



EMPLOYMENT **I**NTENSIVE **I**NVESTMENT **P**ROGRAMME

POLICY MEETING

GENEVA
29 November – 1 December 2004



LIST OF ABBREVIATIONS

ACT/EMP	Employers' Activities
ACTRAV	Workers' Activities
AO	Area Office
ASIST	Advisory Support, Information Services and Training
BPS	Budget Preparation System
BUD/CT	Budget/Technical Cooperation Unit
CODEV	Development Cooperation Department
DWCP	Decent Work Country Programme
FINANCE	Financial Services Department
GB	Governing Body
HRD	Human Resources Development
ICFTU	International Confederation of Free Trade Unions
ILC	International Labour Conference
IOE	International Organisation of Employers
IPEC	International Programme for the Elimination of Child Labour
IRIS	Integrated Resource Information System
ITC	International Training Centre
PROGRAM	Bureau of Programming and Management
PRSP	Poverty Reduction Strategy Paper
PSI	Programme Support Income
RO	Regional Office
SEED	Small Enterprise Development
SME	Small and Micro Enterprise
SRO	Sub-Regional Office
YEN	Youth Employment Network

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1. INTRODUCTION

A global EIIP Policy Meeting was held from the 29th of November to the 1st of December 2004 with colleagues from all parts of the world where the EIIP is active. This meeting was considered highly overdue by both organisers and participants, as the previous meeting had taken place in 2000. However, funding limitations had prohibited an earlier repetition of the EIIP Policy Meeting. The organisers of this meeting would like to acknowledge the contributions of SROs, Regional programmes and HRD, without which this meeting would not have been possible.

The overall objective of the EIIP Policy Meeting was to improve the understanding of policy environment and institutional frameworks, to agree on coherent strategic priorities, and to commit to collaborate on common products (including resource mobilisation).

The desired outcomes of the organisers were to:

- (i) reach consensus on the fact that the EIIP works within an institutional context
- (ii) reach consensus on the strategies, processes, policy tools and operational systems to link policy to action
- (iii) agree on efficient and strategic communication modalities to strengthen the EIIP
- (iv) review the EIIP's partnerships
- (v) reach consensus on the need to document success
- (vi) reach agreement on links with other ILO outcomes as stated in the Strategic Policy Framework
- (vii) discuss the organisational and management issues related to the operational capacity of the EIIP, with particular emphasis on answering the question on how the Programme can effectively function as a global team

The agenda of the workshop can be found in [Annex A](#).

The participants came from programmes and ILO offices from Africa, Asia and Latin America, ITC Turin and from the EMP/INVEST unit at Headquarters. Some invitees could not be present due to budget limitations and/or other programmed activities. The complete list of participants and invitees can be found in [Annex B](#).

To start off the workshop, a plenary round was held where each participant was asked to voice his/her expectation of the workshop. The results are presented in [Annex C](#).

2. THE EIIP AND THE ILO

The Employment Intensive Investment Programme (EIIP) forms an integral part of the ILO, dating back to over 30 years, albeit in different forms, sizes and names. An important issue of the meeting was to assess and clarify the current position of the EIIP within the ILO, with regard to the linkages but also the related responsibilities of the EIIP Specialists that go with that position.

2.1. EIIP mission and vision

As a first exercise of the workshop, the participants were asked to come up with a single EIIP vision for the coming 5-year period. The following EIIP mission was used as a basis for this exercise:

EIIP Mission

“Mainstreaming investment for employment creation and poverty reduction”

Based on this existing mission statement, participants were asked to develop a common EIIP vision for the period 2005-2009 based on their personal experiences and contexts. The outcomes of the last 4 groups in this exercise are given in [Annex D](#), of which the first was chosen as being most reflective of a global EIIP vision:

EIIP Vision

“The EIIP is acknowledged, understood and appreciated by internal partners and major external stakeholders as a centre of excellence for mainstreaming employment-friendly approaches in large scale, country level, (infrastructure) investment programmes, having a sustainable resource base and able to flexibly respond to demand.”

2.2. The EIIP as part of the ILO

The EIIP mission and vision mentioned above, must be related to the mandate that the ILO has given the EIIP through the institutional channels (the International Labour Conference, the Governing Body – especially its Committee on Employment and Social Policy and the Committee on Technical Cooperation), as well as commitments of the ILO at the international level (e.g. the World Social Summit, PRSP framework, Youth Employment Network – YEN). The ILO is a value-based organisation, the most fundamental value being social justice and equity, and it is from these values that the EIIP derives the concepts of growth with equity, growth with better distributional effects, or employment-intensive growth.

Some specific EIIP elements have been endorsed in the context of wider employment and social policy mandates by the ILC or GB, e.g. the Employment Policy Recommendations of 1964 and 1984, the Decent Work Agenda, the Global Employment Agenda, the Working-out-of-poverty document, or the Report on a Fair Globalisation. International policy debates similarly reinforce this mandate of the EIIP, e.g. the “growth-investment-employment-poverty

reduction” policy line of the World Commission on the Social Dimension of Globalisation, or the “employment-poverty reduction-social inclusion” priorities of the World Summit on Social Development. Finally, Governing Body Papers 286/17 (March 2003) and 289/13 (March 2004) dealing with the “EIIP Thematic Evaluation” and “Productive Employment for poverty reduction and development” respectively, provide strong endorsement and detailed guidance to the Programme by the ILO constituents.

Concerning the Millennium Development Goals aiming to cut poverty by half by 2015, current figures project global, i.e. worldwide poverty to have more than halved by 2015, compared to 1990. However, more detailed analysis shows that this improvement is not evenly distributed over the globe: Latin America is not thought to be able to reach the MDG’s, and in Sub-Saharan Africa poverty is projected to decrease only slightly from 47.4% to 42.3%. The Worldbank and the IMF are therefore proposing to increase growth-focused expenditure, especially in infrastructure.

The ILO’s approach to poverty reduction, as recently reconfirmed by the Report on a Fair Globalization, aims at linking employment policy to mainstream investment policy and to economic growth, and to enhance capacity-building of the poor, including their organisational and bargaining capacities, to utilise economic opportunities. In this line, the EIIP has in the past prepared comprehensive policy papers which were presented to the GB in 1998, 2003 and 2004. These present Programme objectives, strategies and policy tools in a way that provides for a comprehensive framework for action by the EIIP programme. The following core responsibilities presented in these papers form part of the renewed mandate that the ILO has given the EIIP:

- defining the macro-economic potential and potential social impact of employment-intensive investments in infrastructure development and maintenance
- linking employment policy, mainstream investment policy and economic growth
- supporting private sector execution of public works and capacity building
- combining job creation and labour standards
- defining and promoting equity measures for female workers
- promoting the relevance of the approach for community-based works
- promoting principles of organisation and negotiation
- defining the relevance of the approach in crisis situations
- assessing the possibility to address wider policy concerns (e.g. balance of payments, youth employment, distributional effects of economic growth, etc.)

As a result of this renewed mandate, employment-intensive investments currently figures as one of the six operational “Outcomes” and “In Focus Initiatives” of the Employment Sector for the Programme and Budget 2006-2007. However, ILO management has indicated that the budget for the next biennium might be severely limited due to other costs (security measures, IRIS and retraining).

The EIIP is strongly supported by the government members of the ILO’s Governing Body, and it enjoys strong support from the employers’ and especially the workers’ organisations. The emphasis on employment, both in terms of quantity as well as quality, needs to remain an important focus, however, if the EIIP programme is to continue to receive this strong mandate from the Social Partners. Without this focus the EIIP programme would not have the added value for the ILO and the support of its constituents that it currently enjoys.

The EIIP is thus in a conceptually strong position, with a clear and comprehensive mandate within the ILO. It is well placed and also expected to play a major role in relation to fulfilling the ILO’s global mandate. However, the urgent need to communicate the policies and practices of the Programme (e.g. through studies comparing EIIP programmes with others in

terms of the impact on employment and capacity building) to all partners concerned was repeatedly mentioned.

2.3. EIP staffing and Human Resource Development

The EIP Specialists fall within a number of different staff categories and within different organisational settings (Regular Budget and PSI funded, HQ and field-based, project funded). The Director HRD responded to questions concerning ILO's HRD policies and regulations concerning staffing and career development. The participants were informed that the ILO currently faces severe budgetary restraints. This situation severely limits the possibilities of creating new posts and leads to established positions being left vacant. At the moment there are some 50 established, unfilled posts in the field.

In the current biennium two thirds of the Regular Budget is being spent on staff costs and an additional 20% on accommodation and training. Staff costs are extremely high in the ILO, due to the fact that 50% of staff are P5 or higher, making it the UN organisation with the highest average staff grade. Another important staffing consideration is that 16 member States have no staff in the ILO and six to seven countries are under-represented. There is thus a policy in the ILO to downgrade posts upon vacancy, but also, if external recruitment is feasible, to promote the filling of these posts by recruitments from non- or under-represented countries, whilst at the same time promoting a more equitable gender balance (at P5 level, for instance, only 25 percent of the ILO staff is female).

3. PARTNERSHIPS AND PRODUCTS

3.1. ILO partnerships

The aspect of internal ILO partners was discussed following presentations by representatives of the workers' and employers' organisations, as well as during a group exercise.

Employers' organisations

The ACT/EMP representative expressed the support of the employers' organisations for the EIIP programme, however mentioning three points that would need further clarification and discussion between EIIP and ACT/EMP:

1. The issue of *technical quality* in terms of the possible trade-off between economic and social objectives in infrastructure works.
2. The *opportunity cost of labour*, in terms of the other possible economic activities not being undertaken due to the employment of workers in infrastructure works.
3. The issue of *labour clauses in contracts*, in view of the enforcement of labour law being the responsibility of government.

With respect to the Programme and Budget 2006/7, ACT/EMP proposed that EIIP work together with the IOE and the ICFTU, and also to work more closely with the national employers' organisations.

ACT/EMP itself is working in two areas of interest to the EIIP:

1. A PRSP project, aiming at policy advocacy in PRSPs with the aim of removing barriers to SME development, for instance in public procurement. Research under this project is to start soon in the following countries: Bolivia, Honduras, Tanzania, Cameroon, Albania and Indonesia.
2. An SME toolbox for employers' organisations, including ILO tools of interest for SME development. This toolbox will be presented in 2005 on both the web and a CD-Rom.

Workers' organisations

The ACTRAV representative was extremely clear on the support of the workers' organisations for the programme, also depicting the role of the EIIP in fulfilling the mandate of the ILO, in line with the ILO constitution and the declaration of Philadelphia. It was reiterated that the objective of providing decent work opportunities in the infrastructure sector through a practical collaboration with the social partners was what gave the EIIP programme a clear role to play within the ILO. The Programme's focus on employment, both quantity and quality, is what distinguishes it from a commercial infrastructure consultancy firm, even though in the end both are able to deliver quality infrastructure. It was therefore proposed that this focus be kept and reinforced in the presentation and delivery of the Programme. Quoting the Global Employment Agenda that not only the quantity of employment is important, but just as much so the quality of this employment, ACTRAV warmly welcomed the EIIP initiative in putting labour standards into practice through, for instance, labour clauses in contracts.

Group exercise

In the group work exercise, participants were asked to identify possible internal partners, focusing on their contribution to the ILO outcome of employment intensive investments, as well as possibilities to contribute to other ILO outcomes. The results of the different groups can be found in [Annex E](#). It became clear from all group results that there is a large scope for working with different ILO partners, albeit in varying priorities and in different areas of work (technical, financial, organisational, etc.). It became clear that the cooperation with these internal partners was in fact taking place, but on an ad hoc basis, depending especially on personal relations, proximity in the field, actual activities, etc. Where one partner could be extremely important in one location, there could be very little to no cooperation with a similar partner in a different location. A more structured approach should be taken to internal ILO partnerships, learning also from the successes of other countries, and trying to identify common areas and possible symbioses. This is especially necessary in light of the new outcomes of the Strategic Policy Framework, where the EIIP programme will need partners to help achieve the outcome of employment intensive investments, and where the EIIP itself will need to provide inputs into other policy outcomes in order that these are also achieved.

3.2. External partnerships

Greater emphasis is being given to increasing work with selected external partners, and for the different EIIP components (EMP/INVEST, ASISTs, SROs, ITC Turin) to share their experiences in developing structured working relationships with partners such as the Development Banks, bilateral donors, and Regional Institutions.

3.3. Marketable products

An interesting issue coming out of this comparison of ‘internal’ and ‘external’ partners, is that of the marketing of EIIP products. The EIIP has many entry points (to name but a few: “governance”, “infrastructure development”, “maintenance”, “local economic development”, “decentralisation”, “local participation and empowerment”, “enterprise development”, “procurement”, “community contracting”, etc.). For the ILO as a value-based organisation, the aspects of poverty reduction and employment in terms of quantity and quality are essential, and infrastructure investments are viewed as an important means to achieve this. However, external partners often require a different presentation of the EIIP product in line with one or several of the entry points mentioned above. For example, for many external partners the provision of infrastructure assets, local economic development or the setting up of a decentralised road maintenance system may be the core concern, while employment generation is seen as an additional benefit.

This issue has sometimes led to friction between HQ and the field. HQ is primarily concerned with proving to the ILO and its constituents the benefits of the programme in terms of the generation of quality employment through cost-effective, employment-friendly infrastructure development, while field units may have to focus more on proving the technical effectiveness and efficiency of the approach to those making the infrastructure investments.

This requires both awareness creation of the positive effects of appropriate technology choice in social, financial and technical terms, but may also necessitate a different packaging of the same product. The important point to be taken into account is that the ILO involvement (as expressed in project documents or appraisal mission reports) should reflect the organisation’s values, core standards, interests and general mandate. This does not preclude different packaging and approaches responding to external partners’ concerns.

3.4. Products, services and priority areas

For this topic participants determined the existing and missing products and services in the respective regions. The results of the exercise can be found in [Annex F](#).

The group work concluded that generally the products and services available in Africa and Asia are sufficiently developed, although certain products will need to be developed for new areas and/or to be updated or adapted to country-specific contexts in existing areas. In Latin America, where the EIIP's presence is relatively new, many products have been developed over the past years, but adequate services (e.g. trained consultants) still need further development.

The main concern voiced in all regions is that the lack of funding, especially sustainable core funding, makes it difficult to efficiently and effectively deliver these products and services, and to develop those that are missing. ASIST Asia also states that current funding is not enough to create a lasting impact, based on their 2008 vision.

In line with this concern, it was considered particularly urgent to develop products focused on resource mobilisation and the raising of support for the programme – tailor-made products clearly showing the benefits of the programme to different funders and partners. The need for services in this area were discussed, in terms of people dedicating part of their time specifically to resource mobilisation.

A similar level of importance was attached to developing products that related to (i) knowledge sharing both among EIIP staff, as well as with partners; and (ii) ensuring the sustainability of EIIP interventions by mainstreaming the approach.

Section 4 discusses these three issues in some detail and identifies in general the priority products to be developed and initiatives to be taken. EMP/INVEST will take the lead in coordinating this product development and initiatives and will establish, with the relevant actors concerned, an action programme defining the modalities, timeframe and responsibilities for the different initiatives.

4. STRATEGIC ISSUES

To determine the most pressing issues facing the EIIP today, a plenary exercise was held in which each participant was asked to define the two most important strategic issues. The results of this exercise (see [Annex G](#)) were subsequently grouped under three general headings:

1. Resource mobilisation
2. Knowledge sharing
3. Upscaling and mainstreaming

These three strategic issues were discussed by participants in a group exercise. Certain aspects of these issues were also discussed in various occasions during presentations by invitees. The results of both group work and plenary discussions are presented below.

4.1. Resource mobilisation

During the course of the workshop, funding and resource mobilisation issues were discussed repeatedly, especially in light of the terminated funding of the EIIP in South America and the ending of the current phase of ASIST Africa early 2005. It was noted that the EIIP presence in the different regions is mostly externally funded in the form of projects and programmes, with ILO funded posts in the field being limited to one in Asia and three in Africa.

The ILO Regular Budget has been a zero-growth budget for several biennia. In real terms this means that the Regular Budget continues to decrease. At the same time the principal contributors to ILO's Regular Budget (which decreases) are increasing their contributions to the ILO Technical Cooperation programmes. This shift leads to a greater influence on ILO's spending priorities. Cutting certain programmes and focussing on fewer programmes does not seem to be an option to the ILO, as it is next to impossible to arrive at a consensus on priorities. This results in a situation where in reality only new programmes are being added (whilst existing ones cannot be expanded).

The extra budgetary funds for Technical Cooperation account for approximately one third of the Regular Budget, coming from a pool of 90 donors, 30 of which form the hardcore. The main donors for 2003 were the USA (43%), the Netherlands (14%), Italy (8%), and the UK (5%). Of this Technical Cooperation, 15% is currently allocated through the so-called TC-RAM mechanism, funded by the UK and the Netherlands. Herein project designs are developed in the field (following general directives of a "concept note" prepared at HQ) and appraised and selected at HQ, to be subsequently funded under the TC-RAM agreements. Local resource mobilisation accounted for some 15 percent of total Technical Cooperation funding and this percentage is steadily growing.

As the EIIP is one of the main contributors of PSI to the ILO, questions were raised regarding the possibility of channelling a greater part of that PSI back to the Programme, thus aiding it to generate more PSI in the future and to be better able to justify the 13 percent project support costs to donors of the programme. At present, of the existing 13 percent PSI, three percent of PSI is allocated to ILO's Administrative Departments, four and a half percent to Technical Sectors and five and a half percent to the Regions. The Regions and the Sectors are then free to distribute the PSI they receive as they see fit. The principle of returning a greater part of the PSI to the generator of that PSI was supported by the invitees. They stressed however that this should not form part of negotiations in donor agreements, but

rather be effected as a structural change of the ILO PSI allocation mechanism. PROGRAM is working on this issue and pressure from ILO's constituents could strengthen this case.

Upon discussing the 13 percent overhead costs and its justification to donors, especially in terms of being able to use the resulting PSI to ensure adequate backstopping, participants were told that this direct link could as yet not be guaranteed. For the present it is recommended to include backstopping costs as an additional cost in project budgets, whenever possible. Any related issues that need to be taken up with individual donors should be referred to CODEV, the unit dealing with technical cooperation and donor relations. With regard to a possible reduction of the 13 percent overhead costs in certain cases, the ILO is very reluctant to do so because of the possible consequences with regards to other donors wishing equal treatment and the subsequent serious impact on office finance. In the case of "grant" funding, a waiver of the 13 percent overhead costs may be requested from FINANCE (Greg Johnson) in certain cases. This may be accepted where the total budget is under \$50,000, and where the ILO is not required to make a financial audited statement or to return unused funds.

Another important issue raised was the lengthy process needed to approve even simple projects, such as consultancy missions funded externally. Participants were informed that this process can be speeded up by using standard agreements, which have been globally approved by JUR, as well as by using formal Memorandums accompanied by simple concept notes instead of e-mails with attached project documents. Also the presentation of the budget to BUD/CT (Roland Cisse) in BPS format, accompanied by a formal minute (rather than an e-mail) will increase approval speeds.

The group exercise on resource mobilisation came to the following conclusion. The focus of the EIIP programme is good. There is sufficient demand for EIIP services and products. Nevertheless the lack of funding, especially long-term core funding, is a major threat to the Programme. In this respect, two approaches to improve this situation were recommended.

The first is to allocate human resources specifically to resource mobilisation, either by allocating part of every staff members' time, or by creating an additional post with resource mobilisation as a main task. An important factor in this context is the availability of relevant and up-to-date information on Government and donor interests in EIIP related activities in a given country. For example, data on upcoming infrastructure investments in a specific country will help to incorporate the EIIP approach in relevant design and funding documents. For this, country partners will be necessary, not necessarily part of the EIIP, but favourable to its approach and in a position to inform of possible relevant investments and important meetings. Concerning donor interest in funding the EIIP programme, HQ will continue to play an important role, but the relationships at country level will need be strengthened in the light of an increased decentralisation of donor funding. In summary, staff will have to reserve more time for resource mobilisation, making use of country partners wherever possible, and also by finding ways of exchanging knowledge and experience regarding donors. The ASIST-Asia-Pacific experience, where a great deal of time is spent on resource mobilisation and relationship building with donors, confirms this.

The second approach concerned the fact that if governments are interested in the EIIP approach, why is this then not reflected in infrastructure investments with donors and IFI's. The EIIP has many contacts with both governments and donors/IFI's, yet is not always able to incorporate its approach and secure funding for the programme in a funded agreement with donors/IFIs and government. The group concluded that a much higher priority should be given to discuss the incorporation of the EIIP approach into infrastructure investments with all partners at the same time. For this to be possible, (inter)national forums would have to be promoted, where both governments and lending institutions would need to participate, together with the EIIP and other relevant partners.

4.2. Knowledge-sharing

The EIIP programme has an enormous store of knowledge in its documents, but especially in its staff and consultants. The problem is to ensure that relevant knowledge is available to other staff members and to outside partners at the opportune moment to enable the EIIP programme to have a greater impact. For this purpose a knowledge sharing strategy is needed.

The ILO currently has no knowledge-sharing strategy, nor does it have any resources for this purpose. However, as part of the Dutch TC-RAM funding, it has developed a “Knowledge sharing on employment creation” project, aimed at sharing information between the other 12 TC-RAM funded projects, while involving other projects, programmes and units.

Under this project a knowledge-sharing platform¹ has been developed, consisting of various forums where different topics are discussed. Each member can access the discussions of particular interest to him/her. Additionally, for the 12 TC-RAM projects, telephone conferences are held at regional level to promote and institutionalise knowledge sharing between ILO staff.

Knowledge sharing is necessary in order to gain political support (especially inside the ILO), to improve technical capacity of the EIIP and others, and to obtain financial support. For this purpose specific products and services should be developed.

To gain political support, short briefs and fact sheets should be developed, containing hard-hitting statistics, as well as press kits. The promotion of visits by key persons to EIIP sites should also be promoted, as “seeing is believing”. For technical improvement, in-depth economic justification studies should be conducted on the impact of the EIIP approach, linkages with other ILO technical partners such as IPEC and SEED should be improved. Furthermore, use should be made of electronic means of internal EIIP communication and knowledge sharing (forums, mailing lists, etc.), although regular EIIP meetings will remain indispensable.

The challenges faced by the EIIP are to develop low-cost products to address these needs and to work together with other ILO partners in their development, as well as securing funding for more in depth studies.

With regard to internal EIIP communication, use should be made of existing mechanisms such as the ILO Knowledge Sharing platform coordinated by Peter van Rooij. These should be used, amongst other things, to generate an intelligence base (see section 4.1) on key donors and decision makers for internal sharing.

More individual and collective commitments and responsibility should be taken by the staff members to ascertain that the above goals are achieved, by allocating part of their time in promoting the sharing of knowledge amongst EIIP colleagues, but also towards the rest of the ILO and external partners. Active networking is a key issue in this respect, and a comprehensive strategy needs to be developed, with actual steps and milestones.

¹ <http://bboard.ilo.org/emp/ubbthreads/ubbthreads.php?Cat=>

4.3. Upscaling and mainstreaming

A general trend throughout the workshop related to the need for a long-term global strategy for the programme, instead of a fund-driven and short-term, project perspective. The third strategic issue addressed this topic.

A presentation by a PROGRAM representative reminded the EIIP participants that the EIIP is very relevant and in line with the ILO “Strategic Policy Framework (2006-09)” and the Programme and Budget proposals for 2006-07. However, this relevance is relatively little understood by both internal and external partners.

The EIIP should therefore:

- (i) define and strongly promote its links with ILO’s Decent Work and Global Employment Agendas and Millennium Development Goals, by stepping up its involvement in and knowledge of macro, meso and micro decision making
- (ii) strengthen its relationships with internal and external partners active in enterprise development
- (iii) profit from the increasing IMF and Development Bank spending on infrastructure in developing countries through its involvement in the better use (local resources) and management (governance) of these new resources
- (iv) actively define its role in improving the living standards of the enormous numbers of subsistence farmers that will be marginalised during the coming years as a result of the globalisation and liberalisation processes.

The group work on this issue identified the need to develop EIIP country strategies focusing on needs and long-term priorities. These should subsequently be incorporated into Decent Work Country Programmes, PRSPs, national development plans, etc. A second step will be to assess how these country strategies fit in with donor priorities, using different entry points such as poverty reduction, governance, decentralisation, infrastructure, etc.

The use of existing international and national forums (e.g. NEPAD, OECD, DAC, SSATP, POVNET, UNDAF, etc.) to promote the EIIP approach was also underlined as a strategy to obtain a wider audience. An important question in this respect is how an EIIP “critical mass” presence can be ensured at regional, sub-regional and national levels. Implementation support to countries mainstreaming the EIIP approach, i.e. putting EIIP policies into practice needs to be undertaken in a number of countries already convinced of the approach.

Last, but certainly not least, is the need for a greater involvement of SROs, AOs and ROs in the EIIP programme, with the aim of creating greater ownership within these offices. In line with this, feedback mechanisms of success stories to HQ, GB and constituents should be improved in order to create further awareness and acceptance of the programme in the ILO as a whole.

In view of the funding limitations currently facing the EIIP programme, a selection of countries should be made in which this process of upscaling and mainstreaming will be actively pursued. Criteria for country selection should include political will, past experience, direct and indirect employment impact, demand and ILO priorities.

5. CONCLUSIONS AND RECOMMENDATIONS

The following are the principal conclusions and recommendations from this EIIP policy meeting:

1. There is a strong demand for EIIP services, both from inside and outside the ILO. However, this demand does not automatically translate itself into more resources for the programme. There is therefore an urgent need to better communicate the objectives and results of the Programme and to create a more individual and collective commitment to resource mobilisation and the building up of partnerships and support for the programme, both inside and outside the ILO.
2. In terms of knowledge sharing, new design efforts should be made using existing technological innovations. Each individual EIIP specialist should partake in these internal efforts, while not neglecting personal contacts and networking. There is also a need to increase knowledge sharing and cooperation efforts with other units of the ILO. An ultimate aim could be to create a global platform to promote employment creation in the delivery of infrastructure.
3. Long term planning with respect to the mainstreaming of EIIP objectives is necessary. EIIP country strategies therefore need to be developed for certain selected countries, linking up with DWCPs and PRSPs, whilst at the same time broadening the outreach through the use of international forums.
4. The EIIP programme needs to be clearly linked to ILO's Global Employment Agenda and, in general, to the ILO's Decent Work Agenda. EIIP involvement in any activity should therefore reflect the ILO's values, core standards, interests and general mandate, with the emphasis being on employment rather than infrastructure. This does not preclude different packaging and approaches responding to external partners' concerns.
5. EIIP should improve its image as a global team. The issue of a common name and logo, replacing the current EIIP and ASIST logos, should be reviewed in the near future. The EIIP mission and vision should be shared both internally and communicated forcefully to the internal and external partners. More time should be set aside for staff briefings, both new EIIP staff and specialists of other ILO units that can be linked to EIIP work.

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ANNEX A: WORKSHOP AGENDA

Time	Monday 29 November 2004	Tuesday 30 November 2004	Wednesday 1 December 2004
09.00	Session 1: Welcome – Objectives. Introductory remarks, Rizwan Islam, Director EMP/RECON	Session 9: The EIIP and the Social Partners – Their support to the EIIP ACTRAV (Bob Kylvoh) and ACT/EMP (TBA)	Session 15: Resource Mobilisation in the ILO Framework agreements and local mobilisation. Bank agreements and the ILO. The new Aid Architecture. Medium to long term plan for financing EIIP. With Antonio Graziosi from CODEV
09.30	All participants to introduce themselves briefly		
10.00	Session 2: The mission of EIIP – mandate What are the strategic issues to achieve the mandate?	Session 10: Associative Sectors – Community-Based Organisations. The IFI on Decent Work and Local Development. Anne Posthuma, COOP/LED	
10.30	Coffee	Coffee	Coffee
11.00	Session 3: An individual and group exercise which all contribute to, and arrive at a draft common vision of where EIIP should be in five years time	Session 11: Internal partnerships, incl. opportunities for contribution to other ILO Outcomes: Identification of linkages to and cooperation with other programmes and outcomes at regional level for improved results (Groups)	Session 16: Knowledge Sharing on Employment Creation by Peter van Rooij Documentation of Success – Impact Knowledge Sharing within EIIP / with partners Communication and Team building Coordination and sustainability
11.30			
12.00	Session 4: Who are we working for?	Session 12: External partnerships – Agencies, organisations, universities, research, consultants	
12.30	Lunch	Lunch	Lunch
13.00			
13.30	Session 5: Status and Priorities for EIIP Units Presentation of information by field participants on priorities and major work items (focus on needs and demands by our clients)	Session 13: Presentation of group work: products and services. Lessons learned from presentations and our discussions	Session 17: Finance and administrative issues. ILO HQ and Field Structure (RO, SRO, ILO offices) – the work of the EIIP within the ILO IRIS
14.00			
14.30	Session 6: Employment and Poverty Reduction Introduced and moderated by Rizwan Islam, EMP/RECON.	Session 14: Strategies for implementing a relevant and coherent EIIP programme 2005 – 2009 Coherence and integration. Local resource based approaches. Rural / urban programme. Regional priorities and diversities. The work on crisis situations	Session 18: The human resources of EIIP. Staff training and career prospects. Mobility policy in the ILO and the programme. With Gek-Boo NG, Director HR
15.00			
15.30	Coffee	Coffee	Coffee
16.00	Session 7: Strategic Policy Framework and Programme and Budget 2006-07 by Philippe Egger from PROGRAM	Session 14 Continued	Session 19: The EIIP Vision: A common global policy and operational strategy for five years
16.30	Session 8: What are our products and services and how can we strengthen these in the coming years to better respond to the SPF and the P&B? (Group work)	Reception by Jean Majeres at R2	Session 20: Conclusions and recommendations
17.00			A workplan for follow-up. Evaluation
17.30			Closing at 17.30 hours

ANNEX B: WORKSHOP PARTICIPANTS

NAME	PROGRAMME / UNIT	DUTY STATION
EIIP Participants		
Angela Kabiru-Kangethe	ASIST Africa	Nairobi
Bjorn Johannessen	ASIST Asia-Pacific	Bangkok
Camilla Lema	ASIST Africa	Harare
Chris Donnges	ASIST Asia-Pacific	Bangkok
Claude Yao Kouame	SRO Yaoundé	Yaoundé
Dejene Sahle	ASIST Africa	Harare
Emmanuel Rubayiza	EMP/INVEST	Geneva
Gama Sibanda	ASIST Africa	Harare
Jan de Veen	EMP/INVEST	Geneva
Jean Majeres	EMP/INVEST	France
Jinchang Liu	EMP/INVEST	Geneva
Joe Connolly	ASIST – IFP/CRISIS	Nairobi
Kwaku Osei Bonsu	SRO Addis Ababa	Addis Ababa
Martin Sergeant	ASIST Asia-Pacific	Bangkok
Rizwan Islam	EMP/RECON	Geneva
Serge Cartier van Dissel	EMP/INVEST (RO Lima)	Geneva
Steven Miller	YEN	Geneva
Terje Tessem	EMP/INVEST	Geneva
Tomas da Vera Cruz	ASIST Africa	Harare
Tomas Stenström	ASIST Africa	Harare
Valter Nebuloni	ITC Turin	Turin
Invitees		
Alvaro Ramirez	ACT/EMP	Geneva
Anne Postuma	LED/COOP	Geneva
Antonio Graziosi	CODEV	Geneva
Bob Kylah	ACTRAV	Geneva
Gek-Boo Ng	HRD	Geneva
Mark Levin	Employment Sector	Geneva
Philippe Egger	PROGRAM	Geneva
Facilitator		
Peter van Rooij	Knowledge Sharing Programme	Geneva

ANNEX C: WORKSHOP EXPECTATIONS

- How ILO adapts to changes outside? How will we respond?
- EIIP vision (5/10 years from now)
- How we can better work together (products)?
- Workable strategy for Africa
- Better understand future of programme?
- Workable solutions to our problems?
- Honest appraisal of threats and opportunities
- Come up with EIIP strategies using tools and knowledge
- Clearer understanding on how to deliver our programme
- Coherent strategy and cooperation with others
- More successful resource mobilisation
- Mainstream EIIP work into policies at the national level (poverty reduction), including ways + means how to
- Link with youth employment and EIIP
- Connect political commitments with practical reality
- More interaction with ILO management on (role of) technical cooperation
- The role of MDGs (clarify + build on)
- Expand EIIP to other countries
- Practice what we preach (sustainability of EIIP)
- Put ourselves in position of counterparts
- Look back on what we have done; post mortem
- Share our ideas/experiences
- Follow up to AU Summit
- More coherent, global EIIP programme
- Share experiences + views
- Strengthen the programme
- Clear vision on urban dimension
- Common operational strategy, shared with others internally + externally
- Find a way to go large scale
- Integrating economic + social policies

ANNEX D: EIIP VISION

GROUP 1

The EIIP is acknowledged, understood and appreciated by internal partners and major external stakeholders as a centre of excellence for mainstreaming employment-friendly approaches in large scale, country level, (infrastructure) Investment programmes, having a sustainable resource base and able to flexibly respond to demand.

GROUP 2

A global programme effectively contributing to poverty reduction through efficient use of resources in **infrastructure** development.

GROUP 3

- Partners (all)
- Poverty reduction/employment
- Implementation
- Efficiency
- Effectiveness
- Mainstreaming
- Perception
- Knowledge base
- Sustainability
- Resources
- Innovation
- Credibility
- Investment (public/private)
- Integrated/coherent
- Values
- National development

ANNEX E: ILO PARTNERS

GROUP 1

- IFP/CRISIS
- IFP/SEED
- LED/COOP
- NORMES
- TURIN
- SECTOR
- IPEC
- DCOMM
- EMP/STRAT
- IFP/SKILLS
- YEN
- SAFEWORK
- ACTRAV
- ACT/EMP
- INFORM
- PUBL
- CODEV
- PROGRAM
- COUNTRY OFFICES + SROS

GROUP 2

	INTERNAL & EXTERNAL PARTNERS	CURRENT	POTENTIAL
SECTOR I	- DECLARATION	1*	
	- IPEC	4*	
SECTOR II	- EMP/STRAT		1*
	- IFP/SKILLS		1*
	- IFP/SEED	1*	3*
	- IFI/LED	3*	1*
	- ASIST	4*	
	- IFP/CRISIS	3*	1*
SECTOR III	- IFI/YEN		4*
	- STEP		2*
	- IFI SOCIO ECONOMIC FLOOR		1*
SECTOR IV	- HIV/AIDS	1*	3*
	- ACT/EMP	1*	3*
	- ACTRAV	1*	3*
	- AREA OFFICES	4*	
	- SROs	4*	
	- RO	4*	
	- TURIN	4*	
	- CODEV	3*	4*
	- INTEGRATION	1*	4*

* : This indicates the number of group members (maximum 4) currently working with a certain partner, or potentially interested in doing so.

ANNEX F: PRODUCTS AND SERVICES

GROUP 1: ASIST – AFRICA

EXISTING PRODUCTS AND SERVICES

Advisory support

- LBT (various guidelines, technical manuals, publications)
- Local level participatory planning (IRAP)
- Enterprise development (employment friendly procurement tool, community contracting, contracting documents, support to contractors' association, registration, etc.)
- Decent work Agenda (e.g. Standards conditions, HIV/AIDS awareness etc.)
- Best practices, lessons learned.

Information Services

- Documents collection (nearly 10.000 titles, public database, generation, synthesis, catalogue)
- Technical enquiry service
- Website
- ASIST Bulletin
- Sourcebook
- Promotional material
- Regional seminars
- Pro active dissemination
- Contacts database

Training

- Support to training and learning institutes (Kisii, University network)
- Training material (e.g. ROMAR, urban site supervisors course, etc...)
- Support to study tours
- Fellowships

NEW OR MISSING PRODUCTS AND SERVICES

What?	Why?	For whom?	By whom?	With whom?	When?	Where?
1. Rural employment and planning tool	Need to link employment aspect to (existing) planning tools	Planners at local level	ASIST-AF	SA, ERTTP	2005-2006	Initially SA, Ethiopia
2. Quality control guide	To emphasize and ensure quality on LB projects	Implementation of LB projects	ASIST-AF	TRL	2005-2006	Global
3. Resource allocation model	To facilitate resource allocation to LB projects	Decision makers e.g. Ministry of Finance, Ministry of Planification, Line Ministers etc.	ASIST-AF	Namibia National Planning Commission	2005-2006	Initially Namibia
4. Fund raising tool (step up evidence base)	To convince and advocate the increased use of EIIP	All stakeholders	ASIST-AF	In-house	2005-2006	Global

GROUP 2: HQ, SROs and ITC Turin

EXISTING PRODUCTS AND SERVICES

Products

1. Videos
Comparative and impact studies
EIIP Programme Document 2003-07
2. HIMO-Routes
"ACTIF" package
Guide on Community Contracting
Guide on Labour Policies and Practices
Guide on Capacity building for contracting in the construction sector
ILO-ITC training materials related to the different EIIP related courses run in Turin
3. GB papers
Proceedings/statements of GB Technical Committees

Services

1. Awareness/Advocacy
Information
Education
2. Capacity building
Technical Advisory Services
3. Policy Advice
Coordination
Support to Project Development

NEW AND MISSING PRODUCTS AND SERVICES

1. Materials responding to specific needs of new “Clients”
Updating/new studies on impact and employment potential
Packaging (targeted)
Web
2. Coordination of development of new capacity building materials
Adaptation/translation of existing Guides and manuals
Collaboration with educational and training institutions
National focal points
3. Presence in national debates as well as in thematic/sectoral meetings

GROUP 3: EIIP – LATIN AMERICA

SUBJECTS	POLICIES + LEGISLATION	TRAINING + CAPACITY BUILDING		PILOTS + EXPERIENCES
		CONSULTANTS/ CAPACITY	DOCS + MATERIALS	
LBT (construction, rehabilitation, maintenance)	3	2	3	3
Enterprise development	4	4	4	4
Community contracting	2	2	3	2
IRAP	1	1	2	1

On a scale of 1 to 4, 4 being sufficiently addressed, 1 being poorly addressed in terms of available products and services

GROUP 4: ASIST-AP

EXISTING PRODUCTS AND SERVICES

Products

- Local level planning (IRAP))
- Small-scale contracting) Integrated approach
- Labour-based technology)
- Local resource-based maintenance)

1. Technical expertise in-house
2. Manuals
3. Guidelines
4. Training materials

Services

Technical Services provision to ADB, WB (DFID)

1. Advocacy (project/policy level)
2. Preparation/formulation)
3. Appraisal) Project level, SRID principles
4. Quality Assurance)
5. Supervision)

1. DECENTRALIZATION SUPPORT (MAIN ISSUE IN AP)

- Policy/strategy advice on infrastructure development in a decentralized setting (strengthening framework)
- Putting decentralization into practice (how to do - planning, implementation, maintenance tools LGUs)
- Direct implementation support to LGUs.

2. CAPACITY BUILDING

- Institutional capacity development at national level
- TNA (model)
- Responsibilities – staff – TOR – Capacity – Capacity gaps
- Course development
- ToT, Training directly (central, local (LGU), village)

3. KNOWLEDGE AND DEVELOPMENT

- Research (no new Research : synthesizing what's there already)
- Modernizing
- Best practices
- Publications (7 + 15)
- Dissemination:
 - o Website
 - o Technical enquiry services
 - o Info distribution: documents/guidelines
 - o Reprinting high quality technical products

4. THEMATIC POLICY WORKSHOPS

Country and regional level

- IRAP
- Decentralization
- Maintenance
- Contracting
- Bring together countries, share best practices, identify demand partners

5. STRATEGIC LONG-TERM COMMITMENT (ASIST COUNTRIES TO IMPROVE DELIVERY OF RURAL INFRASTRUCTURE SERVICES)

Strategic: Main policy message – pro-poor – employment

Long-term: 5-7 years to reach our objective (see vision)

NOT PROJECT-BASED

GOVERNMENT COMMITMENT: Do not go into country/activity without!

NEW/MISSING PRODUCTS AND SERVICES

- ASIST AP defined until 2008 (EIP principles institutionalised and mainstreamed)

Main problem related to this vision

- Need more resources (limited)
- Do not want to expand our core team in BKK.
- Need resources to expand country teams
- Need resources to extend ASIST

NEW PRODUCTS:

Products are available but need to be introduced in “new countries” and scaled up in “active countries”

Existing tools may need to be modified and adapted to country environments

Important aspects:

- Increased aid to infrastructure
- Infrastructure back on Agenda
- PRSP etc. reflect our items infrastructure development + employment
- Countries need tools, capacity, and procedures

ANNEX G: STRATEGIC ISSUES

A. RESOURCE MOBILISATION

1. Fund raising /resource mobilisation
2. Long term/sustainable funding of the minimum core EIIP/ASIST to deliver this programme
3. Next steps/ who does what?
4. Fund raising /partnership
5. Globally/regionally/nationally
6. (Core) funding
7. Long-term planning/internal partnership
8. Reconciliation of need for EIIP vs shortage of funding
9. Adequate financial planning/Active resource mobilization
10. Fund raising/partnership development

B. NETWORKING AND KNOWLEDGE SHARING

1. Working together on EIIP
2. Knowledge sharing and communications
3. Need to learn lessons across EIIP
4. Networking – knowledge sharing within ILO and external to ILO as well as including priority products update, coordinated development of products
5. More effective partnerships when they need us.

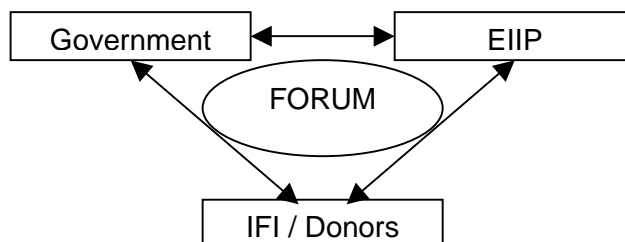
C. UPSCALING PRACTICAL INTERVENTIONS (INFLUENCE)

1. Positioning EIIP as flag ship poverty reduction strategy of ILO
2. Employment or infrastructure?
3. How to turn policies into reality? e.g. true upscaling
4. Combining practical interventions (often read as field work) with engaging in international, regional and national policy debates and framework updates
5. Development of long-term, integrated country strategies based on needs and demands identified at country level (5-7 years)
6. Long term strategy (EIIP)/resource mobilization
7. Coherent programme towards clients/donors and ILO
8. Practical results focused/political support, how?
9. Development of new programmes
10. Prioritising our interventions (being focused)
11. How can we widen our audience, i.e. reach out to more potential users of our services?
12. Influencing financial institutions and major donor policies towards the common goal (poverty reduction)
13. Improving our marketing strategy
14. Linkages - internal and external: need to develop

GROUP 1: RESOURCE MOBILISATION

1. Appropriate EIP focus - demand exists – employment - poverty reduction
2. Who does what?
3. Short-term VS long-term
4. Partnerships

Focal point: - country level (non-ILO))
 - Field staff)
 - HQ staff) Information levels



GROUP 2: KNOWLEDGE SHARING

- Why? To gain:
- Political support (internal, external)
 - Technical: add value to others
 gain value from others
 - Financial support
 - Mainstream and show impact on poverty and our ultimate beneficiaries

Target

<p>Internal to ILO</p> <p><u>Political:</u> DG + ED's ACTRAV ACT/EMP</p> <p><u>Technical:</u> agree on priority areas (Economic And Technical)</p>	<p>External</p> <p>Constituents Donors Other UN Agencies National governments Regional organisations Financial organisations</p>
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Products

<p>Political:</p> <ul style="list-style-type: none"> - Briefs : success stories with impact - Fact sheets on quick hard hitting stats and on tools and their applications - Visits for key stakeholders - Develop and use existing audiovisual materials by using DCOMM - Press kits/media kits 	<p>Technical:</p> <ul style="list-style-type: none"> - Economic justification: research and studies, impact, LED and productivity - Technical linkages: IPEC, SEED, Declaration - develop concepts/proposal and propose collaboration - Active participation with internal electronic forums.
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Challenges – what we need to do differently?

- More individual and collective commitments and responsibility
- Use DCOMM to develop products
- Resources needed for impact studies/research
- Use of existing material/knowledge to develop low cost products
- Use existing mechanisms e.g. virtual forum
- Intelligence base on key donors/decision makers shared internally
- Developing/reshaping our image – so that it is not so introverted, active networking
- Need to develop a comprehensive strategy – with actual steps and milestones

INTERNAL (e.g. info on working with ADB)

- a note
- on an internal website
- regular discussions with ILO teams

EXTERNAL

- Planning in PRSPs etc.
- Document and review distribution strategy
- Present papers at conventional conferences
- Define audience/interest/relevance
- Make data base on non-technical, but valuable country information and experience in working with external partners (e.g. political environment, decentralisation, experience in working with ADB)

GROUP 3: UPSCALING

Upscaling - what?

Set priorities and define strategy per country

- help formulating policies
- support development of implementation strategies
- Develop country strategy EIIP: needs, long term, priorities
 - SRO + AO
 - within ILO DWCP: values, social partners
 - within PRSP/National Development Plans/HIPC
- Determine how this fits in with donors priorities. Entry points:
 - Poverty reduction
 - Governance
 - Decentralisation
 - Infrastructure
 - Rural development
 - Capacity building
- Participate in appropriate fora to introduce EIIP angle (SSATP, POVNET UNDAF etc...)
- Widening of audience:
 - How do we organize ourselves (regionally, nationally, critical mass)
 - Profile EIIP as general support to Government in meeting their development goals in relation to above entry points, e.g. donor coordination

- Provide implementation support for mainstreaming:
 - in country partner institutions
 - IFI large programmes
- SROs and AOs to take ownership: Feedback mechanism to HQ/GB/Constituents
 - regional meetings/reports/success stories
 - GB reports
- Country priority selection to be determined by:
 - potential relevance
 - political will
 - past experience
 - direct + indirect employment impact:
 - demand
 - ILO priorities