

# I O E   A N N U A L   W O R K   P L A N   2 0 0 5

AREAS	OBJECTIVES	MEANS OF ACTION
<b>1. GLOBAL ISSUES</b>		
<b>a) CORPORATE SOCIAL RESPONSIBILITY (CSR)</b>	<ul style="list-style-type: none"> <li>• Give effect to the IOE strategy for CSR within the ILO and promote the IOE CSR approach in other CSR fora.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy to member federations and to other CSR fora through use of the IOE Guide.</li> <li>• Develop training materials for member on the MNE Declaration.</li> <li>• Produce a guide for members on the issue of International Labour Standards, how companies should look to use them and what references to them by companies mean.</li> <li>• Support national initiatives by members to promote CSR to companies.</li> <li>• Develop the theme of CSR through the IOE General Council special session in June and in a special meeting for employers in October.</li> <li>• Develop a web based tool to enable CSR information to be recorded and accessed by members.</li> <li>• Act as a contact point with ACT/EMP between the ILO and companies seeking ILO assistance on CSR.</li> <li>• Update IOE members on international developments on CSR, as they occur, through relevant mailing and information.</li> </ul>
	<ul style="list-style-type: none"> <li>• Influence ISO/CSR work programme.</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in the ISO working group work programme on the creation of a CSR guidance document in order to promote the interests of employers and to contain ISO's work to the scope of the work item proposal.</li> </ul>
	<ul style="list-style-type: none"> <li>• Guide UNHCHR debate on the responsibilities of business for Human Rights.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to promote business views to UNHCHR member States both in Geneva and at national level through regular consultation and information exchange.</li> <li>• Work with Office of the High Commissioner, where possible, on shaping the April 2005 report.</li> </ul>
	<ul style="list-style-type: none"> <li>• Support Global Compact developments in accordance with its original purpose.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain contacts with Global Compact Office on Global Compact development and governance.</li> <li>• Work with ILO on its inputs into the UN Agencies engagement with the Compact.</li> </ul>

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a) <i>CORPORATE SOCIAL RESPONSIBILITY (CSR)</i>	<ul style="list-style-type: none"> <li>Support Global Compact developments in accordance with its original purpose.</li> </ul>	<ul style="list-style-type: none"> <li>Support member federations within national Global Compact activities by means of information and advice.</li> <li>Assist member federations in explaining the Global Compact to companies through advice and promotion of the IOE Guide to the Global Compact.</li> <li>Develop two meetings on Bribery and Corruption in Asia and Africa.</li> <li>Develop IOE position on what the Global Compact principles mean to business, through the IOE CSR Working Group.</li> </ul>
b) <b>GLOBALIZATION</b>	<ul style="list-style-type: none"> <li>Ensure debates on globalization both within the ILO and elsewhere include the views of employers.</li> </ul>	<ul style="list-style-type: none"> <li>Promote IOE position on World Commission Report to multilateral institutions, to the ILO and to member federations.</li> <li>Promote the positive aspects of the World Commission Report within globalization debates through engagement in relevant debates, the G-8, WEF and through the ILO.</li> <li>Meet with World Bank, IMF, etc., to promote IOE views on globalization and policy integration so that they are understood.</li> </ul>
	<ul style="list-style-type: none"> <li>Co-ordinate the voice of business in globalization debates.</li> </ul>	<ul style="list-style-type: none"> <li>Familiarize ICC, BIAC, UNICE, CAPE, PEC and other relevant business organizations with the labour and social policy positions of the IOE, through the exchange of information.</li> <li>Meet bi-annually with ICC, BIAC and UNICE to ensure coherency and consistency in business voice.</li> </ul>
c) <b>UN AGENCY AND INTERNATIONAL INSTITUTIONS</b>	<ul style="list-style-type: none"> <li>Inform relevant UN debates of IOE policy positions.</li> </ul>	<ul style="list-style-type: none"> <li>Promote IOE position papers to UN meetings as appropriate.</li> <li>Engage in dialogues, as necessary, with Geneva based UN missions on issues affecting employers - eg. UNHCHR</li> <li>Further develop communication links with Geneva missions, including the sharing of positions and papers.</li> </ul>
	<ul style="list-style-type: none"> <li>Raise the profile of the IOE within the UN.</li> </ul>	<ul style="list-style-type: none"> <li>Continue engagement with UNDP over SME development and the Global Compact.</li> <li>Renew MOU with UNDP.</li> <li>Use the IOE position on the World Commission Report as a basis for dialogue with other UN agencies, WTO and the International Financial Institutions as appropriate.</li> </ul>

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d) <b>INTERNATIONAL ORGANIZATIONS</b>	<ul style="list-style-type: none"> <li>• Ensure a coherent and consistent voice of business on issues at the international/regional level.</li> </ul>	<ul style="list-style-type: none"> <li>• Co-ordinate policy responses with other relevant international and regional business organizations on issues as appropriate.</li> <li>• Strengthen co-operation and co-ordination between IOE and CAPE and PEC on policy development, regional integration and other matters as appropriate.</li> <li>• Participate, as appropriate, in discussions within other relevant business organizations in order to promote/explain IOE positions.</li> <li>• Monitor NGO activities and attitudes in international debates on policy areas relevant to IOE.</li> <li>• Identify business related NGOs for the purpose of exploring in a dialogue in areas of common interest.</li> <li>• Continue to dialogue with ICFTU and Global Unions on issues of common interest.</li> <li>• Monitor global trade union activities and respond accordingly, including advice and information to members.</li> </ul>
<b>2. ILO RELATED</b>		
a) <b>EMPLOYMENT AND ENTREPRENEURSHIP</b>	<ul style="list-style-type: none"> <li>• Ensure policy positions and responses proposed by international organizations foster the conditions necessary for employment growth and entrepreneurship.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote IOE positions on Employment Policy within the ILO and other UN and multilateral organizations.</li> <li>• Continue participation in G8 business consultations.</li> <li>• Focus ILO Employment programmes to reflect IOE positions.</li> <li>• Develop further IOE positions on aspects of employment - eg. older workers.</li> <li>• Promote efforts to enhance ILO focus on SMEs and the informal economy.</li> <li>• Promote ILO focus and training on productivity and competitiveness</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote HRD and support education and skill links to needs of enterprises.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote IOE positions on HRD and skills to focus the work of the ILO.</li> <li>• Guide ILO development of any follow-up to HRD Recommendations.</li> </ul>
b) <b>INTERNATIONAL LABOUR STANDARDS</b>	<ul style="list-style-type: none"> <li>• Continue to promote ILO standards reform within the ILO in conformity with IOE position paper.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote and continue consultation with the ILO over standards reform.</li> <li>• Ensure IOE policy is reflected in Office preparations for standard-setting items in 2006 and 2007, including the revision of standards.</li> </ul>

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b) <i>INTERNATIONAL LABOUR STANDARDS</i>	<ul style="list-style-type: none"> <li>Promote improvements in ILO supervisory bodies.</li> </ul>	<ul style="list-style-type: none"> <li>Promote IOE position on reform of supervisory bodies to governments, workers and the Office.</li> <li>Strengthen relations with relevant ILO offices and staff.</li> </ul>
	<ul style="list-style-type: none"> <li>Improve involvement of member federations in ILO supervisory bodies.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare an explanatory guide for members to ILO supervisory bodies.</li> <li>Strengthen advisory services to member federations with country cases coming before ILO supervisory bodies.</li> </ul>
c) <b>ILO DECLARATION</b>	<ul style="list-style-type: none"> <li>Promote greater understanding within the ILO of the employer position on the Declaration and its follow-up.</li> </ul>	<ul style="list-style-type: none"> <li>Develop IOE position on the Declaration and a guide for employer involvement</li> <li>Promote IOE position within the Declaration Department to shape programme development that engages employers' organizations.</li> <li>Work with Global Compact partner agencies and others to ensure application of the four labour principles is consistent with the Declaration.</li> <li>Continue to promote improvements to Declaration follow-up mechanisms and ILC debates.</li> </ul>
d) <b>CHILD LABOUR</b>	<ul style="list-style-type: none"> <li>Assist ILO and member federation efforts to eliminate child labour.</li> </ul>	<ul style="list-style-type: none"> <li>Finalize and promote a new hand book for employers on practical tools to help to eliminate child labour.</li> <li>Strengthen data and examples of member initiatives regarding child labour.</li> <li>Promote IOE website as a tool for exchange of and dissemination of good practices.</li> </ul>
e) <b>SOCIAL PROTECTION</b> - SOCIAL SECURITY - OCCUPATIONAL SAFETY AND HEALTH - HIV/AIDS	<ul style="list-style-type: none"> <li>Ensure ILO social protection activities, including the ILO Global Campaign, reflect IOE positions.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to promote social security reform, modernization of ILO positions and tools for Governments.</li> <li>Develop research on private sector schemes and on the participation of employers in pay-as-you-go schemes.</li> <li>Liaise with other relevant organizations engaged in social security debates. Prepare an employers' position on the Global Campaign.</li> <li>Establish regular consultations with the Office over the development and content of the Campaign.</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure 2005/06 Conference debate on Occupational Safety and Health responds to employer interests.</li> </ul>	<ul style="list-style-type: none"> <li>Develop an IOE position to guide members and the ILO on the development of this conference item.</li> <li>Maintain dialogue with SafeWork to ensure its work priorities and responses reflect IOE positions.</li> </ul>

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e) <i>SOCIAL PROTECTION</i> - <i>SOCIAL SECURITY</i> - <i>OCCUPATIONAL SAFETY AND HEALTH</i> - <i>HIV/AIDS</i>	<ul style="list-style-type: none"> <li>Enhance support to IOE members' response to HIV/AIDS.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen ties with the Global Fund and other international funding agencies so as to promote engagement with member federations at national level.</li> <li>Continue to promote activities anchored on the joint ICFTU/IOE statement and continue to explore collaborative means to address HIV/AIDS challenges in the workplace.</li> <li>With ACT/EMP prepare a resource pack for employers' organizations to assist business in efforts to address HIV/AIDS in the workplace.</li> <li>Develop seminars for members in India, China and Russia to sensitize employers on the HIV/AIDS issue.</li> <li>Promote adequate resources within the ILO to retain focus on HIV/AIDS programmes for employers.</li> </ul>
f) <b>PROGRAMME AND BUDGET</b>	<ul style="list-style-type: none"> <li>Ensure ILO programme and budget proposals for 2006 reflect employer priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Promote IOE positions and priorities with the ILO, the Workers' Group and governments in preparation for the 2006 programme and budget.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop employer-orientated operational programmes.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure adequate regular budgetary resources are allocated to Employers' Group priorities within the ILO.</li> <li>Sensitize donor governments to employers' technical co-operation needs.</li> <li>Collect feedback from member federations in receipt of ILO technical co-operation.</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure modern HR practices within the ILO, including the appointment of persons with business background</li> </ul>	<ul style="list-style-type: none"> <li>Promote and support efforts to modernize the ILO's internal HR processes, including proper performance and appraisal systems and a recruitment and promotion process that looks to employ the best person for the job.</li> </ul>
g) <b>TECHNICAL CO-OPERATION</b>	<ul style="list-style-type: none"> <li>Ensure ILO technical co-operation projects are relevant and reflect employer priorities and deliver their needs.</li> </ul>	<ul style="list-style-type: none"> <li>Finalize an IOE position paper on technical co-operation.</li> <li>Host a meeting with donor countries to explain employer technical co-operation priorities.</li> <li>Co-operate with ACT/EMP in technical co-operation programme design and implementation.</li> <li>Promote a technical co-operation funding mechanism within ILO and with donors that reflect employer priorities.</li> </ul>

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h) TURIN	<ul style="list-style-type: none"> <li>Ensure the provision of Turin programmes relevant to employer</li> </ul>	<ul style="list-style-type: none"> <li>Work with ACT/EMP and EMPACT on Turin programme for employers, including design and delivery.</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure participation of employers in Turin Centre Activities.</li> </ul>	<ul style="list-style-type: none"> <li>Liase with Turin Centre staff over course programmes and identify appropriate opportunities for employer participation.</li> </ul>
i) <b>SECTORAL ACTIVITIES</b>	<ul style="list-style-type: none"> <li>Ensure that sectoral activities reflect priorities and interests</li> </ul>	<ul style="list-style-type: none"> <li>Ensure ILO sectoral activities remain constituent led and developed on the principle of consensus.</li> <li>Reinforce relationships with relevant sectoral employer organizations to ensure activities proposed reflect the priorities of each sector.</li> <li>Produce a new guide for employers on the reform of sectoral activities.</li> <li>Develop a data base of sectoral attendees with contact details.</li> </ul>
	<ul style="list-style-type: none"> <li>Secure involvement of experts from employer circles in sectoral activities.</li> </ul>	<ul style="list-style-type: none"> <li>Promote among member federations the importance of identifying suitable experts for sectoral activities.</li> </ul>
<b>3. EMPLOYERS IN THE ILO</b>		
a) <b>EMPLOYERS' GROUP</b>	<ul style="list-style-type: none"> <li>Ensure the Employers' Group is well prepared for all debates within the Governing Body and ILC</li> </ul>	<ul style="list-style-type: none"> <li>Prepare IOE briefing papers on all ILC debates to guide employer participants.</li> <li>Continue briefings with Governments on IOE ILC positions and on GB agenda items</li> <li>Prepare explanatory notes for all GB members on the agenda items.</li> <li>Prepare spokespersons briefs for all ILC and GB agenda items.</li> <li>Support Executive Vice-President as required on ILC and GB preparations.</li> </ul>
b) <b>ACT/EMP</b>	<ul style="list-style-type: none"> <li>Ensure ACT/EMP is able to effectively deliver assistance to employers' organizations</li> </ul>	<ul style="list-style-type: none"> <li>Work with ACT/EMP on design and implementation of programmes to strengthen and enhance capacities of member federations.</li> <li>Work with ACT/EMP on annual work plans for headquarters and regional/local staff which reflect IOE priorities as determined by its own work plan.</li> <li>Continue to support/promote initiatives to strengthen ACT/EMP position in the ILO, including allocation of resources.</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure ACT/EMP supports IOE and Employers' Group priorities within the ILO and elsewhere</li> </ul>	<ul style="list-style-type: none"> <li>Continue to co-operate in the planning of ACT/EMP activities and to prioritize employer priorities within the ILO.</li> <li>Maintain regular contact with and consultations between IOE and ACT/EMP Management.</li> </ul>

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<b>4. IOE MEMBERS</b>		
a) <b>SUPPORT TO MEMBER FEDERATIONS</b>	<ul style="list-style-type: none"> <li>Strengthen IOE members.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain regular proactive contacts with members and record such activity.</li> <li>Provide technical advice and assistance in a timely and professional manner.</li> <li>Identify issues relevant to member federations and prepare supporting material to assist them.</li> <li>Support and give leadership to major regional employer and ILO meetings.</li> <li>Support development of initiatives by regional employer organizations.</li> <li>Develop employer responses to issues related to the corruption debate.</li> </ul>
b) <b>COMMUNICATION WITH IOE MEMBERS</b>	<ul style="list-style-type: none"> <li>Provision of timely and relevant information to members</li> </ul>	<ul style="list-style-type: none"> <li>Continue the IOE.Net as a regular channel of communication to members.</li> <li>Continue development and promotion of the IOE website as an information and communication resource for and between members in all areas of work and policy.</li> </ul>
	<ul style="list-style-type: none"> <li>Intensify contact with members.</li> </ul>	<ul style="list-style-type: none"> <li>Increase visits to and from members.</li> <li>Seek ways to enhance cooperation, dialogue and feedback amongst member federations.</li> <li>Maintain database of member contacts and personnel.</li> <li>Utilization as required of IOE Working Groups on policy.</li> </ul>
c) <b>ENHANCING IOE'S EXTERNAL IMAGE</b>	<ul style="list-style-type: none"> <li>Ensure the IOE is heard on issues covered by its mandate, particularly within the ILO.</li> </ul>	<ul style="list-style-type: none"> <li>Utilize ICC/IOE relationship on relevant matters as appropriate.</li> <li>Improve coordination with UNICE, BIAC and ICC.</li> <li>Synchronize work with PEC and CAPE.</li> <li>Determine position on IOE's visibility and pursue programme of action to give effect.</li> <li>Update the IOE website on a regular basis with IOE position papers and other information.</li> </ul>
	<ul style="list-style-type: none"> <li>Promote the IOE and its activities beyond the ILO and strengthen the visibility of the IOE at the international level.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to build relations with other relevant UN agencies and collaborate where appropriate.</li> <li>Consider suitability of understandings with other business organizations.</li> <li>Increase external presence and profile of the IOE President and Vice-Presidents.</li> <li>Continually review the IOE communications policy.</li> <li>Coordinate business representation at meetings of the G-8 labour ministers with BIAC.</li> </ul>

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d) <b>RELATIONSHIPS WITH ENTERPRISES</b>	<ul style="list-style-type: none"> <li>Strengthen Enterprise Advisory Group consultations.</li> </ul>	<ul style="list-style-type: none"> <li>Have two relevant meetings per year.</li> <li>Support enterprise contact with the ILO to be managed by ACT/EMP.</li> </ul>
<b>5. REGIONAL ACTIVITIES</b>		
a) <b>ACTIVITIES IN THE ASIAN REGION</b>	<ul style="list-style-type: none"> <li>Strengthen member federations and presence in the Asian region.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain regular contact with members to identify their needs and work with ACT/EMP, CAPE and the regional employer specialists in the development of activities for them.</li> <li>Provide information on issues of relevance to them as well as respond to their requests for information.</li> <li>Intensify contacts with the ASEAN Employers' Confederation.</li> <li>Promote and support efforts by EOs to strengthen subregional and regional integration and to share information on other regional integration initiatives.</li> <li>Organize two national workshops on HIV/AIDS in China and India</li> <li>Promote the IOE HIV/AIDS toolkit to employers in the region</li> <li>Organize one day regional seminar with ACT/EMP on Bribery and Corruption</li> </ul>
b) <b>ACTIVITIES IN THE AFRICAN REGION</b>	<ul style="list-style-type: none"> <li>Provide capacity-building support to employer organizations.</li> </ul>	<ul style="list-style-type: none"> <li>Work with ACT/EMP to organize a seminar for FOPAO members early 2005.</li> <li>Support East, Central and Southern African members' Annual Employers' Conference in January 2005.</li> <li>Provide technical and other support to PEC.</li> <li>Support employer HIV/AIDS, youth employment and child labour activities in Africa.</li> </ul>
	<ul style="list-style-type: none"> <li>Support the development and strengthening of EOs in countries emerging from conflict.</li> </ul>	<ul style="list-style-type: none"> <li>Work with ILO crisis response and reconstruction on development of programmes to assist EOs emerging from conflict.</li> <li>Develop with ACT/EMP a conference for EOs emerging from conflict and strengthening their role in societal reconstruction.</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure that EU provides capacity-building support for employer organizations in ACP countries.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate participation of employers in ACP-EU meetings.</li> <li>Lobby for capacity-building support for ACP employer organizations.</li> <li>Hold consultations with EU on enhanced engagement with IOE members.</li> <li>Co-ordinate with UNICE on resource mobilization for Africa.</li> </ul>

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c) <b>ACTIVITIES IN THE EUROPEAN REGION</b>	<ul style="list-style-type: none"> <li>• Improve working relationship with UNICE.</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in UNICE meetings and activities as appropriate.</li> <li>• Ensure UNICE receives information relevant to employer concerns in Europe.</li> </ul>
	<ul style="list-style-type: none"> <li>• Improve visibility of IOE among European members.</li> </ul>	<ul style="list-style-type: none"> <li>• Hold four national meetings to explain the role of the IOE and important issues facing employer organizations in Italy, Spain, Belgium and the Netherlands.</li> <li>• Ensure information relevant to European members is included in the IOE.net.</li> <li>• Ensure the regional page on the IOE website is current with relevant information.</li> <li>• Ensure follow up to outcomes the 2004 IOE meeting in Warsaw.</li> <li>• Develop meaningful programme for the 2005 IOE meeting in Spain.</li> <li>• Continue IOE involvement in and development of Stability Pact initiatives for South and Eastern Europe.</li> </ul>
	<ul style="list-style-type: none"> <li>• Provide political support.</li> </ul>	<ul style="list-style-type: none"> <li>• Support members with country complaints before the CFA.</li> <li>• Prepare an employers' approach on corruption and follow-up to 2004 IOE meeting in Warsaw.</li> </ul>
d) <b>ACTIVITIES IN THE AMERICAS</b>	<ul style="list-style-type: none"> <li>• Enhance and improve communication and relationships with member federations in the region, in particular with the Caribbean sub-region.</li> </ul>	<ul style="list-style-type: none"> <li>• Make systematic use of the IOE website as a means of information and consultation with IOE members in the Americas and promote its use amongst members.</li> <li>• Provide individual services to member federations from the Americas with regard to issues related to the ILO.</li> <li>• Improve communication with ILO staff in the region, in particular with ACT/EMP personnel in Geneva and the San José, Lima and Santiago offices.</li> </ul>
	<ul style="list-style-type: none"> <li>• Strengthen links and relationships between the Latin American federations and Spain and Portugal.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare the XVI meeting of Ibero-American Presidents of Employers' Organizations in Madrid in 2005.</li> </ul>
<b>6. INTERNAL MATTERS</b>		
<b>SECRETARIAT</b>	<ul style="list-style-type: none"> <li>• Ensure the Secretariat is equipped to deliver strategic plan outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Clarify areas of responsibilities and develop evaluation mechanisms.</li> <li>• Development of position descriptions and evaluation mechanisms.</li> <li>• Provide training assistance to ensure professional staff retain and expand their skills base.</li> </ul>