



Faculty

The curriculum has been developed by the Employers' Activities Programme of the International Training Centre of the ILO. The Programme now has more than 10 years' experience in this field, organizing about 50 training courses each year in different parts of the world to build capacity and strengthen employers' and business member organizations.

The faculty is composed by a worldwide network of lecturers and ILO capacity-building specialists with long-standing experience in the management and functioning of Business Member Organizations.



Target audience

The programme targets professional staff of Business Member Organizations worldwide. More specifically, it is geared to the needs of professional staff who have taken on new responsibilities in their BMOs and wish to update and expand their knowledge and competences in BMOs' key areas of work.

The total number of participants in the programme is limited to 25.

The course will be conducted entirely in English.



Costs, applications and contacts

This course is fee-paying.

The total cost is €2300 (€1600 for IOE members).

This includes:

- **Tuition costs** of €1400 (discounted to €700 for IOE member organizations), which cover programme development and management, secretarial and administrative support, use of classrooms and teaching equipment, office supplies, access to the internet training platform, training materials, books. Also included: emergency medical insurance, socio-cultural activities.
- **Subsistence costs** of €600, which cover full board and lodging during participants' stay at the Turin Centre's campus.
- **Distance learning** €300 which includes access to the internet training platform, tutoring and study material for 40 hours

Optional study visits to business organizations in Europe: cost to be determined according to programme.

The deadline for applications is 25 October 2013.

Application forms available by clicking on this link:

[http://intranetp.itcilo.org/STF/A976521\(C\)/en](http://intranetp.itcilo.org/STF/A976521(C)/en)

A limited number of partial scholarships is available for participants coming from developing countries. Candidates requesting partial scholarships should apply much in advance (not later than 27 September 2013).



Quotes from Former Participants



"The Master Training was most empowering. I acquired a wealth of new knowledge."

Karlene SUTHERLAND, Jamaica Broilers Group Ltd., Board member of JEF, Jamaica

"The method adopted combining online and residential training is most effective. It allowed participants to acquire an in-depth understanding of the subject matters – and it was highly practical!"

Lindiwe SEPHOMOLO, CEO, Association of Lesotho Employers

"The training was an opportunity both to learn new issues and to review others. I really enjoyed the self-guided modules and the exercises proposed during the online phase. It was also a wonderful opportunity to meet people, and know about their challenges. I leave full of energy to face my challenges at my organization"

Mônica GIAGIO LEITE DO AMARAL, CNI Brazil

"The training material was very good, very relevant, and exactly focussing on the things we do every day. The course in Turin proved to be very interactive course and it was really interesting for me to have this international exposure. I had a wonderful time."

Timothy OLAWALE, Deputy Director of Social, Economic and Labour Affairs, Nigeria Employers' Consultative Association (NECA)

"The Master Training fills important gaps. It looks at day to day issues, but is also an eye opener for strategic reflection. And it always starts from our organizations' reality. Taking this course helped me to focus on real results and relevance for my work as CEO"

Harrington CHIBANDA, Executive Director, Zambia Federation Of Employers (ZFE)

For further information, please contact:

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Master Training on the Effective Business Member Organization

Distance learning: 1 November 2013 – 21 February 2014
Face-to-face training at ITC ILO, Turin, Italy: 3 – 7 March 2014
Deadline for application: 25 October 2013

SECOND EDITION



Master Training on the Effective Business Member Organization



Background and justification

Business Member Organizations (BMOs) have an essential part to play in sound social and economic development.

With a diverse membership drawn from different sectors, regions and sizes of company, they have an important role to play in interaction with governments, as:

- sources of information on the major constraints affecting private-sector development and the need to create a sound business environment to foster economic development and job creation.
- partners in discussing and co-designing a wide range of policies for private-sector development, including taxation, infrastructure, trade, social affairs and labour market reform.

Acting as employers' representatives, they play an important part in interaction with trade unions:

- as tripartite partners, alongside trade unions, on national social and economic consultation bodies;
- as negotiation partners in the framework of collective bargaining/social dialogue at national, sector or company level.

In most cases, they also have a very important role as providers of business development services: in exchange for membership fees, members increasingly expect, tangible, quality services such as information, advice and training in the areas of labour law, human resources management, access to finance, trade promotion and so on.

As member organisations, they are confronted with complex issues in managing their internal resources, balancing members' interests, managing their memberships and maintaining a sound revenue base.

In short, being on the professional staff of a Business Member Organization means having to master a set of competencies in order to face complex situations and play a demanding role.

Schools, universities and other training bodies seldom provide the unique mix of knowledge, competencies and skills needed for these functions. It is however the main focus of the Master Training for the Effective Business Member Organizations which takes a 360 ° look at BMO functioning. This training programme is run for the second time, after a successful launch in 2012.



Objectives of the training

To strengthen BMOs to perform more effectively by developing the skills of key personnel and the capacity of the business organization in the following areas:

- Effective lobbying, advocacy and social dialogue for a better business environment ;
- Sustainable services delivery;
- Efficient association management in the field of membership and revenue building;
- Good governance;
- Strategic planning for more effective BMOs.

At the end of the training, the participants will be able to:

- better understand the context in which BMOs function and the challenges with which they are confronted;
- develop strategies and planning for further development;
- assess and improve lobbying and advocacy strategies and techniques;
- develop insights and techniques in negotiation and social dialogue;
- develop further strategies in the field of services for their members;
- develop further strategies to improve the governance structure of BMOs.



Structure and methodology

PART 1 DISTANCE LEARNING (1 November 2013– 21 February 2014)

This part comprises a total of 40 hours' distance learning. On an individual basis, but with the opportunity of interacting with the group and with tutors, participants will receive e-learning modules and study material on key concepts regarding lobbying and advocacy, service provision and the general management of BMOs.

PART 2 TRAINING AT THE ITC ILO CAMPUS (3 – 7 March 2014)

The residential part of the course, held at the International Training Centre of the ILO in Turin, will be a 5-day face-to-face training and networking event. The training will consist of a combination of presentations of key elements, cases and interactive exercises. Interactive sessions will be used to review and share experience, compare practices and draw practical conclusions.



Certification

Participants will be able to obtain a diploma certifying acquired knowledge and competencies by taking a written test at the end of the residential phase.



Contents

The following issues will be the central themes of the training:

The role of BMOs in improving the business environment: capacity building for effective lobbying and advocacy

- The business environment: analysis of the present situation;
- The advocacy and lobbying process;
- The BMO as the voice of its members;
- The main issues for lobbying and advocacy at national and sub-regional level;
- Analysis of strengths/weaknesses and opportunities for lobbying;
- Setting objectives and priorities;
- Research for well-prepared advocacy and lobbying;
- Communication as an essential skill in the lobbying process;
- Follow-up and monitoring of advocacy and lobbying results;
- The BMO as an actor in negotiation and social dialogue.

BMOs and sustainable, quality delivery of services for members

- Why BMOs should offer services to their members;
- The type of services BMOs can offer;
- The essential steps in putting services in place: market analysis, different roles in services delivery;
- How to deliver quality services. Pricing, promotion and product quality policies.

Association management: achieving members' involvement, good governance, stable revenue and a sound secretariat management system

- Good governance of BMOs: the different systems and tools available, tricks and tips;
- Membership policies: ICT-based member management; policies for retention and recruitment;
- Revenue creation and management;
- Resource mobilization and principles of project management;
- Secretariat management.

