Summary and excerpts of NGO Evaluation Reports

Civil society and workers’ security

Representation, strategies and impact

ILO IFP - SES
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Foreword

“Civil society”, which embraces a wide spectrum of meaning, has become a fashionable term and quite an important determinant in national development. Increasingly within the new development framework where decentralized, people-centred development has become the new dominant paradigm, the so-called Civil Society Organisations (CSOs) have been brought to the fore. In a number of areas, ranging from provision of basic services, protection of human rights, democratization of decision-making processes, state provision is often regarded as being superseded by collective self-help efforts through grassroots organizations. In terms of an international development goal, “civil society” is linked to the notion of “good governance” - which in turn has also become a trendy term – and has been added to a host of catchwords around which development theories are built, notably “sustainable development”, “participatory development”, “democratization assistance”, “institution building” and “capacity building”.

On the donors’ side, a key policy change has been marked by an explicit focus on the promotion and strengthening of civil society, which is also linked to the new policy agenda on good governance, increasingly promoted by official donors during the 1980s and early 1990s.

CSOs are now involved at unprecedented levels within the UN process, ranging from delivery of humanitarian relief to policy advice on global environmental management. CSOs have also proliferated at national and local levels, and new opportunities have emerged for their involvement in the international arena.

The emergence of those organizations has led to a rethinking of the role of the state in facilitating sustainable human development in the context of global governance. There is already a substantial body of literature from which to draw lessons on operational experiences of CSOs in service delivery in developing countries. A number of common deficiencies with the services provided by the CSO sector have been identified, to name a few: limited coverage, variable quality, amateurish approach, high staff turnover, lack of effective management systems, poor cost effectiveness, lack of coordination, poor sustainability due to dependence on external assistance.

The primary goal of the ILO is to secure decent work for women and men all over the world, based on four strategic objectives: i) promotion of the fundamental principles and rights at work; ii) creation of greater employment and income opportunities for women and men; iii) ensuring social protection; iv) strengthening social dialogue and tripartism. One of the ways to meet the challenge of decent work is to identify and disseminate promising ways of providing socio-economic security to groups in society not covered by conventional forms of social security. As part of the activities of its network – VoiceNet - the SES Programme is starting to build a technical databank on NGOs initiatives - including those of workers and employers, which have launched innovative cost-effective schemes providing economic security to low-income communities in different countries -
describing their features, evaluating their positive and negative aspects, their institutionalization, in order to increase their replicability in different national settings.

What follows are summaries of SES reports on six such NGO initiatives. They draw on experiences of national and local settings from Latin America, Africa, Asia and Europe, identifying the varying impact of CSOs on the labour market, employment, occupational, skill reproduction, income, representation and work dimensions of security. In depth evaluation was conducted on the basis of a common check list, under the responsibility of a local member of VoiceNet who acted as a SES correspondent and with the support of a multidisciplinary taskforce.²

A number of issues are at stake and remain critical at the heart of CSO involvement in service provision: innovativeness, partnership, sustainability, accountability to the beneficiaries, and replicability. Conclusions of these are mixed with regard to a number of given criteria, taking into consideration the specificities of each country experience – reaching the poorest, quality of services, efficiency and cost effectiveness, and sustainability. This summary paper is structured along those lines.

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² It was the responsibility of the local SES correspondent to invite specialists from different areas and backgrounds to assist him/her in the evaluation exercise. The checklist used in this process is in Annex.
1. Background

The NGO Viva Rio was established in 1993. It originated from the citizens’ campaigns against violence at a time when violence and crime rates in Rio, partly linked to drug traffics and police brutality, were reaching unbearable levels, with a negative impact on a wide range of economic sectors and social fabrics of the city.

Viva Rio itself was born out of the Institute for Religious Studies (ISER), which is an NGO that conducts research and offers consultancy services in the areas of civil society, violence, public security and human rights, environment and development, and religion and society. Although ISER is an independent organisation in legal terms, its activities are linked to Viva Rio. They have the same Executive Director, often work on the same issues, and the data ISER produces constitute the information base used by Viva Rio to develop its activities. ISER furnishes the analyses and data that provide the foundation for the work developed by Viva Rio and simultaneously does the evaluation work on its projects.

2. Objectives

The aim of Viva Rio is to work towards social inclusion through project development in poor neighbourhoods, where socially excluded groups of the population - exposed to higher incidence of violence, criminality, and deprived of their full citizenship rights - live.

The organisation primarily targets poor youth, a vulnerable group mostly at risk in face of urban violence and social exclusion. Viva Rio’s projects work towards the social integration of the youth, through the provision of vocational training and schooling and building on solidarity by involving the various social segments of the society in the process.

The nature of Viva Rio’s mission is broad. In the case of Rio de Janeiro, the focus of its actions is on the integration of the favelas (or slums) with the city proper. The favelas are inhabited by the socially excluded masses, while the “pavement” or formal city is identified as the place of residence of the more socially privileged groups of the

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population. Through Viva Rio these two forces would blend together to put forward proposals dealing with the city’s problems.

3. Organisational aspects

Scope and flexibility

Two characteristics that have persisted over time and which are part of the organisation’s structure are co-operation among different social segments and a concern for public visibility in all project activities. These two characteristics are unique and lend support to the innovative approaches of Viva Rio’s projects. The structure and activities of Viva Rio are flexible and adapted to working needs.

The organisation’s activities embrace a wide range of areas, namely, community development, education, human rights and public security, and the environment. In all these areas a number of projects have been developed and implemented. In the area of community education, the Community Tele-Course and Lobinho Project has been singled out as an example (box 1) and in the area of community development, which also includes a wide range of projects, two case studies, Viva Cred, a credit program (box 2), and the new Internet Project (box 3) have been chosen as other examples.

The Council of Viva Rio includes representatives of many different sectors of society, and its members participate effectively in the organization’s daily life. As a service-supplying organization that functions as a holding of various projects, Viva Rio maintains good relationships with potential funding agents. In this sense, the Council has always played a strategic role both financially and politically, because of its composition and of its mode of functioning.

Project executors are hired through a co-operative. This mode of recruitment allows for flexibility in the expansion and hiring of the number of such workers, as required by the number and scale of current projects. This, together with the use of part-time workers, enables the gathering of an excellent cadre of highly qualified professionals, since all of them maintain other part-time jobs which ensure social security and labour benefits. After an initial period of training in projects’ activities, these professionals, in turn, become tutors of new professionals.

Partnership

The organization associates itself with various partners - the government at various levels (Federal, State, and Municipal), private enterprise, and local organisations, as well as with the local communities themselves or their representatives through churches, neighbourhood associations, etc.- to coordinate and implement projects. These partnerships are established according to the specific needs of each project and for a set period of time. The state remains one of the main partners, although its involvement also entails risks concerning the organization’s independence in relation to the state itself.
As a service organisation, Viva Rio provides mediation both between the various funding agencies and also between the latter and program users, by monitoring the demands and preparing or adapting projects to local realities and needs. As a partner, Viva Rio fulfils needs that are not met by government programmes, for example, by providing schooling for adults and for youth who are beyond mandatory school age (14 years), legal services to those who do not have access to, special types of credit to those badly in need, or still providing other services in the area of information via Internet.

Funding, accountability and transparency

The funding of Viva Rio over the period 1998 to 2000 came primarily from domestic sources (over 95 per cent) and the public sector (slightly less than 90 per cent). Of the funds raised, 15 per cent are disbursed for administrative activities, 4% for support activities, and 81% for core activities.

Permanent staff employees and workers involved in projects that are temporarily without funding are maintained with some 15 per cent of the funds raised for projects. Educational projects have attracted most of the funds tapped, followed by community development projects and credit projects.

Viva Rio is financially accountable to project sponsors, who receive regular reports on the application of resources donated.

Permanent audits are conducted according to the Brazilian legislation governing these types of organisations, and audits of specific projects are done when the funding agencies so require. The latest organisation’s strategic planning, including the preparation of procedural manuals for the organisation’s middle echelon (accounting, finance, and administration) were undertaken by an expert consultancy firm.

Viva Rio develops its own institutionalised evaluation mechanism for each kind of programme that it develops, including rigorous data control.

4. Innovativeness and sustainability

A number of innovative approaches have been put to test in implementing the programmes. These include the introduction of the video as an educational and training tool and the opportunities offered to students to develop direct contact in classrooms with other colleagues and teachers, while at the same time, establishing relations within his own local community. The Telecurso Comunitário programme, for example, holds its originality in the integration of different kinds of associations, such as public and private organizations and companies, as well as the local communities.

Overall the projects themselves become opportunities for training in various practices. This happens in all of Viva Rio’s projects, including the Viva Cred and Viva Favela.
The search for visibility and the strategy of maintaining a consistent presence in the various media are a central component of Viva Rio. It was the communications media that made a joint, strong, and decisive contribution to the first public drive against violence in the city of Rio de Janeiro. Later, the very founding act of Viva Rio was accompanied by a media campaign calling on the population of Rio de Janeiro to join in mass street demonstrations as a response by public opinion against growing violence. Public visibility through the media has marked Viva Rio’s style and is present now a decade later, when it is still the Brazilian NGO most frequently cited by the press. Over the course of the year 2000, newspapers and magazines gave extensive coverage to Viva Rio, the equivalent of a daily newspaper column.

5. Replicability

One of Viva Rio’s characteristics is to develop projects that may be further replicated. To this end, the projects hold some common patterns that permit their assessment and comparison. Thus, all projects always have some similarities.

The flexibility of the structure of the organisation is also a feature of the contracts between Viva Rio and the local communities. They last only as long as the resources permit. This has enabled Viva Rio to be present in various experiences all over Brazil, such as in São Paulo, Amazonas and Pará. A large-scale experience is now being launched by Viva Rio in East Timor.

Although the initial work targeted the city of Rio de Janeiro, currently the organisation has extended its intervention to various other municipalities (or counties) in the State of Rio de Janeiro.
Box 1 - Case study 1: Community Tele-Course Project

Over half of the population over 16 years of age in Rio de Janeiro have less than 8 years of schooling. The vast majority are youth residing in slums and poor communities in cities in the State of Rio. Lack of schooling is associated with high unemployment rates, low wages, and lack of prospects for the future. These are all potential factors contributing to the city’s growing violence and crime.

The Community Tele-Course project began in 1996 as a pilot experience in three favelas in the city of Rio de Janeiro, using the distance learning method developed by the Roberto Marinho Foundation and known as Tele-Course 2000. The latter is a specific method using the media (television) as a teaching instrument. Viva Rio adapted this system, taking the videos to classrooms – which is called Tele-Classrooms - set up in the low-income communities themselves, under the guidance of an instructor. Community Supervisors, acting under the responsibility of the Viva Rio Community Network Co-ordinator, evaluate the conditions for installing the Tele-Classrooms. Today there are 135 classrooms functioning.

The Community Tele-course project aims to strengthen citizenship, correct social disparities, and favour social inclusion by providing youth of both sexes (from 17 years plus) and adults, with possibilities to complete their mandatory schooling (8 years of primary school). The aim is to prepare them to take better advantage of their possibilities for generating income, in light of labour market demands.

The organization also works towards the reduction of the inequality of access to education of youngsters coming from poor social and economic backgrounds. A programme, using non-conventional methods of education, enables adults and youngsters both male and female, seventeen or older, to complete the elementary and high school cycle.

Technical and practical training for youth with a minimum level of literacy are also provided by the programme, using formal and informal educational techniques. Preference is also given to students with physical disabilities. Pupil selection is conducted by the Tele-Classroom teacher and a member of the local organisation.

Course validation and pupil certification in the Community Tele-Course is formally approved by the Brazilian Ministry of Education since 1998. The Federal Polytechnic School in Chemistry, in Rio de Janeiro (CENFETEQ-RJ), is the organisation accredited to administer the tests.

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4 The total number of students enrolled between 1999 and 2000 was 8,300, of whom 52.1 per cent were females and 47.9 per cent males. 33.9 % were in the cohort 17-20 years; 36.8 per cent in the cohort 20-29 years; 18.6 per cent in the cohort 30-39 years; 13.7 per cent in the cohort of > 39 years. 53.7 per cent were married; 26 per cent were single and 20 per cent in other categories. 72.4 per cent were white; 26 per cent black and 19.2 per cent of mixed race (pardos).
Box 2 - Case study 2: VIVA CRED Project

The idea of setting up a micro-credit organisation stemmed from the realisation that social integration of the city would only be possible by expanding the economic inclusion of communities residing on the outskirts and in the city’s slums or favelas.

One of the factors that reinforced the exclusion of poorer segments of the population was the lack of access to formal credit mechanisms, impeding the development of small businesses and the acquisition of consumer goods.

The nongovernmental organisation Viva Cred - a private, non-partisan, and non-profit corporation classified as a Public Interest Civil Society according to the Brazilian legislation governing the Third Sector - was officially founded in 1996 with the goal of promoting economic activity in needy communities, providing the low-income population with the possibility of accessing credit, aimed at the economic development of this target public. It supports the economic integration of those sectors of society without access to social security benefits.

The process of loan approval at Viva Cred follows a whole set of criteria lasting from three to seven days. Approval of the loan depends on an analysis of the client’s ability and willingness to pay and does not involve any monitoring or proof of use of the loan. The credit committee, which always includes two members, has exclusive responsibility over loan approval. In approving a loan, Viva Cred has opted for individual surety, that is personal loan guarantees, which limits the development of the community, rather than joint surety, which motivates the community to develop common projects. In order to reduce the risk of its operations, Viva Cred has already begun to consider establishing joint surety.

The monitoring system of Viva Cred operations consists of a computerised portfolio management and accounting system. Data management is highly efficient, providing the basis for expanding the organisation’s portfolio and opening new offices on a sustainable base. However, Viva Cred needs to undertake impact studies on the evaluation process, which are still lacking.

According to its administrators, Viva Cred is now self-sustainable and its funding consists of resources from the Inter-American Development Bank (IDB) and Brazilian National Economic and Social Development Bank (BNDES), in addition to revenue from its operations.

The results of the organisation’s portfolio demonstrate that the experience has been successful, to the extent that it has consolidated a way of working with communities outside the official or formal credit system and has succeeded in expanding in a sustainable way.
Box 3 - Case study 3 : Viva Favela Internet Project

This project was launched in early July 2001. It consists of a gateway with an electronic journal - The “favela gateway“ – which is intended to link 15 favelas, from Rocinha to those located in the outermost municipalities of Greater Metropolitan Rio de Janeiro. The plan is that by 2002 the favela network be connected to 500 different addresses.

Each of the favelas in the network will have a point of access known as Estação Futuro (Station to the Future).

The gateway includes a huge volume of information and services for slum-dwellers: education, vocational training, employment and income generation, credit, citizenship, and disarmament. These items are part of projects in Viva Rio as a whole, i.e., services that can now also be offered on-line.

There is also a channel for filing complaints in case of poor provision of public services and abuse of authority - a common occurrence in the relationship between the police and the favela. There is also a Job Search service - a partnership between Viva Rio and Trade Union Social Democracy, an organisation currently providing these services -, which offers on-line services for filling out job applications and resumés.

The weekly electronic journal Comunidade Viva (Living Community) covers all areas of interest to the target public. It provides information in such areas as culture, arts, health, tourism, economics, and leisure, besides promoting employment and income generation and discussing the problems that most directly affect these low-income communities.
Civil Society and Workers’ Security
II. COMMUNITY, WOMEN AND DEVELOPMENT (COWAD) Nigeria

1. Background

The Nigerian labour market is characterized by unstable employment mostly affecting women workers. The pattern of occupational distribution reflects a large part of female employment in Nigeria is in the low paid and unpaid occupations including agriculture, family enterprises and informal sector. In addition, the female labour force is largely excluded from the national social security system.

Government institutions have so far been unable to provide efficient and effective social security to the excluded social groups. Instead, civil society organizations, through their emphasis on participatory approaches to social protection and the adoption of better accounting procedures have turned out to be credible alternatives, better suited for fulfilling this role.

COWAD–Nigeria, is a non-governmental and non-profit organization, established in 1991, with a major focus on advocacy and micro-credit services. Its main targeted population is the less privileged women at the grass-roots level.

2. Objectives

COWAD’s main objective is the eradication of poverty among women and the promotion of their general welfare, through the provision of micro-credit facilities geared towards development activities. In particular, COWAD aims at: i) working towards the achievement of self-reliance for its members, particularly women; ii) motivating women to participate fully in all phases of national development; iii) working towards total eradication of discriminatory practices that tend to dehumanize and debase womanhood; and iv) collaborating with other national and international organisations with similar aims and objectives.

3. Organizational aspects and accountability

COWAD is legally registered with the Corporate Affairs Department of the Federal Ministry of Internal Affairs. Membership is open to all women irrespective of their status, creed, age, or ethnic origin. Its members - 20 per cent of whom are men - are spread over Oyo, Osun, Ogun and Lagos States of Nigeria.

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COWAD is run by eleven paid staff and three hundred voluntary staff. Its seed funds are derived mainly from international grants, or 75 per cent, while user fees constitute a minor source, or 25 per cent.

The organization adheres to a code of ethics, respects members’ privacy by protecting research information and other types of information on membership and implements equity policies. Based on evidence of good practice it was given an outstanding performance award by JHU/POS-USAID Nigeria during the implementation of the ‘Democracy and Governance Programme’ funded by the latter.

Organisational transparency is ensured through a treasurer, a financial secretary, internal auditors, a financial and monitoring sub-committee, and a professional accountant acting as an external auditor.

COWAD is divided into the national headquarters, a series of sub-committees dealing with specific issues, and primary Groups at the grassroots level, each of them having specific functions. Its General Assembly is constituted and convened democratically. COWAD has a sixteen-member Board, which formulates policies for the organisation, eight of which are elected and the remaining eight are appointed.

Staff members have not joined or created a labour union to represent their interests as workers. They consider themselves as stakeholders in securing the income and skills of women as an excluded group in Nigeria.

COWAD works in partnership with other development-oriented NGOs, especially those which are gender-focused as well as with the International Institute for Tropical Agriculture (IITA). It collaborates with the Ford Foundation and USAID Nigeria.

4. Innovativeness and sustainability

COWAD has documented loan policies and procedures which cover regular and special loan schemes. It has clear and measurable impact indicators for programmes/projects in order to gauge their relevance and effectiveness. The tools, among others, include: Focus Group Discussion (FGD) of beneficiaries of micro-finances and skill reproduction programmes; in-depth analysis in skill acquisition appraisal; project evaluation and sustenance; and the use of questionnaire which reflects the objective and problematic issues in COWAD’s initiated and sponsored ventures.

Through COWAD’s diverse activities, the agency staff have been kept in stable and paid employment. The construction of comfort stations for the convenience of buyers and sellers has led to the employment of 50 voluntary agency workers as permanent workers in the Local Government Area Councils.

Furthermore, the skill reproduction programme of COWAD and vocational training given to secondary school leavers from 1996 onwards has enabled trainees to secure
employment in the formal sector of the Nigerian economy. To date, 62 persons have secured employment in the formal sector.

From 1992 to 2000, four of COWAD’s field officers, initially trained to mobilize savings, have been released for appointment in newly established micro-financial institutions. This creates opportunities for replacement by individuals who are equally qualified but unemployed.

Women are kept in regular rather than seasonal employment through skill acquisition and micro-project undertakings.

Both the Voluntary Agency workers and staff in the organisation emoluments have stable occupations because they participate on a continuous basis to execute COWAD’s stated goals. Occupational security has improved in a number of activities. The largest number of beneficiaries, or 825, are involved in commodity processing followed by 700 or 24 per cent in food processing. In Nigerian towns and villages petty (retail) trading, for example, is also becoming popular among women. These secondary economic activities moved women’s efforts from mere extractive ventures to a point where value is added to their end-products. Estimated beneficiaries in COWAD-initiated projects are fairly distributed in the states covered by COWAD.

COWAD’s projects, apprenticeship programmes and employment training programmes are directed at developing the skills of women. The acquired skills are such that they could be retained and replicated. Beneficiaries have developed their skills in a number occupational categories through COWAD’s projects which could be replicated among women groups.

The organisation’s concern about the plight of young school leavers and educationally disadvantaged girls led to the establishment of a Skill Development Programme in 1989 geared towards income generating skills. Project beneficiaries also participate actively in the project conception, planning, implementation and monitoring, hence, ensuring transparency.

COWAD’s foresight in enhancing the management skills of loan beneficiaries and small-scale enterprises has led to the initiation of a train-the-trainer programme on basic book-keeping and management principles. The programme is being supported by the Ford Foundation of America.

COWAD’s potential in skill reproduction security is estimated at 2,500 beneficiaries per annum. Women’s efforts are directed to areas where they are best suited and in cognisance of their environmental resources.

COWAD provides adequate income to the excluded (especially women) through informal money lending, rotating savings, and sourcing of credit at lowest credit rates. Its micro-credit activities bear testimony to the capacity and credibility of the organisation in providing income security to women. The capital base which represented the total
savings mobilized – which remains the major source of finance for COWAD’ activities since its inception in 1991 - has increased and so have quarterly savings. The number of active members who saved without taking loans were estimated to be 4,500 in 2001.

COWAD’s loan disbursements are directed at financing women’s projects and its efforts of reducing bad debts resulted in a loan recovery rate of 96 per cent. In 2001, a total of 5,500 of active borrowers benefited from COWAD’s micro-credit funds.

The provision of credits directly to women has a positive effect on household and individual welfare, and improves gender equality.

COWAD’s income security programme, in the form of micro-finances of women’s projects, has sensitised the involvement of women in developing their saving ability through financial discipline, which is a contingent factor in capital formation and sourcing.

COWAD’s efforts in making loans available to women have helped them to improve their socio-economic status in the society. Women are empowered to take their positions via the narrowing of the male-female gap. In its advocacy role, COWAD contributes to awareness-raising in civil education, gender justice and human rights promotion as instruments for economic empowerment. Through its encouragement of participatory approaches it helps in fostering a democratic culture.

The role of COWAD in providing work security for beneficiaries is largely indirect since it does not provide direct employment to the bulk of them. However, COWAD provides standard health and safety conditions for staff directly employed by it. In working with clients and beneficiaries in setting up enterprises, it also insists on the observance of standard safety practice. In addition, to extend its advocacy role, COWAD intends to provide legal counseling to its beneficiaries who are injured and help them obtain adequate and appropriate compensations.

6. Replicability

COWAD’s efforts in ensuring the quality of life for its members and beneficiaries, especially women, are appreciated and recognised by its partners and donor agencies. This affords the organisation the opportunity of attracting donors who usually approve funds for the implementation of its various activities.

The most decisive problems of COWAD is its present limited geographical coverage of beneficiaries. The organisational scope of COWAD is restricted to the south-western geopolitical zone of Nigeria with notable impacts on only 10 per cent of the prospective beneficiaries. One of COWAD’s pipeline project is the extension of its geographical coverage to include all the States and Local Government Areas in the Federal Republic of Nigeria.
1. Background

In Korea, 77.1 per cent of the construction workers, out of a total number of 1,246,000 workers in the construction industry, work either on a daily basis or on a temporary basis. Given the nature of the industry, construction workers repeatedly have to bear spells of unemployment, having to move to wherever jobs are available. In addition, Korean unemployment insurance does not apply to those holding a contract of less than one month duration and, as a result, many construction day labourers are implicitly excluded from employment insurance, in which case, the instability of employment directly impacts on income security, even affecting workers’ daily life as well.

2. Objectives

In September of 1998, the two federations - The Korean Federation of Construction Trade Unions (KFCTU) and the Korean Federation of Construction Day Labourers Unions (KFCDLU) - received the license for the organisation of a free job centre, the Korean Construction Workers Job Centre (KCWJC).

The organization’s aims are to enhance employment security of construction workers by building a nation-wide infrastructure for job referral services, and, as a comprehensive centre for the unemployed, to carry out diverse and needed services, including labour counselling and skills training, to protect the interests, promote daily life security, and maintain the skills of jobless workers.

3. Organisational aspects of the Centre and accountability

The organization is divided into a national headquarters and 27 regional centres. The national centre is responsible for employment creation, administration of the network database, provision of guidance and support to regional centres, education for regional office counsellors, planning, and marketing. The regional centres administer job referral and related activities, vocational guidance counselling and the meeting lounge for construction industry workers.

The highest decision-making authority is the Steering Committee, made up of officers from the KFCTU, the KCCDLU and the Head of the National Headquarters. The National Headquarters, which guarantees transparency in organizational administration, has a secretariat, under which are 3 departments, the General Affairs Department, the Information and Communications Department, and the Regional Support Department.

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The budget and bookkeeping, following the KCWJC by-laws for standardized bookkeeping, are done within the KCWJC and independently of the unions. In terms of functions, the KCWJC maintains an organic relationship with the unions, both complementing the other’s activities.

Transparency in the organisation is ensured by the fact that regional centres are requested to submit monthly financial reports and receive budgetary support for the following month after inspection of the monthly financial reports. Apart from maintaining a web page, the contents of organizational activities are not released to the public.

KCWJC also adheres to ethics and codes of practice. Its constitution precludes the regional job centres to use the databases for profit purposes. The centres are thus committed to respecting the privacy of the job-seekers.

Staff is recruited from qualified and experienced people involved in trade unionism, social work, or other non-profit or public organizations. Most of the regional centres are run by local union leaders. Currently, about one third of the staff at the National Headquarters and regional centres are college graduates, and two thirds are recruited from the grassroots level.

In terms of funding, the national headquarters is heavily dependent on aid, from the Unemployment-Relief Civil Movement, whose share represents between 60 and 75 per cent of the budget.

4. Innovativeness and sustainability

The KCWJC has built a nation-wide infrastructure with regional centres in every main city to provide free services that create job security by facilitating the matching between labour market demand and skills supply in the construction industry. This type of mediation, in addition to the provision of job counselling on a daily basis, has led to positive results which saw the total man-days\(^7\) increasing from 100,000 days in 1999 to 255,000 days in 2000. Internet online counselling and monitoring through site visits are additional valuable instruments used by the KCWJC to improve labour market information which are stored in the centre’s database. This database, set up at both regional and national levels, record all skill levels of unemployed construction workers and the employment histories of construction workers, in order to meet companies’ demand as required in a timely and efficient manner.

Between 1999-2000 the regional centres have succeeded in creating 664,000 jobs for unemployed construction workers nationwide. Some regional centres, in concerted action with the union, have in some cases, in consultation with the government, formulated employment policies geared towards the construction industry at the local government level, and in others concluded agreements with regional governments on employment creation in the industry.

\(^7\) Measured by number of workers gaining employment, multiplied by number of days worked.
The KCWJC provides labour law counseling and support to construction workers who have been unfairly dismissed by their employers. As a measure of preventing occurrences of arbitrary dismissal and ensuring that employers adhere to the terms of the employment contract, the KCWJC regional centers keep records of workers’ length of employment, and carry out periodical site visits.

For those construction workers who can no longer work in the construction industry, due to disability or advanced age, they are referred by KCWJC to other industries where the construction experience is acknowledged as career-related work experience. KCWJC also promotes the creation of self-help enterprises for and by these workers. In the year 2000, the number of workers facilitated into new labour markets amounted to roughly 43,000.

Moreover, the KCWJC has also maintained the policy of hiring and training centre staff from the milieu of construction day labourers themselves. This has not only opened up new job opportunities, but it has also allowed regional centers to penetrate into the mores of the informal labour markets.

Monitoring of construction sites to prevent industrial accidents is undertaken by each regional center. In some cases, health and safety at the worksites are ensured through industrial safety agreements concluded with construction companies, in close cooperation with the regional union.

In the event of an industrial accident, the centres provide legal counselling and assistance to the injured workers in matters regarding filing and compensation. In the year 2000, the centers filed 427 cases nationwide for industrial accident compensation, thereby securing 76,000,000 won in total for worksite injuries.

The KCWJC has established skills training schools and self-help employment programmes, at some regional centres, for day labourers, older construction workers and middle-aged workers. The schools are funded jointly by the Korean Federation of Construction Industry Trade Unions (KFCITU), local government subsidies and the regional union.

The KCWJC’s policy on wages is to monitor employers’ recruitment practices, ensuring that referred workers are not paid less than the standard market rate and to conclude wage agreements with large construction companies and government-subsidized construction projects as do some regional centers, in close coordination with the regional union. Wage policy is also linked Working towards working hours reduction is also part of KCWJC’s wage policy. The centers together with the union have been successful in reducing daily-employed labourers’ working time from 12 hours to 9 hours.

The regional centres provide labour counselling regarding the frequent problem of unpaid wages. In the year 2000, the KCWJC and its affiliated centres handled 960 cases of unpaid wages and 68 million won worth of unpaid wages and severance pay was recovered for the workers. KCWJC provides free services for job referrals, as against
private manpower agencies which charge a 10 per cent commission on construction workers’ wages, for the provision of such services. In 1999 alone, the working poor benefited from a 378 million won wage increase thanks to the free job referral services provided by KCWJC.

The center administer a wide range of welfare programmes for unemployed construction workers, as was the case in 1999, during the economic slump, when a total of 8,037 jobless construction workers benefited from such assistance programmes. In addition, the center and the union have identified and presented several policy directions to protect the livelihood of the aging construction worker workforce, in light of the findings of a survey on wages and the real living conditions of construction industry day labourers carried out in the latter half of the year 2000.

A major function of the KCWJC is to represent individual construction workers experiencing all kinds of insecurity at the work site, such as lack of safety, unpaid wages and arbitrary dismissal. As many as 1,734 such cases in 1999 and 2,575 in 2000 were handled. The compensations earned amounted to 292 million won and 286 million won respectively. Furthermore, a few regional centres have successfully worked with regional unions to bargain with local government towards improving the working conditions of construction workers in public works projects. KCWJC has concluded collective bargaining at 79 construction sites throughout Korea.

The KCWJC has successfully contributed towards organizing non-unionized workers, as exemplified by the growth in the number of regional unions which increased from 18 in 1999 to 40 in 2001.

5. Replicability

The KCWJC provides a good model for building labour security from the grassroots level that can be applied to other industries with high job turnover rates, such as Korea’s printing industry. The most decisive problems, however, are lack of funding and the necessity for more training of talented activists. Because the finances are weak and the staff insecure, the centres are currently less competitive than well-financed professional manpower agencies and illegal manpower agencies. Financial independence of the KCWJC seems unlikely in the near future keeping in mind the low rate of public donations, the difficulty in collecting union dues - only 10 per cent of the members in a regional union of 2000 pay their membership dues - and the financial crisis of other NGOs in Korea.
IV. TANZANIA UNION OF INDUSTRIAL AND COMMERCIAL WORKERS (TUICO)⁸

1. Background

Tanzania Union of Industrial and Commercial Workers (TUICO), like all the other autonomous sector trade unions in Tanzania, was embodied in the state-controlled NUTA/JUWATA (National Union of Tanganyika/Jumuiya ya Wafanyakazi Tanzania) trade unions as a section within them. TUICO operated within the structure of the autonomous OTTU (Organisation of Tanzania Trade Union) as a section dealing specifically with issues pertaining to industrial and commercial sectors. It is this section which, in May 1995, developed into an autonomous Trade Union, TUICO. It became operational, countrywide, in January 1996.

TUICO represents workers in four economic sectors: industries; commerce; finance; and services and consultation. Currently, there are 32,763 members compared to 92,390 members who were reverted to OTTU/TUICO in 1995 as per its 1992 sensor. This updated figure represents a 75 per cent reduction in membership. This decline is attributed to a number of factors, such as for example, retrenchment, closure of industries, failure to update membership information by TUICO/OTTU.

2. Objectives

TUICO was established with the main objective of enhancing and maintaining better working relations between employers and employees as well as improving income and welfare of its members, specifically in industrial and commercial sectors of the economy.

The underlying vision of TUICO is to create a strong, democratic and effective trade union capable of delivering quality services to its membership. At the same time, its mission is to unite workers for a common cause - fighting for better living conditions in both formal and informal sectors to improve the welfare of its members.

3. Organizational aspects and accountability

TUICO is engaged in the following activities: i) collective bargaining at work places; ii) the design and execution of educational and training programmes; iii) arbitration and the handling of grievances arising between employers and employees and amongst workers themselves; iv) the design and organisation of advocacy and campaign programmes and other awareness-raising activities v) counselling on labour-related issues and industrial


⁹ In 1996 TUICO conducted a survey to determine the exact number of its members and came out with a membership figure of 48,292.
relations - labour laws, health and safety matters at the workplace; vi) mobilisation of resources.

The organisational structure of TUICO is democratic, participatory, transparent and flexible. To a large extent, its successful achievements, so far, are due to the present nature of its structure.

TUICO’s activities are organized at the enterprise or branch level, the regional level, the zonal level, and the national level.

The main function of the enterprise/branch level, made up of the Branch Executive Committee, the Branch Members General Committee, and the Workers (Enterprise) General Assembly, is to protect the overall interests of its members.

The regional and zonal levels are intermediate level structures, organised by Executive Committees and General meetings, composed of representatives from TUICO Branch committees and regional representatives respectively. Their main function is to receive, discuss and take decisions on plans, reports, among others, brought to them by TUICO organs at branch level.

The national level is the highest level at which final decisions are made on all matters brought to it by structures from lower levels. There are three main sub structures at this apex level – National Executive Committee, National Supreme Council and National Congress.

The National Congress is the highest decision-making body of the Union, whose representatives are drawn from the various echelons of the organisational structure of TUICO.

A national Secretariat, under the overall supervision of the Union’s Secretary General, handles the day-to-day administration of TUICO.

Full time employees, at both regional and national levels, are employed to carry out the representation work for its members.

TUICO collects 2 per cent of members’ wages and from those benefiting from its services.

4. Innovativeness and sustainability

TUICO, working on behalf of its members, has contributed towards improving labour market security. It strongly opposed the arrangement made by the new management of the National Bank of Commerce (NBC), bought by a South African company, to employ new recruits, which would have affected all former NBC workers who would otherwise have become jobless. It hired lawyers at relatively high costs, to lodge a case in the High Court on behalf of the employees, which turned out to be in favour of the employees and
TUICO, as all NBC employees retained their positions. The outcome represented a significant gain for TUICO, mainly because the latter has won the confidence of not only NBC workers but their entire constituency, including the industrial and commercial workers in the country.

TUICO’s initiative to provide legal aid support for its members, regardless of its cost, and defend their employment status has created confidence among TUICO members in retaining employment.

TUICO, through a variety of its activities - bargaining for better wages and salaries of its members and arbitration - works towards improving the occupational security of its members. TUICO has handled a total of 244 cases over the period 1996-2000 in favour of its members who were involved in arbitration and labour disputes. Through voluntary agreements and collective bargaining agreements between TUICO and enterprise management, salary levels of workers have also improved over time. The number of contracts secured by voluntary agreements through TUICO’s initiatives increased from 36 in 1996 to a total of 131 in 2000.

Importantly, TUICO is planning ahead to come up with yet another innovative programme - the development of a data bank of retrenched and retired members by skills, professions, age, and gender. This would, in turn, help the Union design appropriate programmes for them, for example, through retraining programmes and re-employment in relevant areas, especially in informal sector activities.

Existing evidence suggest that the services provided by TUICO has contributed significantly to the development and maintenance of a conducive work environment and improved substantially the productivity of labour and capital at the workplace. In some cases, TUICO had also provided expert advice to the Government on matters related to labour policy and minimum wage policy.

TUICO’s programmes are also devised to enhance employees’ work security by enforcing health and safety standards at the workplace. TUICO’s Branch Committees, working in partnership with labour inspectors of the Ministry of Labour and Youth Development, work out health and safety standards and together enforce them at the workplace. These standards are periodically reviewed for improvement and upgrading.

TUICO has made it as a policy to invest 20 per cent of its annual budget for training and education activities of its employees and members. The series of education and training programmes that TUICO designed and implemented have contributed to upgrade employees’ skills and expertise and improved their understanding of their obligations and rights, hence increasing overall work efficiency and productivity. Training materials are prepared to help and assist members at branch level to conduct their own in-house training programmes popularly known as “study circles”. In this way training becomes sustainable, with a greater impact on TUICO’s staff and its members.
Since the design and execution of a training programme in 1996, which emphasises the improvement of the capacities and capabilities of trade union members to effectively participate in collective bargaining and to carry out their daily work obligations at the workplace, as many as 20,000 members, including TUICO in-house staff, have benefited from this programme.

TUICO has put in place a number of initiatives, which include, inter alia a series of ‘training of trainers’ (TOT) programmes on various aspects of workers education whose main objective is to enhance the skills level of its trainers, so that they are better equipped to train in turn their fellow members in similar enterprise settings.

Collecting “terminal benefits” from the Central Establishment Head Office in Dar es Salaam involves travelling costs and is time-consuming for workers. TUICO assists its members in collecting such benefits through a negotiated agreement with the Government whereby TUICO collects terminal benefits for its up-country members and disburses them to those who are entitled through its countrywide network of branch, regional and zonal offices.

Through strategic planning, TUICO has so far been able to implement and manage its activities and programmes efficiently and review its operational plans after every three months. Prudent financial management has been exercised through both internal and external auditing. Nonetheless, TUICO is faced with financial resources problems and inadequate manpower for designing and managing efficiently its initiatives. It has invested the equivalent of US $ 202,407 in real estate. The revenue derived from this investment helps towards upgrading and sustaining its activities.
1. Background

In Great Britain, 300 people lose their lives at work, annually. In addition, around 158,000 non-fatal injuries are reported each year, and an estimated 2.2 million suffer from ill health caused or made worse by work. The weakening of Voice representation of workers and working communities that has followed from the changing world of work has repercussions for the health and safety of those workers.

2. Objectives

The London Hazards Centre (LHC) is an independent advice, resource and training centre focusing on community health and safety at work and the environment. The main function of LHC is to provide affordable and free - where possible - information and advice to women workers, disabled workers, migrant workers, the unemployed, formal and informal sector workers, and temporary and minority workers. The Centre assists these marginal and excluded groups to secure protection against accidents and illness at work and the consequences of environmental hazards, by raising health and safety awareness, promoting good practice and improved services, and influencing health and safety policy.

3. Accountability

In terms of transparency and accountability, the Centre has clear and measurable indicators to gauge relevance and effectiveness of its activities. At each yearly Annual General Meeting its accounts and balance sheets are examined. Each member of the Centre has voting rights. The AGM is also the forum in which the activities of the Centre are examined to ensure compliance with the main objectives of the Constitution – the Centre’s short and long-term goals.

Monitoring of advice given is performed through a system of enquiry logging. Each telephone enquiry is logged. A number of information related to the enquiry are recorded. Evaluation of the content of these calls is performed on a weekly and quarterly basis. Statistics are compiled for report and analysis at the quarterly planning and evaluation meeting. They are also used by the centre to identify problem-areas for better targeting in the long-term planning of its activities.

The centre complies with the minimum labour standards set down in UK law with terms and conditions of employment of a generally higher standard, well above the minimum standards set down by Law. For example, pay is higher than that prescribed by the minimum wage. Maternity Rights are better than those prescribed in the legislation. Pro

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rata the Centre workers have a 35-hour working week. It is also worth noting that the Centre has a complaints procedure.

The Centre has a written Equal Opportunities Policy that is reviewed and revised every 2-3 years, and a written Safety Policy that is reviewed on a yearly basis. The Centre has produced a Workers’ Manual giving instructions on privacy good practice.

The Centre is highly accountable to its members through its Management Committee which carries out the internal evaluation of its activities. The processes of decision-making are clear, transparent and democratic, based on the principle that every paid employee is both a manager and a worker. All members of staff meet once a week for a collective meeting where all day-to-day issues concerning the running of the Centre are discussed.

The Centre’s workers meet quarterly for a planning and evaluation meeting with a special focus on administrative and hazards issues. The quarterly meetings are open to Council members and are also used as a forum where Centre workers can target future areas of research, identify emerging health and safety problems and share expert information. They loosely precede the bi-monthly Council meetings when the Management Committee meets. The Annual General Meeting which is advertised and notified to Members, in accordance with company law, takes the form of an open meeting.

4. Innovativeness and sustainability

The LHC runs a free advice service for Londoners, aimed especially at workplace and community groups and trade union health and safety representatives. The telephone advice line is open most working hours. Other queries are taken by mail, fax or e-mail. In the year ending 31 October 2001, LHC recorded a total of 1061 enquiries. Over 180 different topics of advice were handled.

LHC also works with local advice centres, law centres and similar agencies, where specialist health and safety knowledge is needed.

As well as the LHC’s own publications, the Centre runs a fully equipped library which is also open to workplace and community group users, by arrangement. Besides maintaining electronic databases on major international health and safety issues, it provides access to the Internet and a world-wide network of expert contacts. The library has been designated a Practical Information Centre under the WHO International Programme on Chemical Safety. The Centre has received worldwide recognition with links to many groups.

The Centre runs health and safety training programmes affordable for local groups. Local courses are held with several voluntary service councils and local authorities.

Courses are also held in various parts of London via Voluntary Service Councils, local authorities and trade unions.
The Centre has identified two areas of specific need in London - the voluntary sector and the black and minority ethnic groups, which, in the first place, has led to the design of the three-year Voluntary sector training project. The latter was intended to promote effective health and safety management in small voluntary sector organisations. Their health and safety needs were established via various consultation meetings in every borough. Training modules were devised and took the form of three days of training to be delivered in every borough. Regarding the specific needs of black and minority ethnic organisations to be addressed the Centre has applied for a grant to the Community Fund, which should allow it to focus on those needs.

The Centre provides 'walk-through' health and safety inspections and reports for non-profit organisations at affordable rates. It runs occasional evening meetings for the discussion of current health and safety issues. Its quarterly newsletter, The Daily Hazard, publicises the Centre's work and important developments in health and safety.

The newsletter, fact sheets and a very large database of other resources are published on the Centre’s website, including a free e-mail information service hosted by YAHOO with free subscription via the web. A number of books and handbooks have been published for sale. News media frequently contact the Centre for briefings. It has also contributed to a GLR/London Live programme on public access to information on chemicals.

The Centre’s sustainability is mainly dependent on grant funding. The possibility of self-reliant funding is unlikely. Revenue is derived from training courses, affiliation, publications purchases and subscriptions, in part, but by far, the major sources of funding are a yearly grant from the Association of London Government and a three-year funding for the Voluntary Sector Training Project from the Community Fund (National Lottery).

The majority of LHC activities fall broadly within the area of Work Security. The Centre provides health and safety information to unemployed workers and those at risk of falling into the unemployment trap. It also provides advisory services to workers’ organizations, trades unions, women’s groups, black and ethnic groups and voluntary organizations - many of which are affiliates, members or subscribers to the Centre - on a wide range issues related to the rights of disabled workers, health and safety, unfair dismissal, compensation, and to other employment security issues.

There are few independent advice agencies in London. The formation of the Centre was a response to the omission of any other organisations to plug this large gap in health and safety advice and provision to workers in London. Continued high demand for LHC services has demonstrated that overall the LHC service meets a need.

The help that the Centre provides enables the marginal and excluded groups to make great strides towards ensuring their own, and others, work security through the adoption of safe and healthy working practices.

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11 See full report on “The Voluntary Sector Training Project” in Appendix 1, of the main report.
A measure of the relevance and effectiveness of the Centre is gauged by their success in securing and then ensuring continuation of funding - which depends on successful fulfilment of projects’ targets and objectives. The Centre has successfully secured grant funding on a year-by-year basis since 1984. It has an efficient information collection and distribution network and is well placed to respond to the ever-changing demands of health and safety information provision and training.

Nonetheless, the major weakness of the centre is its dependence on grant funding. Should the Centre secure additional funding, future project work looks set to reach even further into the margins of London’s excluded workforce.
Combating labour insecurity in Egypt
Do “NGOs” have a significant role to play?12

The National NGOs Centre for Population and Development (NCPD) “is an advocacy NGO, supporting, enabling, energizing, leading, secular, non-partisan organization”. It introduces some new initiatives to combat labour insecurity and promoting "decent work” as defined by the ILO.

The NCPD initiatives explore the NGOs' obstacles, strengths, and their comparative advantages in providing security to the most vulnerable groups as compared to the actions of the government, unions and employers’ associations.

These initiatives encompass the implementation of several activities according to an action plan designed to achieve two sets of complementary objectives - promoting NGOs involvement, and assessing labour security information. These activities involve 320 NGOs which were selected from five Governorates out of 27. The selected Governorates represent five major regions, each of them with their own specificities.

In some of the existing literature on the subject, the Egyptian NGOs are classified into two categories, Grassroots Organizations (GROs) and Grassroots Support Organizations (GRSOs).

GROs are defined as locally-based groups that work to improve and develop their own community at large or more specific categories such as women, youth or farmers. GROs include both local development associations representing the entire community - such as village councils or neighbourhood improvement associations - and interest associations, such as women's groups, youth, or water-user groups.

GRSOs are defined as nationally or regionally-based assistance organizations usually staffed by professionals that channel volunteering resource, national and international philanthropic funds as well as provide technical support to communities other than their own to help them develop. The membership of GRSOs includes organizations and advocacy groups such as professional associations, and human rights organizations. It is worth mentioning that under this classification, three subgroups can be identified: top-down initiated NGOs, e.g. government, political parties, local citizen-initiated NGOs, and non-Egyptian initiated NGOs.

There are several laws under which the NGOs are registered and there are several ministries or authorities to follow-up their activities according to the respective law.

The Egyptian NGOs could be also categorized as secularly-based and as religiously-

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12 See full length report prepared by S. Eliesh: Combatting labour insecurity in Egypt – Do NGOs have a significant role to play?, National NGOs Center for Population and Development (NCPD), Cairo, Egypt, ILO IFP-SES, SES Evaluation Reports, May 2002.
based. The religious NGOs are about 5000, and they have access to millions of individuals and to billions of Egyptian pounds.

The secular NGOs are controlled in their fund-raising activities by various ministries. Religiously-based NGOs can collect money at all religious services without prior permission. Many advocacy NGOs, mostly secular, active in different fields, such as, for example, family planning, environmental protection, human rights, and worker rights, offer some services by way of generating income and attracting members.

NGOs face a number of constraints in their endeavour to promote socio-economic security. The following can be retained: discouraging legal regulatory environment, decline of volunteerism, lack of sustainable funding mechanisms, lack of democratic practices and civic consciousness, the general lack of tolerance for the "other", and the general passivity of the population. The government, the private sector and the labour unions respectively, have contradictory attitudes, as to the extent to which NGOs should be given more voice to increase and widen their participation in combating the different forms of socio-economic insecurity. Although they are almost ready to accept and support NGOs' active participation in the creation of employment, training and the provision of social protection, the government and unions are somewhat hesitant to include fully the NGOs in the social dialogue for fear of political opposition.

In order to achieve the immediate objectives of the NCPD/NGOs Programme, a Plan of Action was formulated, whose main objectives were: i) to carry out a number of activities in line with the preparatory phase of the Action Plan; ii) to promote NGOs involvement through the organization of orientation meetings and workshops in governorates and data collection and analysis of data; iii) to ensure follow-up of the implementation stage.

Two NGOs’ experiences, one from the Greater Cairo region and the second from the Nile Delta Region, are briefly presented below.
Case Study 1: Coptic Evangelical Organization for Social Services "CEOSS"

Success Story
From
Greater Cairo Region

1. Background and objectives

Coptic Evangelical Organization for Social Services (CEOSS), established in 1952, is a religiously-based, grassroots support organization dedicated to community development, individual well-being, and social justice. It works with rural, urban, Christian and Muslim communities and is registered with the Ministry of Social Affairs. Policies are set by a General Assembly that is represented by a Board of Directors and the Director General. CEOSS has expanded its activities over the past four decades, from initial adult literacy programmes to complementary socio-economic development programmes, agricultural expansion services, and health improvement schemes.

CEOSS enters into partnership with communities or Civil Society Organizations (CSOs) at the request of community leaders. In a partnership community, CEOSS serves as a direct catalyst for change at the invitation of community representatives. A Community Committee is responsible for identifying development needs of the community, finding solutions to problems, organizing resources and taking and implementing decisions. CEOSS offers appropriate technical support and training for programmes identified by their local communities, based on methods that enhance participation of the programmes' target groups.

To date, programmes have been implemented in over 170 different communities and CSOs in the governorates of Alexandria, Qualubeya, Cairo, Giza, Minia, Assyut and Beni Suef.

2. Innovativeness and sustainability

The Vocational Training Programme (1983-1993)

In 1983, CEOSS started the Loans for Development Programme and the Vocational Training Programme as part of its efforts to create jobs for the unemployed youth and other disadvantaged groups in the Egyptian society. Particular attention has been given to areas where communities are most vulnerable to the adverse effects of structural adjustment and economic reforms.

The Vocational Training Programme was an initial effort made to meet the training needs...
of the unemployed and the unskilled. Vocational training began with the establishment of a carpentry workshop to train the poor and semi-skilled in this profession. Later, other training courses were added. Courses, for groups of 10-20 trainees, covering both practical and theoretical skills, were originally given at the CEOSS Centre. At the end of the training, successful trainees could receive a loan from the “Loans for Development Programme” for the equipment needed to set up their own enterprise. Thanks to the training programme, many graduated tradesmen became eligible to seek employment both in Egypt and abroad, mainly in the Gulf countries, in the 1980's.

The enterprise-based Training Programmes 1993-2000

In 1993, in face of rising unemployment, CEOSS Vocational Training Programme had to be redesigned to satisfy the changing labour market needs, which traditional vocational training centres cannot meet. As a result, two programmes were elaborated: the apprentice-oriented Enterprise Based Training (EBT), and the skills-based Business Management Skills Training (BMST).

With this change of orientation, the structure of the Vocational Training Programme was decentralized to become a field-based programme, focussing on individual needs and be replicated in every community that CEOSS serves, including those in the governorates of Minia, Cairo and Beni Suef. It offered specific technical, hands-on training in actual places of business. In the EBT approach, CEOSS' principal role is to enhance skills training by bringing together interested trainees and business.

The EBT approach offers a number of cost advantages, among others, over more traditional vocational training approaches. The results achieved over a period of six years are very positive. The number of trainees – 70 per cent of the trainees were employed or self employed through the Credit Programmes - increased from 41 in 1994 to 738 in 2000. A total of 2451 trainees were trained over the same period.


The overall goal of this Programme is to contribute to the generation and promotion of sustainable employment mainly through enterprise-based training for the unemployed and skill development and upgrading.

The more specific objective of this Programme is to create the conditions under which EBT programmes can be standardized and implemented in a broadly accepted and accredited way and on a wider scale, in order to provide for comparable and widely recognized EBT programmes for different occupational categories, twenty of which have been selected. A preliminary list of 15 selected vocations will be targeted in this EPT/2 and the remaining vocations will be defined in the course of the programme.

Credit programmes

Credit programmes are run through NGOs inside the organization's community work, by
means of grants ranging between 5000 to 20 000 pounds, allocated to each one of them in the context of the proposals presented by them, based on a set of defined procedural rules. Evaluation and follow-up of the project is carried out approximately three times through the life cycle of the project. Projects are diversified according to the needs of the community. The NGO determines the ratio of administrative expenditure which insures cost recovery and which also helps realize a surplus that the NGO can utilize for the same purpose.

Credit programmes are also run through direct connections with youth, among whom are owners of on-going projects and others who do not own any and who must therefore present a feasibility study for their proposals. As many as 1,800 loans have already been distributed throughout the year 2001 to individuals and groups, for professional sponsorship and job creation. The plan is to double this figure through the next three years.

**Consolidation of Overall Methodology Manual**

Over the past eight years CEOSS has developed an overall methodology for EBT. This methodology deals with a wide range of issues, including, among others, enrolment of pupils and entrepreneurs, pre-testing of applicants and on-the-job training.

This methodology will be refined into a clear and accessible guideline for trainees, entrepreneurs, trainers and other relevant people, in order to facilitate their understanding of the dynamics and procedures of EBT. The activities leading to the production of an overall EBT Methodology Manual are implemented in parallel to the activities under standardization. In so doing, CEOSS intends to step up its modes of intervention by enhancing its partnership with a wide range of other stakeholders, namely, youth centres, technical centres, universities, and government organisations.

**CEOSS and informal sector needs**

CEOSS, through its network of 139 community-based development associations (NGOs), has identified the needs of informal sector workers and job-seekers, and formulated strategies and programmes accordingly. These needs are listed and presented with recommendations by CEOSS and its NGOs network to policymakers.

Furthermore, CEOSS and its NGOs network are working together with the small enterprise employers and street vendors to bargain with the local government on ways of improving working conditions. In addition, CEOSS and its NGOs network are holding numerous workshops and seminars in support of agricultural workers’ rights and the improvement of labour relations with land owners.
Case study 2: Al-Basaisa Development Association
Success Story
From
Nile Delta Region\textsuperscript{14}

1. Background and objectives

The Community Development Association (CDA) in Al Basaissa is a secularly-based, grassroots organization. It was founded in 1983 and registered with the ministry of Social Affairs in the Sharkiya Governorate, in the Nile Delta Region. The idea of setting up the CDA was initiated by the inhabitants themselves in order to pursue the objective of integrated rural development and to serve the rural community in this area. The CDA has since its establishment concerned itself with all members of society, including youth, men, women, children and the elderly.

The most important objective of the CDA is to improve the socio-economic conditions of the rural community through training, education, service-oriented and employment-related programmes, based on the following activities: sports; the introduction and use of modern, environmentally sound technology, appropriate to the Egyptian rural areas, such as solar energy, bio-gas, and reforestation; provision of services and social assistance in the form of projects for social support and solidarity.

2. Innovativeness and sustainability

Youth rehabilitation

The CDA focuses on youth rehabilitation. Courses are provided for the youth, by qualified trainers, teachers and technicians, in a number of areas such as computing, driving, and project management, to mention a few. Access to credit is also facilitated in order to enable them to start and implement small enterprises which could generate income to help them, in turn, to improve their lives. Fee costs are shared between the centre’s administration and the trainees. A portion of the costs can be paid by the youth after having entered a job at the end of his graduation.

For those youth who drop out of schools, CDA has initiated a special nine-month training programme to train them to become technical assistants at the end of the programme. As an incentive, a sum of 1,500 LE is paid for each of the training days attended by the trainee. After completion of training, the trainee can either opt for employment in the Society’s workshops\textsuperscript{15} as a semi-technician and receiving a portion of the total products’ value, representing from 35 to 50 per cent of the labour cost of the accomplished work in the workshop, according to his contribution and the quality of his work - or start an independent micro project.


\textsuperscript{15} The workshops – for carpentry and iron smith - focus, among others, on vocational training and employment. Costs incurred by the participants are calculated on the basis of a cost-sharing principle.
with the help and support of the Society.

**Collective savings and individual credit programme**

This project builds on the savings of the registered members of the Al Bassaisa Society which are kept as a surplus fund. At any time after a period of one year, any member is entitled to take a loan, amounting as much as three times that of the sum saved and within the limit of approximately one thousand or 1500 if it includes equipment. Ten per cent of the loaned sum is to be deducted as shares and is to be repaid over a maximum period of two years without interest, according to the Muslim Sharia.

This sum could enable the member to buy or initiate a small project which could generate income for him, his family and his community and to acquire the necessary tools to help him improve his overall welfare.

The project also addresses children’s needs. Children are initiated to the habit of personal saving at their very early age in order to prepare them for adulthood, at which point, they may want to start up a small business or work on small projects.

**Human settlement in the desert**

In 1992, the CDA realized that more efforts, than already produced, are needed in terms of training and employment creation in order for it to accomplish all its set objectives. It decided to take a drastic step in view of encouraging youth to emigrate to the desert of Sinai to start crop cultivation, thereby creating work opportunities away from the densely populated narrow valley and establishing productive human settlements in the Egyptian desert.

The foundation of this new community is based on the concept of cooperation in production, services and marketing and on the philosophy of desert-housing construction. It makes use of new and appropriate technologies and renewable energy while insuring the protection of the environment and preserving the values and cultural traditions of the society.

The compound is equipped with its Headquarters, housing compounds, a building for administrative services, two fully integrated social centres with amenities, biogas units, and green areas for pleasure grounds.

The total number of the group at present is 154 among whom 39 are women. The number of active members is 101, each of whom owns between 4 to 10 feddans for cultivation. The number of associate members is 53 who presently do not own any land. The total number of the target population is 500 inhabitants by 2005 and 1000 by 2010, after which it is expected that the population will achieve a balanced growth.

The group of NGOs in al Bassaisa is working towards achieving the goals of
sustainable development in an environmentally-friendly society. After reclaiming and cultivating all the areas allocated to agriculture, and after completion of the modern irrigation network, work is under way to construct villas, equipped with solar energy, for 75 families, village infrastructure to serve this community, in addition to the implementation of other investment projects, launched out of members’ contributions.

The Ministry of Environment has recently given the Basaisa El Gedeeda project a reward for its achievements in environmental preservation and development.

The General Association for Internal Migration and Development (IMID) is another NGO established in 2000 under the umbrella of the National NGOs Center for Population and Development. Its objective is to raise awareness among the youth about the National Projects for Land Reclamation in Toshka, Sinai, south of the valley and encourage them to consider migration to these areas. The NCPD and IMID are also pressing for the allocation of land in the National Projects specifically for the youth and NGOs.

Already, efforts have been made to inform different NGOs, school pupils, and university students, of the Basaisa el Gedeeda resettlement experience. The NCPD, IMID are continually organising trips through the CDA in the old Basaisa for orientation and training purposes.

Available evidence indicate that the Human Settlement project has had a wider impact on the larger community. Many youth seem to be attracted by the idea. The CDA in old Basaisa claims to have a waiting list of 200 applicants who want to settle in the desert area. The current challenge is to create a market for the produce grown on the land. For the time being, the youth have been selling their large quantities of fruits and vegetables in the local market of Suez City, 60km from Ras sidr.
Annex

A Checklist for Civil Society Organisations

Assessing the unions and NGOs that afford security to workers in an innovative way
(April 2001)

Contact name: ..................................................
Organisation name: ..................................................
Address: ..........................................................
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Telephone: .........................................................
Fax: .................................................................
Email: .............................................................
Website: ..........................................................
I. **Activities**

This is the core part of the evaluation. It consists of describing and documenting in some detail those activities of the organisation which work towards the establishment of at least one of the seven ILO dimensions of work-based security (listed below) in an innovative, sustainable and impacting way. This includes qualitative as well as quantitative information on how the organisation as a whole and each relevant activity in particular, is operated (by and for how many and which people, what are the total and unit costs, balance sheet, social recognition, staff motivation, quality management, stakeholders support, leadership, participatory processes, cost conscious, flexibility, gender based, etc.).

*The seven ILO dimensions to work based security are:*

1. **Labour market security** - Adequate employment and work opportunities, through high levels of employment ensured by macro-economic policy
2. **Employment security** - Protection against arbitrary dismissal, and employment stability compatible with economic dynamism
3. **Occupational security** - A niche designated as an occupation or "career", the opportunity to develop a sense of occupation through refining competencies
4. **Work security** - Protection against accidents and illness at work, through safety and health regulations, regulated limits on working time, unsociable hours, and a reduction in stress at work
5. **Skill reproduction security** - Widespread opportunities to gain and retain skills, through innovative means as well as apprenticeships and employment training;
6. **Income security** - Provision of adequate incomes
7. **Representation security** - Protection of collective voice in the labour market, through independent trade unions and employer associations and other bodies able to represent the interests of workers and working communities

II. **Selected aspects to be considered**

1. **Impact**

Does the organisation use:

- clear and measurable impact indicators for programmes/projects in order to gauge their relevance and effectiveness
- monitoring and evaluation tools to gauge performance in relation to objectives and the short and long term goals of its activities
- mechanisms for the internal and external evaluations of its programmes, including impact on group of beneficiaries/recipient vs. group of non-beneficiaries
- accessible to the public the findings of any assessments or evaluations of its activities
- a marketing strategy

2. Procedures
- aspects considered innovative
- Procedures/selection criteria for employees and others who implement activities
- Procedures/selection criteria for the beneficiaries/recipients of activities

3. Sustainability
- Self-reliance of the people, communities and/or community partners
- Quality of the sources of income/financing

4. PR
- Adherence to ethical statements, privacy or equality policies or environmental standards, evidence of good practice, awards, media, etc.
- Any civil, and criminal or any other prosecutions or actions for breach of any statutory requirements regarding labour, health and safety, environmental or other standards

5. Organisational information
- Disclosure of information on the operation of the organisation, including external auditing, personnel turnover, absenteeism levels
- Description of how the organisation was created, by whom, and why.

6. Governance
- explicit and disclosed aims and objectives
- written constitution, memorandum of association, company by-laws, organisational and management structure, internal division of labour and power
- democratic processes, including the election of officers, the participation of members/workers in decision making
- main challenges for the future, main weaknesses and main competitive advantages
- human resource management, application of basic labour standards, unionisation.

III. The Evaluation Report

Length: The main body should take 20-25 pages, including an executive summary, in addition to annexes, where applicable.
The introduction should serve to briefly describe the organisation, its context, an overview of its history and creation and current major activities.

The main body describe the selected activity (ies) (see section II). Focus should be on evidences for how it contributes to improving workers security, in what aspects it is innovative comparatively to other similar schemes, how massive (size, coverage) and sustainable (continuity). It should contain all relevant information for a fair understanding of the features and functioning of the schemes implemented by the organisation and for an assessment by a specialised audience of the replicability of such schemes in different contexts.

The conclusion should be a sort of fair and critical assessment of how effective the organisation is and the problems it faces. Highlights should be on which are the particular ingredients and contextual features that have turned this initiative successful.