, Moldova, Serbia,

		Thailand, Vanuatu, Vietnam			
		Montenegro, Moldova, Serbia			

Table 3: ILO results chain: Country examples			Gender-specific
Country	ILO contribution (outputs delivered by the Office)	Results (action taken by the country)	
Chile	• In 2011, SOFOFA (Industrialists Employers Organization) in Chile joined the ILO Global Network on Business and Disabilities. • ILO supported the exchange of experiences between SOFOFA and the United States Business Leadership Network which inspired the adoption of SOFOFAs business strategy for the labour inclusion of people with disabilities (PWD). • Within this framework, ILO supported SOFOFA in the development of the following tools/publications: (1) Base-line analysis: making the business case for hiring PWD ; (2) Inclusive Enterprise, a step by step protocol for enterprises wishing to incorporate PWD in their workforce; (3) Employers´ Guide for an inclusive approach to prevention of occupational risks; (4) Employers Guide to legal incentives and government programs to promote the inclusion of PWD; (5) A guide for people with disabilities looking for a job which encourages PWD to seek productive and remunerated work...	SOFOFA launched a new information service: Business Strategy for labour inclusion of people with disabilities. The service involves an electronic toolkit on its web page www.empresainclusiva.cl. The toolkit offers guidance to members on how to: a) hire and retain employees with disabilities; b) establish an OSH system with an inclusive perspective; c) access governmental benefits granted for training and hiring people with disabilities; d) motivate people with disabilities to seek employment. SOFOFA has adopted an internal work-plan with promotional activities to train business representatives on the electronic toolkit through workshops for HRD managers. SOFOFA is also using the toolkit to influence public policy and awareness.	
Algeria	• The ILO provided technical and advisory services for the development and adoption of the The Confédération générale des Entreprises algériennes (CGEA) strategy to enhance CGEA's visibility in the regions and to improve dialogue and services between the local offices and the headquarters. • The ILO provided training for 15 local staff on basic management skills based on the Effective Employers' Organization toolkit training in collaboration with the ITC in Dec. 2012. ILO also supported two major events on the role of the CGEA in the local development - in Oran (Dec. 2012) and in Annaba (Feb. 2013) with 100 participants per event including political and union leaders. The ILO contributed to the creation of the first issue of the CGEA business magazine.	CGEA has increased its membership from 1,476 in January 2012 to 1,823 in April 2013. The CGEA has opened 16 new offices during the same period in 34 out of 48 districts. These new offices have improved the ability to communicate with and provide services to local members including through the publication of a new CGEA magazine for the business community.	
Serbia	• ILO provided technical training on advocacy for employers' organizations to the Serbian Association of Employers (SAE). • ILO provided technical advice and assistance on the survey design and methodology and the development of the research report and position papers	In order to create an environment conducive for business and to formulate its policy positions and priorities for its advocacy agenda, over the period of two years (2011-2012) SAE conducted research on burdens of doing business and organised a number of round table discussions and meetings with employers throughout Serbia.. Concrete policy recommendations were developed and launched through a wide media campaign and press conference. SAE advocated its recommendations through the national Economic and Social Council	

		and obtained support from reputable economists for its position. As result, SAE successfully influenced changes in the legislation in December 2012 that resulted in abolishment of local taxes (estimated 600-1000 euro per year per company) which affected 90% of the businesses, removed the obligation for operation of a fiscal cash register in various small trade businesses that affected 16% of businesses in Serbia and resulted in significant savings. Finally, the VAT registration threshold has been doubled resulting in significant savings in bookkeeping fees for micro and small businesses.	

Lessons learned (*Maximum 200 words*)

Deepening the ILO's knowledge base on employers' organizations was identified as a priority in the biennium. The areas identified for future research and technical activities in the 2012-13 strategy were confirmed including workplace organization, new skills needs, broadened policy approaches and leadership. This led to a focus on the emerging issues and transforming trends that business needs to manage in the coming decade, global business leadership and the role of employers' organizations, adapting organizational models to new reality and enhancing the value proposition of employers in a changing environment.

A second priority in 2012-13 was strengthening the capacity of employers' organizations. The capacity development of organizations requires a long-term engagement based on demand-driven programmes that ensure buy-in, ownership and commitment of employers' organizations. Prioritization, focus and critical mass will continue to be essential components of an effective ILO strategy to support sustainable results.

The results achieved against targets this biennium were similar to the number of targets achieved against the outcome's indicators in 2010-11. Although the number of targets slightly increased in 2012-13, in both biennia results achieved under 9.2 and 9.3 significantly surpassed targets. This shows that the outcome's target-setting practices need further refinement and adjustment to more accurately reflect the number of anticipated results based on past performance. The strong results under 9.2 confirm that the development of membership services continues to meet the priority needs of employers' organizations. Strong results under 9.3 are linked to the continued application of the ILO's Enabling Environment for Sustainable Enterprises toolkit and availability of extrabudgetary resources.

Table 4: Summary of most significant outputs by typology	
Knowledge generation and dissemination	• Expert paper and meeting on future of work and changing structure and regulation of the labour market to assess the significance, pace and trajectory of changes taking place in the context of globalisation, technology, rising educational attainment, demographics, and climate change Dec. 2013)). • ILO Global Disability Network: Regional network meetings to facilitate and support disability inclusion initiatives of network members (multinational companies and employers' organizations) conducted. Capacity building workshops/meetings conducted and technical advice on disability inclusion provided to employers' organizations. Communication platforms to raise awareness of disability inclusion issues in companies developed. • Research agenda on "Business of Representing Business" based on recent literature review on organized business interests identified knowledge gaps and led to a structured approach to research and knowledge development on the current state of organized business interest. Research was implemented on a cross-national analysis of employers' organizations in specific national contexts; in a selected number of advanced countries, emerging economies (ASEAN), and a comparative analysis of international business associations. • A global study identifying strategies to overcome obstacles facing women in business and management and a series of 5 regional workshops involving employers and business representatives for a total of 53 countries to share experiences and document good practices which have fed into the global report on women in business and management.
Policy advice and technical services	• Advisory and technical services addressing employers' organizations' need to respond to the policy and organizational environment of enterprises provided to employers' organizations in ILO member States. These services covered a range of areas relevant to employers' organizations including organizational development and management, creating and strengthening membership services, and analysing and influencing the business environment.

	• Support for employer constituents in tripartite governance and policy-making bodies of the ILO. One key output was a meeting with employers' group representatives on ILO standards policy, CEACR mandate and interpretation practices, determination of the list of cases in the ILC Committee on Application of Standards (CAS) and governance of and participation of employers in the ILO standards supervisory system. The meeting and follow-up led to a clearer employer position on ILO standards policy issues, better communication of employer positions in CAS, and improvement of consensus of the CAS list of cases.
Capacity building	• Through ITC/Turin, 1500 employer representatives worldwide were trained through 70 training programmes including Master Training on Effective Business Membership Organizations, Employers Organizations and Women Entrepreneurs, and Occupational Safety and Health. New training materials developed on customer relationship management databases for employers' organizations, minimum wage policies, green business/sustainable development, and the Employers Young Professionals Academy… • Capacity of employers' organizations was strengthened across regions through technical and advisory services aimed at improving their management structures and practices and membership service delivery to remain relevant and add value to their members, and reinforcing capacity to influence policy through advocacy and social dialogue on issues of importance to their members.
Policy dialogue and advocacy	• The Enabling Environment for Sustainable Enterprise (EESE) toolkit, one of the key tools to strengthen the policy capacity of the employer constituents was deployed with employers' organizations in 9 countries. Employers' organizations acquired tools and capacity to widen and deepen their evidence-based policy footprint. The application of the tool enabled employers' organizations to conduct national or sector-wide enterprise surveys and data collection, to develop policy proposals (National Business Agendas) and to advocate their policy positions in national policy dialogue fora. The gender dimension and impact assessment elements of the toolkit have been strengthened to allow more gender sensitive analysis and tracking of the impact of the policy assessment and advocacy work. • In February 2013, the report *"El desafío de la Promoción de las Empresas Sostenibles en América Latina y el Caribe, un análisis regional comparativo"* was published, an important first step toward in-depth research at a country level in an effort to improve the business environment for sustainable enterprises. Employers' organizations are using the tool to influence regional debates on social and economic development and creation of decent jobs through better environments for sustainable enterprises.