

**FOR DECISION**

THIRD ITEM ON THE AGENDA

**Matters arising out of the work of the
98th Session (2009) of the International
Labour Conference****Follow-up to the Conference debate and
decisions on the economic and
employment crisis: Strategy to give effect
to the Global Jobs Pact**

1. The Global Jobs Pact, adopted by the International Labour Conference in June 2009, provides a set of policy measures that countries, with the support of regional and international institutions, can adopt to strengthen their ongoing efforts to address the crisis and promote recovery while contributing towards shaping a post-crisis world characterized by a fairer and more sustainable globalization. The Pact thus provides a framework for multilateral institutions, governments, workers and employers to give effect to measures aimed at mitigating the damage to workers, enterprises and society, stimulating a rapid recovery in labour markets and shaping a fair globalization.
2. The purpose of this paper is to present the main strategic lines of action being developed by the Office to support constituents in giving effect to the Global Jobs Pact. The Pact itself, the Decent Work Agenda and the 2008 ILO Declaration on Social Justice for a Fair Globalization have been used to guide this effort. The strategy that the Office is developing, working across the four pillars of the Decent Work Agenda, aims to increase the capacity of the Organization to meet constituents' needs with regard to following up on all policy areas of the Pact.
3. In March 2008, the Working Party on the Social Dimension of Globalization reviewed the impact of emerging trends on prospects for decent work and possible contributions that the ILO might make to efforts to avoid a prolonged and widespread global downturn.¹ The emerging economic and employment crisis was also a dominant theme of the plenary discussions at the 2008 session of the International Labour Conference.² These early reflections permitted the Governing Body to act rapidly at its November 2008 session,

¹ See GB.301/WP/SDG/1(Add.).

² See ILO: *Decent work: Some strategic challenges ahead*, Report of the Director-General, Report I(C), International Labour Conference, 97th Session, Geneva, 2008.

shortly after the full force of the crisis had become apparent in September, with a statement of its Officers on the global economic crisis. This six-point statement became the first step towards the formulation of the Global Jobs Pact and action by the Organization “to address the impact of the crisis on the real economy to protect people, support productive enterprises and safeguard jobs”.³

4. The Officers’ statement envisioned the Pact as a means of applying the Decent Work Agenda to the development of policy responses to the crisis. The Strategic Policy Framework 2010–15 thus focused on delivering on the Decent Work Agenda over the planning period in response to the needs of ILO constituents in the context of a globalized world shaken by multiple crises.⁴ Furthermore, the Programme and Budget for 2010–11 was developed as the full scale of the crisis was becoming evident, taking into consideration that the relevance and importance of the Decent Work Agenda would be heightened by deteriorating labour market conditions in many countries.
5. In reviewing the main lines of the approach that the Organization is developing to give effect to the Pact, this paper begins by recalling the framework approach of the Pact and briefly summarizes the policy responses undertaken by countries. It then describes the current economic situation before focusing on action developed by the Office to support constituents.

A framework for action

6. The Decent Work Agenda is the overall framework of the Global Jobs Pact. According to paragraph 9 of the Pact, “action must be guided by the Decent Work Agenda and commitments made by the ILO and its constituents in the 2008 Declaration on Social Justice for a Fair Globalization”. The concluding section of the Pact (paragraphs 26–28) outlines several key issues for follow-up and mechanisms for strengthening the capacity of constituents to meet the challenges of implementing the Decent Work Agenda in a time of crisis.
7. Constituents are taking a wide range of measures along the lines envisaged in the Pact. The results of an Office survey of measures in 54 countries were compiled and presented in a report entitled *Protecting people, promoting jobs*, issued in September 2009 and submitted to the G20 Leaders’ Summit in Pittsburgh.
8. The survey showed that countries have taken measures to stimulate employment generation by: investing public resources for infrastructure of all types; providing additional support through credit facilities, tax reductions and technical guidance to small enterprises in particular; granting subsidies and reductions in social security contributions to enterprises to lower the cost of retaining workers in jobs and facilitating new hires; and retaining workers in jobs through working time reductions, partial unemployment benefits, labour cost reductions and training schemes.
9. Measures to provide income support to workers and families include the extension of unemployment benefits; the extension of and adjustments in health benefits and old-age retirement benefits; and the expansion of cash transfer programmes and social assistance programmes.

³ See “Statement of the Officers of the ILO Governing Body”, available at www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_100689.pdf.

⁴ See GB.304/PFA/2(Rev.), para. 2.

10. Support to the unemployed and jobseekers has been improved through the strengthening of public employment services and the expansion of training programmes and facilities.
11. Efforts to stimulate social dialogue and consultations with employers' and workers' organizations on measures to counter the crisis include national and sectoral consultations between business and labour and with governments; national and sectoral agreements between business and labour and with governments; and enterprise consultations and agreements.
12. For each of the four broad areas identified above, each country surveyed has, on average, taken close to four new measures to stimulate labour demand, between two and three measures to support jobseekers and the unemployed, between two and three measures to expand social protection and one measure to stimulate social dialogue and rights at work. Lower-income countries have taken, on average, a slightly lower number of measures and higher-income countries a slightly higher number of measures. All countries have given high priority to new or additional investments in infrastructure with the aim of generating employment. However, middle- and lower-income countries have also invested significantly in the expansion of social protection, whereas advanced countries have invested more in labour market policies.
13. A major component of crisis response policies has been efforts to boost effective demand and inject liquidity into the global economy. For the G20 countries, the ILO has estimated that 7–11 million jobs will be created or saved in G20 countries in 2009. This is equivalent to between 29 and 43 per cent of the increase in total unemployment in G20 countries. The Organisation for Economic Co-operation and Development (OECD) has estimated that, for 19 OECD countries, the average employment effect in 2010 falls in the range of 3.2–5.5 million jobs. The fiscal stimulus measures and efforts to maintain the global flow of capital have made a difference. Without them, unemployment would have been much higher in these countries.⁵

Recession bottoming out but recovery remains a challenge

14. Recent economic forecasts, including the October 2009 International Monetary Fund (IMF) *World Economic Outlook*, suggest that despite recent signs that the world economy has stabilized and is beginning to recover, the outlook is fragile.⁶ It will take time to rebuild the balance sheets of banks and to repair those of households in countries where consumers were most overstretched and the housing bubble was most dramatic. Growth in most countries is almost exclusively driven by government stimulus measures. Self-sustaining economic recovery is not yet consolidated. Unemployment is expected to continue rising well into 2010, dampening aggregate demand. These trends provide strong reasons for governments not to withdraw stimulus measures prematurely.
15. Fiscal policy responses are essential but are not fully mitigating the fall in output or reversing the rise in unemployment, because the reduction in private investment and consumer demand is much larger than the size of the fiscal stimulus packages. Growth in consumer demand and private investment is needed to sustain recovery. In this context, the pledges made by the G20 leaders in Pittsburgh to sustain a strong policy response until a

⁵ ILO: *Protecting people, promoting jobs: A survey of country employment and social protection policy responses to the global economic crisis, An ILO report to the G20 Leaders' Summit, Pittsburgh, 24–25 September 2009.*

⁶ For more details on the *World Economic Outlook*, see GB.306/WP/SDG/1(Add).

durable recovery is secured, to ensure that when growth returns, jobs do too, and to avoid any premature withdrawal of stimulus are important and reassuring.⁷ However, efforts should be stepped up to ensure the better design of fiscal stimulus packages so that enough of the expenditure effort goes to effective employment and social protection policies. The ILO has warned that, unless vigorous policy measures are undertaken, there is a risk that labour markets will face 5–6 years of serious disruption.

Assisting constituents in giving effect to the Global Jobs Pact

16. The Pact contains a range of crisis-response and recovery measures that cover all four strategic objectives of the ILO. It is not a “one-size-fits-all” solution, but a portfolio of tried and tested policy options that countries can adapt to their specific needs and situation. It is a framework for action and a road map for designing employment, social protection and labour standards compliance measures and policies, as well as for promoting social dialogue processes.
17. Governments and workers’ and employers’ organizations made a commitment to work together to contribute to the success of the Global Jobs Pact and the Office made a commitment to assist constituents who request support in giving effect to the Pact. In addition to the public policy responses by governments summarized above and assessed in the ILO’s report to the G20, employers’ and workers’ organizations have also engaged strongly in social dialogue with governments and in their own responses and services to members. Soon after the adoption of the Pact, the International Organisation of Employers (IOE) published the *Employers’ Guide to the Global Jobs Pact*. Similarly, the International Trade Union Confederation (ITUC) issued a circular to all affiliated organizations, all global union federations and the Trade Union Advisory Committee to the OECD, providing guidance on how to give effect to and advocate the various aspects of the Pact.
18. One important feature of the increasing number of requests by constituents for support for their crisis response measures is for information on actions in other countries. The Office will continue to collect and disseminate information on policy initiatives by constituents within the framework offered by the Global Jobs Pact and on the evolving economic and labour market situation.
19. Since the third quarter of 2008 in particular, many countries have introduced measures to mitigate the crisis and stimulate recovery. The Office’s support to constituents has similarly been stepped up: at the country level, in response to specific requests; in regional policy advisory and capacity-building activities (see Appendix I); and globally, engaging with the United Nations and other multilateral institutions, as well as the G20 and G8. There was also a series of important discussions in the Governing Body supported by Office research documents and inputs.⁸

⁷ *Leaders’ Statement: The Pittsburgh Summit*, 24–25 September 2009, para. 10 of the preamble.

⁸ For instance, the following Office papers: *The financial and economic crisis: A Decent Work response*, first submitted to the Governing Body as GB.304/ESP/2 and later published by the International Institute for Labour Studies in 2009; *Global Employment Trends* (January 2009), with scenarios for the rise in unemployment and impact of the crisis on the working poor and workers in vulnerable employment, which was updated in May 2009 to take account of downward revised economic growth projections and newly released national labour market data; and *Global Employment Trends for Women* (April 2009), with similar scenarios but with an emphasis on gender impacts.

- 20.** In the final months of the current programming cycle, the Office has altered work programmes and shifted resources to ensure that urgent requests are met. Close monitoring of budgets has enabled the early identification of resources that might be unused thus enabling them to be shifted to crisis response. A number of technical cooperation partners have similarly agreed to allow resources to be moved to crisis response activities. In many cases this has implied increased workloads for Office staff.
- 21.** Following the session of the Governing Body in November 2008, the Office began to reorient its use of resources within the priorities already established in the Programme and Budget for 2008–09, and more broadly by the Social Justice Declaration. The reprogramming of resources took place at several levels and covered all types of funding: regular budget, regular budget for technical cooperation (RBTC), Regular Budget Supplementary Account (RBSA) and extra-budgetary technical cooperation (TC). The flexibility of RBSA funds was instrumental in providing a quick response to the demands of the constituents emerging from the financial crisis. For example, the Africa region has systematically reviewed all its RBSA allocations in the light of the crisis and is adjusting activities accordingly.⁹
- 22.** Regular budget resources were reoriented primarily to fund the research and policy initiatives related to the crisis, including the preparation for the G20 Summit and events during the sessions of the International Labour Conference and the Governing Body. Some US\$4.15 million was made available for specific items in response to the crisis from the regular budget surplus of 2006–07.¹⁰ As is evident from the examples provided in Appendix I, the crisis reflected a clear reorientation of ILO’s research towards analysing the impact of the crisis on its work. The ILO web site highlighted crisis-related issues and news through the creation of the Global Job Crisis Observatory.
- 23.** RBTC resources helped maintain a constant dialogue with the constituents through seminars, meetings and training and capacity-building exercises focused on resolving issues emerging from the crisis.¹¹ RBTC resources were reoriented towards country-level research work and meeting the specific demands of the constituents. The Office, in discussing with donors the possibilities of redirecting balances,¹² adopted a proactive approach by including crisis-related components in ongoing TC projects.
- 24.** Demands for services have increased across all the strategic objectives with a focus on national policy advice in the context of the crisis, including in the orientation of Decent Work Country Programmes. A large number of countries lack the fiscal space to finance discretionary stimulus measures for employment and social protection. The IMF has expanded its concessional lending to low-income countries. But more assistance is required, particularly for employment and social protection. New initiatives are required for multilateral and bilateral aid to support employment and social protection programmes.
- 25.** The key elements of the Office’s strategy to support constituents in giving effect to the Global Jobs Pact, and to maximize the political and policy impact of the Pact, are:
- (a) Technical support to countries/regions:

⁹ Specific examples are provided in Appendix I.

¹⁰ See GB.304/PFA/4(Rev.).

¹¹ Some of the examples can be found in Appendix III.

¹² For details, see GB.306/TC/4.

- monitoring trends in labour markets and recovery paths;
 - improving the capacity of countries to produce and use labour market information;
 - strengthening country-level diagnostic and policy advisory capacity with regard to all relevant policy areas of the Pact;
 - supporting the sectoral dimension of the crisis;
 - promoting relevant labour standards and social dialogue;
 - establishing policy area contact points.
- (b) Research and analysis, knowledge sharing and capacity building:
- providing evidence-based assessments of crisis responses;
 - examining how the strategies can be improved;
 - analysing possible scenarios concerning the scale and pace of job recovery;
 - facilitating knowledge-sharing among constituents and others;
 - building the capacity of constituents.
- (c) International policy dialogue: ¹³
- strengthening policy coordination and coherence to shape a fair and sustainable globalization;
 - using expertise in world of work issues to support a coordinated global crisis response, building up partnerships with the United Nations, regional development banks and other international financial institutions;
 - facilitating intergovernmental policy coordination through the United Nations, the G20 and other relevant organizations.

26. The 2009 International Labour Conference resolution concerning gender equality at the heart of decent work ¹⁴ sets out conclusions, which include specific references to the economic crisis and gender. This resolution and the Pact both highlight the role of gender mainstreaming in enhancing the relevance and effectiveness of crisis responses. Both documents stress that recovery packages need to take into account the different impacts on women and men and the need to integrate gender concerns in all measures.

A. Technical support to countries and regions

27. Governments and social partners have indicated that they have numerous needs at the national level. In response, the Office has engaged with constituents to prioritize crisis responses in Decent Work Country Programmes and has adjusted its programmes and

¹³ This dimension of effect given to the Pact is discussed in document GB.306/WP/SDG/1.

¹⁴ See GB.306/3/2.

services accordingly. Much of this work has focused on the needs of developing countries, which in too many cases were experiencing a “crisis before the crisis”, with large-scale structural unemployment, underemployment and poverty. Appendix I contains summaries of practical regional level responses by constituents and the Office. Some of the broad types of responses being taken are described below:

- (a) at the country level, crisis response policy advisory and impact diagnostic services are being provided;
 - (b) existing technical cooperation projects are being adjusted to address the implications of the crisis and new resources are being mobilized;
 - (c) new Decent Work Country Programmes are incorporating responses to the financial and economic crisis;
 - (d) regional tripartite meetings are taking account of the implications of the crisis and the guidance within the Pact, including the sharing of good practice; and
 - (e) regional and national partnerships are being strengthened for the promotion and implementation of the Pact.
28. The Pact itself articulates a number of constituents’ needs, such as monitoring trends in labour markets and recovery paths; improving countries’ capacity to produce and use labour market information; strengthening country-level diagnostic and policy advisory capacity in all relevant policy areas of the Pact; supporting the sectoral dimension of the crisis; and promoting relevant labour standards and social dialogue (paragraphs 26 and 27). The following sections comment on the Office’s responses, both recently executed and planned, to these and other related needs and to the priorities of the Pact.

Trends in labour markets and recovery paths

29. The Office has made available, on a monthly basis, the latest data published by countries for a selected number of indicators, as well as estimates of worldwide and regional trends. The ILO is disseminating data as they are released by national sources, in advance of the ILO’s regular statistical publications, on the ILO’s Global Job Crisis Observatory web site.¹⁵
30. The sixth edition of *Key Indicators of the Labour Market* was released in September 2009, including updated information on unemployment, vulnerable employment and the working poor and crisis impact scenarios for 2009. The next issue of *Global Employment Trends* will be published in early 2010, with a further assessment of the impact of the crisis and projections for 2010.
31. The update of the *Global Wage Report 2008/09* covers indications of trends since the inception of the crisis in a number of wage indicators including average wages, the gender pay gap, differentials between high and low wages, the share of wages in the gross domestic product, and statutory minimum wages across the world. Furthermore, following two workshops on labour market indicators, held in Addis Ababa and Dakar in 2009, a regional report on wages in Africa will be produced by the end of 2009 to document wage trends and provide a guide for wage indicators and statistics in Africa. The ILO will also publish by the end of 2009 a new report on social security around the world, with a special

¹⁵ www.ilo.org/jobcrisis.

feature chapter devoted to country responses to the 2008–09 crisis, highlighting social security measures and the impacts of the crisis on social security programmes and systems.

32. The impact of the crisis is a supplementary theme of the decent work country profiles that are prepared by the Office for five pilot countries.¹⁶ They show that past progress in areas such as employment opportunities, adequate earnings, and stability and security of work is put at risk by the crisis, and outline some of the policy responses taken by member States.

Improve countries' capacities to produce and use labour market information

33. In addition to monitoring and disseminating labour market information and analysis at the global and regional levels, the Office has accelerated a number of technical support activities designed to improve national capacity to produce and use labour market information to assess the impact of the crisis, both at the national level and with regard to specific target groups such as young people and women. Recent efforts within the Office have focused support on the area of developing and improving labour market analytical outputs, including rapid labour market impact assessments.
34. The Office has also worked to improve knowledge sharing, not only between the international organizations and national experts but also between national experts facing similar challenges brought on by the crisis. The first of three technical seminars was held for 13 anglophone African countries in July 2009. Seminars are planned for francophone and lusophone African countries in December.
35. In parallel, the International Training Centre of the ILO (Turin Centre) has developed, in collaboration with the technical sectors, a new capacity-building programme on labour statistics and decent work monitoring (data collection and data analysis). The objective is to support ILO constituents' capacity to collect and analyse labour statistics and decent work indicators in order to monitor labour market development and progress towards decent work objectives. The programme further supports the need to establish sound labour market diagnosis for empirical-based policy-making.

Strengthen country-level diagnostic and policy advisory services in all policy areas of the Pact

36. The Office has sought to facilitate and support social dialogue as an invaluable mechanism for the design of policies to fit national priorities. The Turin Centre has organized a knowledge-sharing and capacity-building workshop on the economic crisis and the Global Jobs Pact. In this respect, the Office has engaged with governments and social partners in the context of policy frameworks (for example, growth strategies, development plans and poverty reduction strategies), to adapt and incorporate new priorities into Decent Work Country Programmes and into work with other United Nations agencies. This process has spanned the four pillars of the Decent Work Agenda. Depending on country circumstances, the policy dialogue has included support both to crisis policy packages and to specific labour market, social protection, social dialogue and rights issues. The following section illustrates some of the fields of work being developed. Appendix I summarizes the similarities and differences between regions.

¹⁶ See GB.303/19/3 and GB.306/17/5.

Accelerating employment creation, jobs recovery and sustaining enterprises

37. Based on requests from member States, the Office has supported a number of rapid employment impact assessments in countries such as Bangladesh, Cambodia, China, India, Indonesia, Liberia, Pakistan, Philippines, Uganda and Viet Nam. From this experience, the Office developed a guide on country-level rapid impact assessment of the crisis on employment (August 2009).
38. This type of diagnosis lays the foundation for the design of job creation policies and programmes that limit the risk of long-term unemployment and increased informality. For example, the Government of South Africa has requested the Office to assist the new Ministry of Economic Development in analysing the impact of the crisis on South Africa's economy and labour market and in developing appropriate responses. In Indonesia, the Office has formed a partnership with the Asian Development Bank to engage in employment diagnostics to support the Government in identifying constraints to the acceleration of employment creation in order to reduce the lags between output and employment recovery. In Zambia and Mozambique, hit hard by the collapse in commodity prices, falling revenues for export taxes and rising budgetary deficits, the Office is working with constituents to counter the impact of the weakened fiscal positions on jobs.
39. A number of countries have requested support to increase the employment outcomes of public employment programmes using infrastructure investments. The Office has supported the design of infrastructure-related crisis response programmes in Azerbaijan, Cambodia, El Salvador, India, Indonesia, Kenya, Liberia, Mozambique, Nepal, Pakistan, Paraguay and Zimbabwe. Often these are implemented in partnership with development partners such as the Asian and African Development Banks and the World Bank. An open course on Public Employment Programmes – Mitigating the Jobs Crisis: Innovations in Public Employment and Employment Guarantee Schemes will be delivered by the Turin Centre in early 2010.
40. The recently adopted national action plans on youth employment in Egypt and Serbia contain specific anti-crisis measures to support the government and the social partners in addressing the negative consequences of the crisis on youth employment.
41. The Office is helping national public employment services expand their job-matching, counselling and training services to new jobseekers and connect enterprises to programmes that can help them avoid lay-offs, in many cases through the exchange of national experiences (for example, in Chile and Viet Nam and at the African regional employment service conference in Cameroon). The *Guide to worker displacement: Some tools for reducing the impact on workers, communities and enterprises* was updated and is now being supplemented with a set of analytical country case studies. The Office supported the focus of the World Association of Public Employment Services at its 2009 Congress on crisis response and helped implement a membership survey to identify good practices. One emerging lesson is the importance of having basic services in place before a crisis, and this is increasing the number of requests to the Office to provide longer-term capacity-building support. A tripartite workshop on employment, training and work-sharing arrangements will be held at the Turin Centre in early December.
42. The Office response to policy advisory requests to support enterprises, and particularly small and medium-sized enterprises and their workers, involves the review of the regulatory environment, improved value addition, export diversification, increased competitiveness and policy dialogue to these effects. The Office has recently responded to requests in these areas by Bangladesh, Botswana, Croatia, Georgia and Ukraine. The

Office has produced a number of booklets on good practice,¹⁷ which have been incorporated into its capacity-building programmes, such as the Sustainable Enterprise Academy (2009) at the Turin Centre and the ongoing refresher training of the Office's global network of enterprise development practitioners. The Office's Social Finance Programme is supporting two regional conferences for trade unions in Africa on the impact of the crisis and possible responses by unions, with a focus on financial services to be provided to members, for example to help them in enterprise creation or to access savings and insurance services.

43. The ILO's Green Jobs Programme has contributed to a report led by the United Nations Environment Programme (UNEP) on the "Global Green New Deal", which successfully advocated for attention to environmental issues in the design of economic stimulus packages. It is now collaborating with UNEP and other agencies on a joint crisis initiative of the United Nations Chief Executives Board for Coordination (CEB), aimed at increasing investment in green sectors and green jobs, sharing good practice and building capacity at the global, national and regional levels.

Building social protection systems and protecting people

44. Efforts to strengthen country-level diagnostic and policy advisory services have also taken place in the area of social protection. Work sharing and minimum wages are key Pact issues. Policy advisory services have been delivered on minimum wage reform in Costa Rica, Philippines and Viet Nam, on pay determination in the public sector in Burundi and Jordan, on the minimum wage and wage bargaining nexus in China, and on wage policy and social protection in Ukraine. In the Dominican Republic, a tripartite technical workshop on compressed working hours,¹⁸ as a strategy to preserve jobs while cutting operational and energy costs, among others, was held in September 2009. Work sharing was also discussed in the context of this workshop, as well as at a technical workshop for employers' organizations from Central America which was held during the same week. Tripartite conferences on wage policy responses to the crisis have been organized for early November for the Commonwealth of Independent States countries (in Cyprus) and for south-east European countries (in Sarajevo).
45. In April 2009, the CEB started a "social protection floor" initiative – led by the ILO and the World Health Organization – as one of its joint crisis initiatives aimed at promoting a comprehensive and coherent United Nations system-wide crisis response. The "floor" consists of essential social services and a basic set of essential social transfers, to provide a minimum income security and access to essential services, including health care. The ILO and its partners in the CEB initiative met at the Inter-agency meeting in Turin in October 2009 to develop a strategic framework and a manual for joint inter-agency country operations and from 2 to 13 November 2009 they will jointly stage a major training exercise for national planners in order to speed up the roll-out of the concept into national policies and practice.

¹⁷ ILO: *Micro, small and medium-sized enterprises and the global economic crisis: Impacts and policy responses*, Sustainable Enterprises Programme (Geneva, 2009); ILO: *Promoting responsible and sustainable enterprise-level practices at times of crisis: A guide for policy-makers and social partners*, Sustainable Enterprises Programme (Geneva, 2009); and *Resilience of the cooperative business model in times of crisis*, Sustainable Enterprises Programme (Geneva, 2009).

¹⁸ Compressed working weeks or four-day working week entail the compression of the same number of hours among the same number of workers into a fewer number of days a week, with no cuts in the number of total hours worked and wages.

46. A recent Tripartite Meeting of Experts on Strategies for the Extension of Social Security Coverage (held in Geneva in September 2009) confirmed that the social protection floor referred to in the Pact is the key element in the ILO's overall strategy to extend social security coverage.¹⁹
47. In September 2009, the Chair of the United Nations Development Group invited all UN Resident Coordinators to engage with the UN Country Teams and the Bretton Woods institutions in field-based, country-owned programmes to address the vulnerabilities caused or exacerbated by the crisis, taking into account the support that could be made available through the joint crisis initiatives.

Strengthening respect for international labour standards

48. A key principle of the Pact is promoting core labour standards and other international labour standards that support the economic and jobs recovery and reduce gender inequality. There is a need to strengthen the rights-based development approach through Decent Work Country Programmes to encourage recovery programmes that, using especially the supervisory mechanisms in order to identify the main issues, respect and draw strength from commitments to international labour standards and social dialogue. A proposed plan of action to achieve widespread ratification and effective implementation of the labour standards that are most significant from the viewpoint of governance has been submitted to the Governing Body through the Committee on Legal Issues and International Labour Standards.²⁰
49. The ILO's International Programme on the Elimination of Child Labour (IPEC) has promoted discussions on crisis response among partners involved in the Global Task Force on Child Labour and Education for All (the ILO, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP), the World Bank, Education International and the Global March against Child Labour). These partners are working together to review the effects of the crisis and actions required to mitigate its impact on child labour. Following an initiative of the Task Force, consultative meetings have recently been held in Cambodia, Mongolia and Zambia, generating additional information on crisis impact and response. The results of this work will feed into upcoming "High-level Education for All" meetings, and will also help identify emergency programme needs.

Social dialogue: Bargaining collectively, identifying priorities, stimulating action

50. Social dialogue and consultations with employers' and workers' organizations on measures to counter the crisis are central to effective national implementation of the Pact. Particular attention was paid to the strengthening of national tripartite bodies for social dialogue in member States. To support social dialogue at the national and enterprise levels, policy advisory services were extended through the development of useful comparative information. Papers were prepared to review forms and content of crisis-related social dialogue (see Appendix II). The existing digest on termination of employment legislation was also updated and upgraded to a fully searchable database providing information in a simple and user-friendly format, which is accessible on the ILO web site. A handbook on managing transition was developed by the Better Work Programme, which is a partnership between the ILO and the International Finance Corporation, to help enterprises find

¹⁹ See GB.306/17/2.

²⁰ GB.306/LILS/6(& Corr.).

practical and consultative approaches to managing transition processes and promote good practices of socially responsible transitioning.²¹

51. Collective bargaining is also an important tool with which to negotiate innovative agreements that help save jobs and facilitate the sustainability of enterprises. Two forthcoming high-level tripartite meetings, in Geneva and at the Turin Centre, will examine the role that social dialogue and collective bargaining has played in shaping responses to the crisis in the light of the Pact (see Appendix III).
52. As stated in the Pact, strengthening capacities for labour administration and labour inspection is an important element for inclusive action to implement the objectives across the ILO's entire mandate. A series of activities providing support to ministries of labour and labour inspectorates has already been implemented or is being planned in Albania, El Salvador, Guatemala, Haiti, Republic of Moldova, Nepal, Philippines, South Africa, Swaziland and the United Republic of Tanzania. Particular attention will be given to increasing the capacity of labour inspectors to cope with crisis-related challenges such as enterprise restructuring and redundancies or the increase in precarious employment and undeclared work. In this respect, the ILO's Labour Administration and Inspection Programme has developed a global training package for inspectors in collaboration with the Turin Centre and is holding a discussion on developing policy guidelines to help labour inspectorates deal with undeclared work in Europe.

Addressing the sectoral dimensions of the crisis

53. Since the crisis began, a priority for the Office has been the promotion of social dialogue to bring together the players of key economic sectors to develop strategies to counter the recession. This has included a global dialogue forum on the financial sector (24–25 February 2009) and follow-up actions in Brazil and the United Republic of Tanzania; a global dialogue forum on government procurement (17–18 February 2009); a research round table on the automobile industry (20–21 May 2009), which will be followed by an Asian regional workshop in December (the latter is part of the ILO Action Programme on Transport Equipment Manufacturing); and other national events (for example in Romania and Egypt in the textile and tourism industries, which will be organized at the end of 2009).
54. The Office continues to be involved in a number of sectoral level areas including: the collection and dissemination of sector-specific labour market data and research;²² support of country-level diagnostic capacities;²³ and monitoring and assessment of policy measures. A report to the ILO Governing Body Committee on Sectoral and Technical Meetings and Related Issues (November 2009) reviews sector-specific stimulus packages and policy responses adopted in over 62 countries and concludes by pointing to future orientations for action.²⁴

²¹ www.betterwork.org/public/global/public-files/news-and-press-releases/handbook-on-managing-transition.

²² This has informed the preparation of a series of sectoral assessments in severely affected industries, such as financial services, construction, the automotive industry, civil aviation, and clothing and textiles.

²³ For instance, in Chile the Office provided technical assistance to develop a sectoral rapid assessment methodology tested in the construction, forestry and wholesale and retail sectors.

²⁴ GB.306/STM/1.

Establishing policy contact points

55. An important initiative for clarifying responsibilities in terms of technical support services and respective tools for Pact implementation is the elaboration of an information matrix of the policy contact points for each area of the Pact where the Office has competencies.

B. Research and analysis, knowledge sharing and capacity building

56. Giving effect to the policy options of the Pact requires the Office to strengthen its knowledge base in order to help assess the effects of the crisis response measures and improve the policy response. This is an area where the Office has already carried out innovative projects, including the preparation of the paper on the crisis for the March 2009 session of the Governing Body²⁵ and the report for the G20 Summit in Pittsburgh. This type of work will be continued. Other examples of recent crisis-related publications are provided in Appendix II.

57. The research work will contribute to the 2009 edition of the *World of Work Report*. The report, the preparation of which is being led by the International Institute for Labour Studies, will examine strategies to overcome the immediate challenges of the current economic and jobs crisis, while laying the foundation for more sustainable growth. It will include an examination of the medium-term outlook for the labour market and an assessment of what can be learned from country responses to date.

58. Further major areas of importance with regard to strengthening action in the Pact framework are knowledge sharing and capacity building, as discussed below:

- Collecting and disseminating information on countries' crisis response and recovery packages, including examples of good and effective practice is an important part of the ILO's strategy. In addition to ILO publications (see Appendix II), the ILO's Global Job Crisis Observatory web site provides access to a range of relevant publications from other organizations.
- The capacity building of constituents is a central pillar of the ILO's strategy at the national, regional and global levels. Many ongoing training courses have been adapted or designed specifically to address crisis-related topics (see Appendix III). The Turin Centre in partnership with relevant departments at ILO headquarters will be conducting training for constituents to address the implications of the global financial and economic crisis. The training is aimed at senior and middle-level officials and experts from the ILO tripartite constituency as well as at ministries of finance and economy and development planning agencies in developing countries, including emerging economies. A knowledge sharing and capacity building workshop on the economic crisis and the Global Jobs Pact will be conducted in November 2009.

C. International policy dialogue

59. The Global Jobs Pact envisages close collaboration to achieve its objectives between the ILO, the United Nations and other relevant international organizations with a view to improving policy coherence and international coordination. Since June 2009, important steps have been taken in this direction and support for the Pact has been expressed at

²⁵ GB.304/ESP/2.

several international gatherings. Efforts in this area are discussed in the paper of the Working Party on the Social Dimension of Globalization (GB.306/WP/SDG/1), which summarizes progress on the policy coherence and international coordination dimensions of the Global Jobs Pact and suggests future lines of action. Reference is made in the paper to the United Nations, the G20, the G8, and several other international and regional organizations.

Looking ahead

60. A very important quality of the Global Jobs Pact is the commitment of governments and workers' and employers' organizations to work together to contribute to its success. This paper has highlighted how a wide range of activities are being conducted across the Office to support constituents in this effort to give effect to the Pact. The Office will continue to develop activities in all areas of the Pact using all its means of action, in support of constituents, guided by the 2008 Declaration on Social Justice for a Fair Globalization.
61. Many constituents will of course be taking actions along the lines of the Pact without calling for Office support. A considerable amount of information was gathered through contacts between ILO field offices and constituents in the preparation of the reports for the G20 Summit. It would be useful to keep this information up to date and extend it to as many countries as possible with the objective of compiling it in an easily accessible form for use by constituents as they further develop their Pact-related actions.
62. A major focus of work in the period ahead will continue to be technical support to countries and regions, which will be strengthened including through resource mobilization efforts. The Programme and Budget for 2010–11 commits the Office to the development of outcome-based workplans for each outcome. These plans are now being developed as part of the implementation planning for 2010–11 and include Decent Work Country Programme outcomes and global products. As part of this planning work, countries and regions have been asked to review and adapt their priorities to the current situation, in particular with regard to the crisis and the Pact. Through this process, technical assistance needs are being defined and prioritized.
63. With a view to assisting member States in developing urgent responses to address the crisis, ILO regional offices have developed a set of concrete proposals that correspond to the needs of the tripartite constituents. These time-bound, priority proposals have been presented to members of the G20 and other donor countries with a request for rapid financing of these through the RBSA or other means. In early 2010, and in accordance with the principles of the enhanced technical cooperation strategy, the Office will focus resource mobilization efforts on filling identified resource gaps in the new outcome-based workplans, and will present results-based approaches and innovative initiatives to address the crisis to existing and new development partners and donors.
64. In collaboration with other key United Nations agencies, the IMF, multilateral development banks, the World Trade Organization and other relevant international organizations, the ILO will also support the mobilization of resources for the nine crisis initiatives launched by the High-level Committee on Programmes, which is the CEB's principal mechanism for system-wide coordination in the programme area. Forthcoming regional, subregional and sectoral tripartite policy advisory and capacity-building activities (many of which are mentioned in Appendix I), will incorporate the guidance on the ILO's strategic objectives provided by the Pact.
65. In support of the work at the country level, the Office is developing a programme of analytical research and information dissemination. This will involve the assessment of

crisis response policies and of how they have contributed to recovery in the labour market, and the dissemination of good practice in all areas of the Pact.

66. International policy dialogue, policy coordination and coherence actions will be continued, including an active participation in the G20 process. The major issues are set out in the paper before the Working Party on the Social Dimension of Globalization (GB.306/WP/SDG/1).

67. *The Governing Body may wish to:*

- (a) encourage constituents to advocate and promote the Global Jobs Pact;*
- (b) request constituents to share information through the Office on actions taken and future plans to give effect to the Pact;*
- (c) provide guidance on the strategy being developed and implemented by the Office to support constituents in giving effect to the Pact;*
- (d) request the Director-General to orient Decent Work Country Programmes and Office workplans towards constituents' crisis response priorities; and*
- (e) request the Director-General, with the full engagement of constituents, to seek additional resources from countries and multilateral agencies to fund policy initiatives within the framework of the Pact, where appropriate, and increase the Office's capacity to respond to constituents' requests.*

Geneva, 5 November 2009.

Point for decision: Paragraph 67.

Appendix I

Crisis responses in the regions

Africa

1. In Africa the ILO initiated or modified technical cooperation activities to respond to the effects of the crisis and the implementation of the Global Jobs Pact. In November 2008 the Regional Office decided to reformulate all existing RBSA project documents so that the planned activities would assist member States in addressing the crisis and initiating recovery. RBSA resources were used to co-finance a series of high-level continent-wide crisis-related conferences and meetings organized by employers, workers or the ILO itself. These meetings helped to chart the way for further action. The Regional Office also decided to centralize all non-committed RBSA resources in order to establish a “crisis response fund”. In addition, ILO office directors were asked to examine ongoing technical cooperation projects in light of the crisis and to reorient their activities if necessary. Similarly, available RBTC reserves were redirected to support crisis-response initiatives at regional and country levels, including interventions by the Pan-African Employers’ Confederation, the Organization of African Trade Union Unity and the International Trade Union Confederation–Africa.
2. New and existing Decent Work Country Programmes are being aligned with the implementation of the Global Jobs Pact in Botswana, the Comoros and Egypt.
3. Partnerships are being developed to help implement the Global Jobs Pact. The Regional Office is working closely with the World Association of Public Employment Services – Africa (WAPES) to organize a stocktaking workshop in Yaoundé (October 2009) to exchange experiences on the response of African public employment services to the current crisis, as well as to determine their role in the implementation of the Global Jobs Pact. A partnership also exists with the International Association of Economic and Social Councils and Similar Institutions (AICESIS) and its African branch (Union des CES d’Afrique).
4. ILO-supported activities already carried out include: the Preparatory Meeting of Experts on the 1st African Decent Work Symposium (Addis Ababa, February 2009) which adopted an outcomes document and the Decent Work Crisis Portfolio for Africa; the special meeting of the tripartite African members of the ILO Governing Body (Geneva, March 2009); the African Employers’ Forum on the financial crisis, economic recovery and employment (Nairobi, May 2009); the Workshop on Global Financial Crisis, Decent Work and the Challenges to the Social Partners (Cairo, May 2009); the ILO–ITUC–Africa Meeting on the recovery from the crisis and the Pact (Lomé, September 2009); the Conference on the social economy – Africa’s Response to the Global Crisis (Johannesburg, October 2009); and the Regional Forum for Africa on Women’s Entrepreneurship Development – In Response to the Financial Crisis (Cairo, October 2009), jointly organized with the African Development Bank.
5. Forthcoming activities include the Second Social Partners’ Forum (Ouagadougou, November 2009); the First African Decent Work Symposium on Recovering from the crisis: The implementation of the Pact in Africa (Ouagadougou, December 2009); the Tripartite Workshop on the Impact of the Financial Crisis on Finance Sector Workers in Selected African Countries (Dar-es-Salaam, December 2009); the High-level Regional Meeting on Labour Administration (January 2010); the Meeting on Negotiating for Decent

Work (February 2010); the Regional Summit on Social Security in Africa (February 2010); and the Labour Standards in Crisis Situations meeting (May 2010).

The Arab States

6. The global financial and economic crisis has affected Arab States in various ways. The oil-producing countries of the region have been affected by the drop in oil prices and its consequences on public budgets, investment and employment. Some parts of the region, notably the Emirate of Dubai, felt a strong impact on their financial and real estate sectors. Sovereign wealth funds helped withstand some of the direct effects of the crisis in some countries but also lost much of their value. Non-oil-producing countries were not insulated from the crisis and felt its effect through reduced trade, decline in foreign direct investment, reduced economic activities, returning migrant workers and a drop in workers' remittances. Systematic evidence of the effects on employment is sparse, but first accounts suggest that the crisis may have led to an increase in unemployment and informality in parts of the region and to the return or relocation of migrant workers.
7. The Regional Office for the Arab States convened constituents from across the region to design and implement coherent and integrated policy action in keeping with the Global Jobs Pact. Following a series of earlier meetings, the Arab Employment Forum¹ was held in Beirut from 19 to 21 October 2009. It focused on: sharing experiences and identifying good practices on effective crisis responses; improving preparedness in shaping tripartite policy initiatives; harmonizing goals to ensure the regional and national implementation of the Global Jobs Pact; and reinforcing regional and national coordination mechanisms based on tripartite consultations.
8. Reflecting the elements of the Global Jobs Pact which are most pertinent in the region, the Arab Employment Forum addressed key regional issues, including employment and growth, rights at work and the application of international labour standards, small enterprise development, international labour migration, social protection, and social dialogue. The Regional Office also actively promoted the Global Jobs Pact in its work with other regional organizations, for example through the joint report on "The Impacts of the International Financial and Economic Crisis on the ESCWA Member Countries: Challenges and Opportunities" prepared with the United Nations Economic and Social Commission for Western Asia (ESCWA), and provided the analytical framework to inform policy debates at both regional and national level. A number of regional capacity-building initiatives provided opportunities for tripartite dialogue on effective crisis responses. These included a workshop for workers' organizations on social security reform in the context of the financial and economic crisis planned for November 2009.
9. At the national level, the Office reoriented some of its technical cooperation activities in consultation with constituents to reflect the recommendations of the Global Jobs Pact. In the Syrian Arab Republic, an RBSA-funded initiative is supporting the preparatory phase of an EU-funded project which will help the Government extend social protection to workers in the informal economy. The plan of work has been adapted to address issues specific to the financial and social crisis. This will be complemented by a national rapid assessment of the impact of the financial crisis in the Syrian Arab Republic from a social protection perspective.
10. In Lebanon, an ongoing project that supports the National Employment Office is refocusing on the changing needs of jobseekers, new entrants and return migrant workers. A new initiative concerns the green economy and assesses the potential for creating new jobs and transforming existing jobs. Some pilot interventions in relevant economic sectors

¹ The background materials and the conclusions of the Arab Employment Forum are available at www.ilo.org/arabstates/aef.

such as construction and manufacturing are currently being finalized in consultation with tripartite constituents and potential donors.²

11. In Jordan, a strategic planning and policy advisory unit was established to strengthen the Ministry of Labour's institutional capacity in economic and social development, legal affairs and programme management, monitoring and evaluation. The unit is instrumental in collecting and analysing labour market information to support the development of policy responses to the crisis.

Asia and the Pacific

12. The Regional Office for Asia and the Pacific has sought to strengthen national and regional efforts at job creation, sustainable enterprises, public employment services, and protecting workers and families whilst safeguarding rights and promoting workplace dialogue and participation. A key challenge in many countries in the region is the limited availability of labour market information, which is critical for the analysis of the impact of the crisis and to assess which groups of workers are most affected and design policy responses accordingly.
13. In order to help address the challenge of collecting and disseminating information on crisis responses and recovery packages; promote knowledge-sharing on the social dimensions of the financial and economic crisis; and to discuss the policy tools, the coordinating mechanisms and the scope of national economic and social strategies to deal with the challenges of the crisis, a High-Level Regional Forum on Responding to the Economic Crisis – Coherent Policies for Growth, Employment and Decent Work in Asia and the Pacific was organized in collaboration with the Asian Development Bank in February 2009 in Manila.³ The Regional Office prepared a background paper and technical notes on different target groups, including the impact of the crisis on young women and men, migrant workers and women.
14. Building on its strengthened collaboration with regional development banks and other partners, the Office, through policy-oriented research, facilitation of constituent participation and the provision of technical resource persons, also supported the “Asia-wide High-Level Regional Conference and Special Seminar on the Impact of the Global Economic Slowdown on Poverty and Sustainable Development in Asia and the Pacific”.⁴ In addition, ILO officials have participated in various forums to raise awareness of the Global Jobs Pact and facilitate partnerships in its implementation.
15. Strengthening country-level diagnostic and policy advisory capacity has been a key priority from the outset of the crisis. In Cambodia and Indonesia, the Office is providing technical assistance in the development of employment-intensive and local resource-based infrastructure development. In Bangladesh and the Philippines, technical assistance is being provided in the design of social protection schemes. In Pakistan, support is being given to the development of an employment guarantee scheme. Furthermore, the Office has reoriented its activities to ensure maximum synergy between its work on the crisis response, its Decent Work Country Programmes and support to the commitments made in the 2008 Declaration on Social Justice for a Fair Globalization.

² This initiative is part of the plan of action on green jobs developed by the Lebanese tripartite constituents who attended the training course on “Green Jobs: Linking environment, climate change and the world of work” held in Turin in February 2009.

³ See www.ilo.org/asia/whatwedo/events/lang--en/WCMS_101303/index.htm.

⁴ See www.adb.org/Documents/Events/2009/Poverty-Social-Development.

16. In the coming months the Regional Office will continue to support its constituents in the implementation of the Global Jobs Pact, including through continued research and analysis and the provision of technical assistance. It will seek to improve countries' capacity to produce and analyse labour market information for informed policy-making. The specific needs and circumstances of Pacific Island countries will be explored through the organization of a high-level tripartite meeting, in cooperation with the United Nations, in February 2010. The 15th Asia–Pacific Regional Meeting to be held in October 2010, will highlight the role of the Global Jobs Pact in driving Asia's recovery and sustainable development.

Europe and Central Asia

17. The response of the Regional Office for Europe and Central Asia is guided by the Conclusions of the Eighth European Regional Meeting (Lisbon, February 2009) and the Global Jobs Pact. It focuses on: providing technical support to national anti-crisis measures based on assessments of the impact of the crisis; sharing comparative information and good practice; and fostering international policy dialogue, policy coordination and coherence.
18. The ILO Offices in Moscow and Budapest, together with the constituents, are reviewing their ongoing Decent Work Country Programmes, including technical cooperation projects and other planned activities, to respond to emerging requests and to the roadmap outlined in the Global Jobs Pact.
19. At the request of the Government of Ukraine, the Office is helping the constituents assess the labour and social impact of the crisis. So far, two tripartite conferences has been held, with a broad audience discussing the country's response package to the crisis. It has been agreed to continue cooperation through research and analysis including tripartite working meetings on: wage policy, income distribution and tax policy; social security and pension reform; and policies to promote the diversification of the economy and the export base through an enabling environment for the development of small and medium-sized enterprises.
20. The Minister of Labour and Social Affairs in Armenia requested ILO assistance to undertake a rapid assessment of the impact of the crisis on employment. With the help of an ILO expert, the Ministry developed a questionnaire for a sample survey of how employers and their organizations are adapting to the crisis, forecasting their labour force demand and identifying measures to address current consequences of the crisis.
21. In Kyrgyzstan, at the request of the State Committee on Migration and Employment, the Office provided technical support to develop the Government Action Plan on Regulating Migration and Employment in the Conditions of Crisis for 2010–12. The Action Plan seeks to create a system of state support to labour migrants (both those working abroad and returnees) and increase the employability of unemployed men and women, with a special focus on young people. The ILO will contribute to the implementation of the Action Plan in 2010–12 by providing advice and technical assistance in the framework of the newly revised Decent Work Country Programme and current technical cooperation projects.
22. Azerbaijan took the lead in organizing a subregional event on the formulation of Decent Work Country Programmes, in which the Global Jobs Pact will provide guidance on effective crisis responses. Hands-on experiences already exists as a technical cooperation project adjusted its focus on crisis response and together with the Government is implementing public and private sector apprenticeship and job placement programmes for remote areas. Training systems are being put in place to support these programmes.
23. Some new activities are planned at the subregional level, namely the organization of two tripartite conferences on wage policy in the context of the crisis (one in Cyprus for CIS countries; and one in Sarajevo for the Western Balkans and South-Eastern Europe). A

major UN conference on crisis response in Eastern Europe, Central Asia and Turkey will be organized together with UNICEF, UNDP and FAO in Almaty, Kazakhstan, on 7–8 December 2009. ILO will lead the discussion on employment. The conference will bring together labour ministers of 13 countries, high-level officials of the ministries of finance, economy and agriculture, as well as representatives of the social partners and of the World Bank and the IMF.

Latin America and the Caribbean

24. The Regional Office has created opportunities for the exchange of information and experiences on the impact of the crisis and on the policy responses since the first signs of crisis appeared. Based on a short document with six key recommendations, presentations to the Ministers of Labour of Argentina, Brazil, Chile and Mexico were carried out as an input for this dialogue starting in November 2008, while subsequently meetings with tripartite partners were organized in Costa Rica, Peru, Panama and Uruguay.
25. The Office also organized regional and subregional meetings at both technical and policy levels to foster cross-country exchange of information and policy coordination. In January 2009, the Director-General invited the Ministers of Labour of Argentina, Brazil, Chile and Mexico to a meeting with renowned experts in Santiago which culminated in a Declaration that identified a common set of counter-cyclical policies in response to the crisis. During the International Labour Conference in June 2009, the Ministers of Labour of the MERCOSUR countries (Argentina, Brazil, Chile, Paraguay, Uruguay) signed a Declaration on the preservation of employment in face of the crisis, agreeing on a series of common policy responses.
26. The Office established a regional observatory⁵ on the crisis with two main objectives: to plot how the crisis evolves in statistical terms and to follow policy responses to the crisis. Regarding the statistical element, the Office joined efforts with the Economic Commission for Latin America and the Caribbean to monitor the impact of the crisis on the labour market, resulting in two joint bulletins on the crisis (July 2009 and October 2009). The observatory also highlights public policies being implemented, focusing on their relevant and innovative features. The aim is to help policy-makers exchange information and to identify sustainable programmes for horizontal cooperation between interested countries. The observatory was presented to ministers of labour in Buenos Aires 6–7 October 2009 during a meeting of the Organization of American States. Finally, the Office has provided advisory services in response to country requests on different topics (for example in the Bahamas on training, in Chile on monitoring sectoral impact, in Paraguay on intensive use of labour on public works and in Uruguay on work-sharing).
27. Thus the Office has contributed to a common understanding on key elements to crisis response between Latin American and Caribbean countries from the outset of the crisis. These key elements include counter-cyclical economic policies (including public investment programmes) as well as emergency employment programmes and measures to strengthen networks of social protection and unemployment insurance systems, among others. The successful application of these policies will largely depend on the institutional capacities of labour ministries. The efforts to strengthen the labour authorities should continue throughout the economic cycle in order to focus labour market policies on disadvantaged groups during economic upturns as well as to respond in an even more effective way to future crises.

⁵ www.oit.org.pe.

Appendix II

Examples of crisis-related research

- A common economic crisis but contradictory responses: The European experience 2008–09 (Robert Kylvoh and Catherine Saget); International Labour Office, Policy Integration Department, Geneva: ILO, 2009. (Working Paper No. 93).
- A Global Policy Package to Address the Global Crisis, ILS, 2009.
- Asia in the global economic crisis: Impact and responses from a gender perspective (A. King-Dejardin, J. Owens), Technical Note, Policy Integration Department, 2009.
- Case studies in Latin America – August 2009 (see www.ilo.org/jobcrisis).
- Collective bargaining on employment (by Thomas Haipeter and Steffen Lehndorff); Dialogue Working Paper No. 3, 2009.
- Executive Compensation: Trends and Policy Issues (F.C. Ebert, R. Torres, K. Papadakis), ILS.
- Inequality, social policy and the current crisis: why gender matters? (A. King-Dejardin), Policy Integration Department, forthcoming 2010.
- Ongoing ILO-funded research project, implemented in cooperation with partners from various universities (e.g. Germany, Italy, United Kingdom, United States) on “Labour administration and the global crisis: Challenges, responses and opportunities”.
- Remittances in the context of the financial crisis in: DGB Bildungswerk publications 2009 (Bernd Balkenhol).
- Social Dialogue in Times of Crisis: Finding better solutions (Ludek Rychly), Industrial and Employment Relations Department, Dialogue Working Paper No. 1, May, 2009.
- Stimulus Packages to Counter Global Economic Crisis: A review (Sameer Khatiwada), ILS.
- The Effects of Fiscal Stimulus Packages on Employment (Veena Jha), Employment Sector, Employment Working Paper No. 34, Geneva, ILO, 2009.
- The effects of the crisis on the financial sector: Trends and policy issues (Veronica Escudero), ILS.
- The Financial and Economic Crisis: A Decent Work Response, ILO/ILS, March, 2009.
- The global crisis, social protection and jobs, J. Stiglitz, *International Labour Review*, Vol. 148 (2009).
- The global economic crisis and developing countries: transmission channels, fiscal and policy space and design of national responses”, (Iyanatul Islam) Employment Sector, Employment Working Paper No. 36, Geneva, ILO, 2009.

- The Global Economic Crisis and Migrant Workers: Impact and Response (Ibrahim Awad), International Migration Programme, 2009.
- The Impact of the current financial crisis on microfinance in: Finance and the Common Good No. 31-32 III/2008 (Bernd Balkenhol).
- *World of Work Report 2008*, Income inequalities in the age of financial globalization. ILS, October 2008.

Appendix III

Examples of crisis-related training and capacity-building activities

- Boosting employment services workshop (Chile, September 2009).
- High-level regional workshop on optimizing employment creation through the promotion of employment-intensive investment strategies in infrastructure (Turin, October 2009).
- High-level Tripartite Meeting on Collective Bargaining: Negotiating for Social Justice (Geneva, 19–20 November 2009).
- ILO–European Commission High-Level Forum on Social Dialogue and Industrial Relations in the Midst of the Economic Crisis in Europe: Negotiating out of the Crisis (Turin, 25–27 November 2009).
- ILO–OECD–Turin Centre Meeting of Experts on “Routes out of the crisis – Strategies for local employment recovery and skills development in Asia” (Malang, Indonesia, 1–3 December 2009).
- International course on public employment programmes – Mitigating the jobs crisis: innovations in public employment and employment guarantee schemes (planned for April 2010).
- National seminar on the role of labour administration addressing the consequences of the crisis on informal economy in Turkey (planned for end-November–beginning December 2009).
- National seminar on the role of labour administration in addressing undeclared work in times of crisis (to be held in Budapest on 28–29 October 2009).
- Planned series of national workshops on “Effective crisis response targeting small and medium-sized enterprises: Employers’ organizations facilitating dialogue between small and medium-sized enterprises and national policy-makers”.
- Subregional seminar (18 countries) on the role of labour administrations in the implementation of the Pact, organized together with the African Regional Centre for Labour Administration (CRADAT) (Douala, 27–29 October 2009).
- Subregional seminar for four countries of Caucasus and Central Asia on “Labour administration and the jobs crisis” (Moscow, 21–22 September 2009).
- Subregional workshop “Por un trabajo decente en proyectos de infraestructura económica y social en la region” with the Corporacion Andina de Fomento (Lima, 2–3 November 2009).
- Support to the workshop organized by the World Association of Public Employment Services on the role of public employment services in implementation of active labour market policies in times of crisis (Yaoundé, October 2009).
- The financial crisis, remittances and financial education (Lomé, October 2009).

- Training course for trade unions stewards advising migrant workers on remittances (Düsseldorf and Berlin, October 2009).
- Tripartite workshop on using work-sharing schemes in middle-income countries (Turin, December 2009).
- What trade unions can do to mitigate effects of financial crisis (Accra, December 2009).