

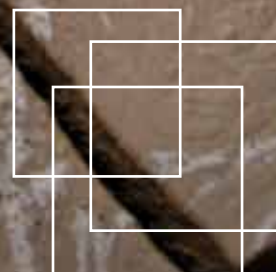


International  
Labour  
Organization

# Social justice for a new Arab era

*promoting jobs,  
protection and  
dialogue in a  
changing region*

Regional Office for the Arab States  
Development Results 2010-2011



# **Social justice for a new Arab era**

*promoting jobs,  
protection and  
dialogue in a  
changing region*

**Development Results 2010-2011**

## Copyright© International Labour Organization 2012

First Published 2012

Publications of the International Labour Office enjoy copyright under Protocol 2 of the Universal Copyright Convention. Nevertheless, short excerpts from them may be reproduced without authorization, on condition that the source is indicated. For rights of reproduction or translation, application should be made to ILO Publications (Rights and Permissions), International Labour Office, CH-1211 Geneva 22, Switzerland, or by email: [pubdroit@ilo.org](mailto:pubdroit@ilo.org). The International Labour Office welcomes such applications.

Libraries, institutions and other users registered with reproduction rights organizations may make copies in accordance with the licences issued to them for this purpose. Visit [www.ifrro.org](http://www.ifrro.org) to find the reproduction rights organization in your country.

---

**Social justice for a new Arab era:** promoting jobs, protection and dialogue in a changing region

*ILO Development Results 2010-2011*

Beirut, International Labour Organization, 2012

ISBN: 978-92-2-126792-8 (print)

ISBN: 978-92-2-126793-5 (web pdf)

---

The designations employed in ILO publications, which are in conformity with United Nations practice, and the presentation of material therein do not imply the expression of any opinion whatsoever on the part of the International Labour Office concerning the legal status of any country, area or territory or of its authorities, or concerning the delimitation of its frontiers.

The responsibility for opinions expressed in signed articles, studies and other contributions rests solely with their authors, and publication does not constitute an endorsement by the International Labour Office of the opinions expressed in them.

Reference to names of firms and commercial products and processes does not imply their endorsement by the International Labour Office, and any failure to mention a particular firm, commercial product or process is not a sign of disapproval.

ILO publications can be obtained through major booksellers or ILO local offices in many countries, or direct from ILO Publications, International Labour Office, CH-1211 Geneva 22, Switzerland. Catalogues or lists of new publications are available free of charge from the above address, or by email: **[pubvente@ilo.org](mailto:pubvente@ilo.org)**

### For ILO publications in Arabic, please contact:

ILO Regional Office for Arab States  
P.O.Box 11-4088 Riad El Solh 1107-2150  
Beirut – Lebanon

Publications in Arabic are available on: **[www.ilo.org/arabstates](http://www.ilo.org/arabstates)**

---

*Cover photo: A worker collects mud for construction in Bahrain.*

All photos: © ILO

Printed in Lebanon

## Who we are

The **International Labour Organization** is a specialized agency of the United Nations. As the only tripartite UN agency, the ILO brings together government, employer and worker representatives to elaborate labour standards and policies and to promote decent work in different parts of the world.

The ILO Regional Office for the Arab States covers Bahrain, Iraq, Jordan, Kuwait, Lebanon, the occupied Palestinian territory, Oman, Qatar, Saudi Arabia, Syria, the UAE and Yemen.

## What we do

The primary objective of the ILO Regional Office for the Arab States is the **promotion of decent work** for women and men throughout the region.

Decent work sums up the aspirations of people in their working lives. It involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men.

Decent work reflects the concerns of governments, workers and employers, who together provide the ILO with its unique tripartite identity.

Working with governments, employers and workers, the ILO puts the Decent Work Agenda into practice through the implementation of four strategic objectives: creating jobs, extending social protection, promoting social dialogue and guaranteeing rights at work.

Gender equality and youth employment are crosscutting objectives of ILO programmes to address the region's high youth unemployment rate and low participation of women in the labour force.

# The Decent Work Agenda



Building societies and economies that generate opportunities for investment, entrepreneurship, skills development, job creation and sustainable livelihoods.



Promoting both inclusion and productivity by ensuring that women and men enjoy working conditions that are safe, allow adequate free time and rest, take into account family and social values, provide adequate compensation for lost or reduced income, and permit access to adequate social security.



Creating efficient labour market institutions and effective and independent employers' and workers' organizations, enabling strong engagement from all sides in increasing productivity, managing labour relations, and building cohesive societies.



Ensuring that economic development goes hand in hand with social development and respect for the rights of all workers, including those in the informal economy.

## Contents

Social Justice for a New Arab Era  
ILO in the Arab States

**Creating Jobs** 16

**Extending Social Protection** 24

**Promoting Social Dialogue** 30

**Guaranteeing Rights at Work** 36

*“Many Arab states will require support in the transition to stable and peaceful democracies. Building strong labour market institutions and social dialogue is central to these efforts; as is support for social partners to assert a key role in shaping them and the policies they promote. As in all such major upheavals in history, these are complex, locally rooted and national-specific processes. But they share a common objective of dignity at work, of voice and participation, and a desire for societies built on respect for human rights.”*

*Juan Somavia, ILO Director-General  
15<sup>th</sup> Asia and the Pacific Regional Meeting  
Kyoto, Japan - December 2011*

# Social justice for a new Arab era

It is evident from the changes that have swept through our region since late 2010 that we need a new development model: one that is inclusive, sustainable and firmly rooted in social justice.



Third, we must tap into the region's youthful potential: Arab youth are increasingly more and better educated and the region's youth bulge has actually begun to ease this past decade as birth rates decline. Promoting decent work opportunities for young people requires smart education and skills policies in line with market needs. Employers have a role in this - especially through investing in on-the-job training and apprenticeships.

The Arab Spring has uncovered a determination to shed a decades-long legacy of skewed economic growth, entrenched patterns of exclusion and inequality, a false trade-off between socio-economic and political rights, and a deep-seated crisis of governance and accountability.

Fourth, the establishment of a social protection floor is essential in a region where large categories of workers, particularly those in the informal economy, lack basic social security guarantees including healthcare and income security. Coherent and responsive security systems that address both long and short-term needs can significantly reduce poverty and contribute to social stability.

It is high time to harness the potential of this historic moment by fostering an inclusive economic model that leads to decent work opportunities through sustainable enterprises, higher productivity and growth with equity. This can be achieved by creating jobs, extending social protection, increasing social dialogue and guaranteeing rights at work; in short, through the Decent Work agenda.

Recent regional developments prove that social justice cannot be attained in the absence of basic freedoms. Arab states must move towards an inclusive development model of higher productivity and, together with their citizens, forge a new social contract. Only then can they meet the aspirations of millions of young Arab women and men who will settle for nothing less than a more equitable, just and sustainable future for all.

First, we must seize the opportunity for democratic reform through strengthening social dialogue, freedom of association and collective bargaining. The opening up of political systems offers opportunities for respecting workers' rights and pursuing social justice. Independent, democratic and representative workers' and employers' organizations are key to this process.

*Nada Al-Nashif, Assistant Director-General  
and Regional Director for the Arab States  
International Labour Organization*

Second, markets should be better regulated. An inclusive model benefits from the synergies arising from the cooperation of the public and private sectors and a cooperative dialogue between the social partners. Only strong labour market institutions can guarantee equality of treatment and enable workers to increase their share of productivity gains, particularly women, youth, migrants and informal workers.

# ILO in the Arab States

*“The primary goal of the ILO today is to promote opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security and human dignity.”*

*Juan Somavia, ILO Director-General*



Palestinian handicraft workers were among the many women supported by the ILO through grants and training, part of a women's empowerment project bringing together six UN agencies with support from the UNDP-Spain MDG Achievement Fund.

The ILO Regional Office for the Arab states (ROAS) entered the Arab Decade for Employment (2010-2020) with a regional agenda for action signed by representatives of governments and workers' and employers' organizations from all 22 Arab countries.

Building on the Global Jobs Pact and the ILO Declaration of Social Justice for a Fair Globalization, the Arab Action Agenda for Employment provides a framework for ILO interventions in the region during the 2010-2011 biennium. With its focus on decent work, social protection, workers' rights, social dialogue and sustainable enterprises, the Agenda seeks to address the dual challenge of developing effective institutional frameworks and responding to the impacts of the global financial and economic crisis.

Arab labour markets are characterized by high labour force expansion rates due to rapid population growth and the lowest labour force participation rates in the world, especially for women. Ongoing transformations across Arab states and societies have placed employment, particularly for youth, and social dialogue at the top of national agendas.

ILO programmes have been adapted to respond to these developments. This is reflected in increased voluntary contributions for ROAS in 2011 and an expanded ROAS budget for the 2012-2013 biennium.

Resources

The ILO’s funding base consists of three components:

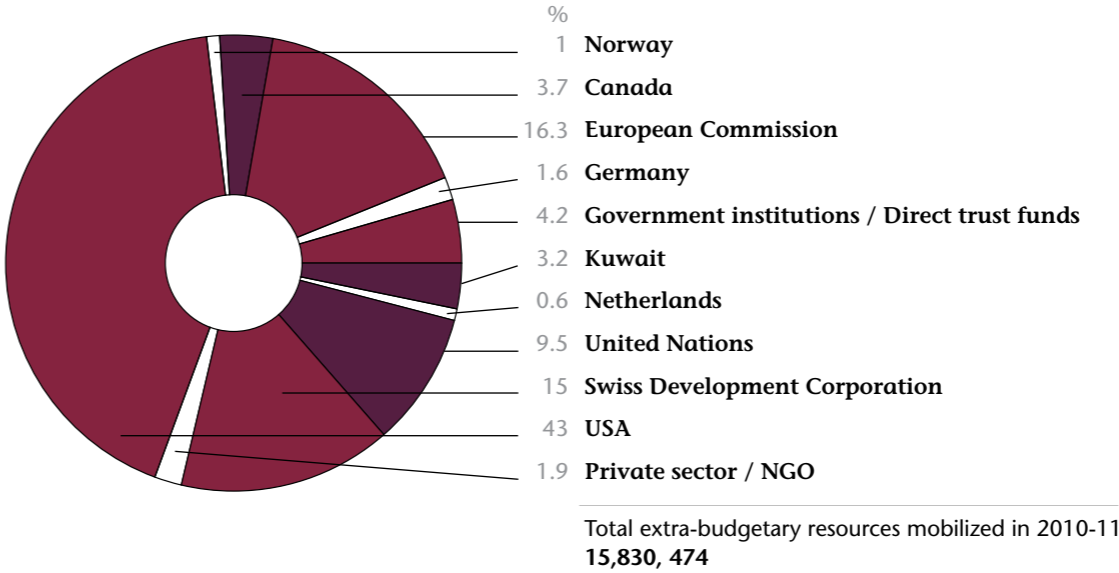
**Regular Budget** contributions provided by all ILO member States by virtue of their membership in the ILO. Countries’ contributions are based on the United Nations distribution assessment. The ILO’s Regular Budget for the 2010-2011 biennium was set at US\$726.7 million, of which the Regional Office for the Arab States received US\$13.5 million.

**Earmarked Voluntary Contributions** support specific projects and programmes with a clear timeline and a pre-defined geographic and thematic focus. In 2010-2011, the ROAS share of the ILO’s US\$456 million earmarked voluntary contributions reached US\$15.9 million, 70 per cent of which was raised by the Beirut office. ILO ROAS has witnessed a steady increase in its earmarked voluntary contributions since 2008, with an average US\$9.7 million raised annually over the last four years.

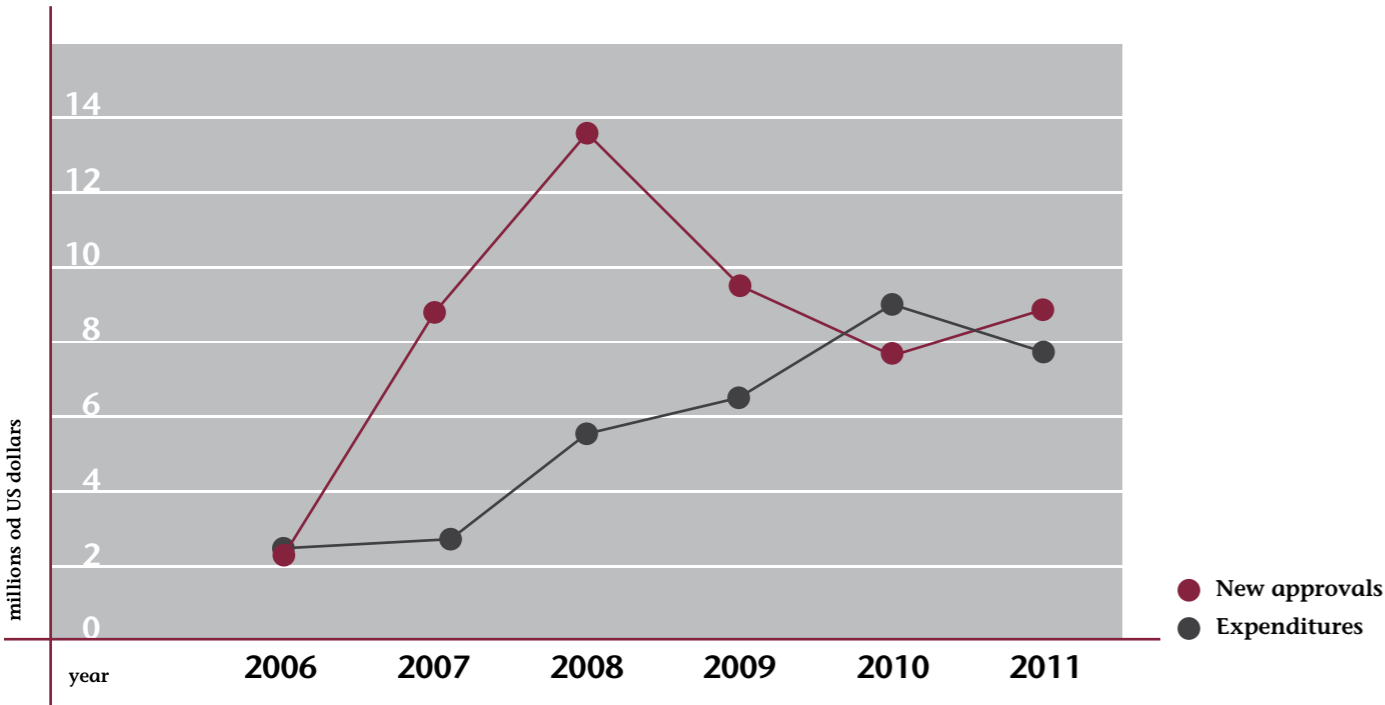
**Unearmarked Voluntary Contributions** are allocated when and where they are most needed in a flexible manner by the ILO, amounting to US\$2 million for ROAS during the 2010-2011 biennium, out of a total US\$53.8 million globally.



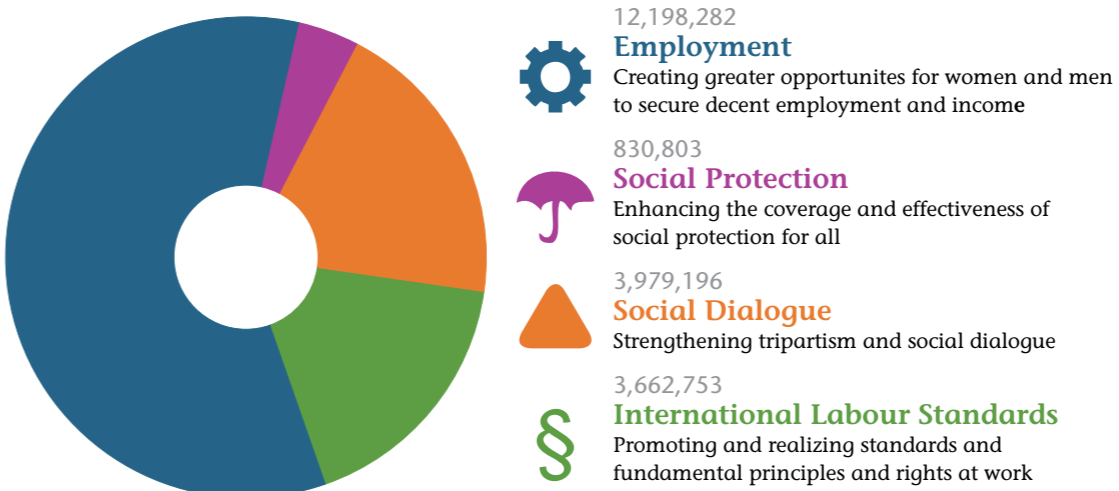
Contributions mobilized by donor in 2010-2011



Contributions mobilized by the Regional Office for the Arab States (2006-2011)



Distribution of Technical Cooperation Expenditures by Strategic Objective (in US dollars)”





## ILO and the United Nations

Bringing together 32 UN agencies and groups, the United Nations Development Group (UNDG) works to ensure that the UN system offers a coherent response strategy to ongoing transformations and their accompanying challenges.

In March 2011, the UNDG developed a strategy for a common response for the Arab region, building on agency-specific initiatives and its prior experience of working in the region. UN agencies are rethinking development assistance approaches to lend more prominence to the interlocking issues of democratic governance, social justice and equity, as well as employment-led, inclusive and environmentally sustainable economic growth.

The ILO, through its Decent Work Agenda and tripartite structure, is well-positioned within the UN system to ensure that a new development paradigm for the region reflects the core values of equity and social justice. This can be done by addressing the underlying challenges of inequitable developmental outcomes, high unemployment rates, widespread setbacks in social cohesion, low quality of governance and weak social dialogue mechanisms.

As part of the ILO effort to mainstream employment and decent work within the UN system, ROAS organized a regional workshop in December 2011 to develop the capacities of worker and employer organizations on UN reform issues. This enabled social partners to engage with senior UN representatives on the UN reform agenda and the Regional Arab States UNDG Strategy, which calls for an inclusive development model based on a renewed social contract between state and citizen.

The Iraq United Nations Development Assistance Framework (UNDAF) process is an example of inclusive participation: it was designed by local and UN experts in consultation with Iraqi partners and non-governmental organizations.

The UNDG is preparing a UN strategy and development framework (similar to an UNDAF) for the occupied Palestinian territory.

A project funded by the UNDP Spain-MDG Achievement Fund brings together six agencies, including the ILO, in the occupied Palestinian territory to work on gender equality and women's empowerment.

Two initiatives that could promote further collaboration between the UN and social partners are the ILO-led UN initiative on the Social Protection Floor.

*“The UNDG Response Strategy recognizes that underlying the popular discontent in the Arab street are development failures – failures of governance, social justice, equity and human rights, and failures in economic models and policies which reinforced a political economy of exclusion and pervasive inequality, especially in the distribution of wealth and access to opportunity.”*

*- UNDG Strategy for a Response and Framework of Action in the Arab States  
October 2011*



# Creating Jobs



First aid training for newly recruited female medics in Amman

**The ILO identifies policies that help to create and maintain decent work and income. Policies that are formulated in a comprehensive Global Employment Agenda worked out by the ILO constituents – governments, employers and workers.**

*I have worked at the Central Statistics Office for ten years but this is the first time we have received training on advanced data collection and analysis methods. ”*

*Abdullah, Central Statistics Office  
Yemen*

## Better Information for Better Policies

There is a lack of reliable labour market data in the Arab states and indicators such as unemployment remain contentious. Quarterly or annual Labour Force Surveys are conducted in the occupied Palestinian territory, Jordan, Syria and Iraq, but not in the rest of the region. Moreover, this information is not always shared with users of the data, such as relevant ministries.

Poor data collection, analysis and dissemination negatively impact the capacity for effective labour market monitoring and the provision of employment services such as job placement, career guidance, vocational training and job creation.

To enable the development of an evidence-based national employment strategy, the ILO assisted the Ministry of Social Affairs and Labour in **Yemen** to undertake its first labour force survey since 1999. The ILO trained Ministry staff - including employees of the Central Statistics Office - on the collection and analysis of statistical data for the social sciences. By collecting, processing, analyzing and disseminating updated quality labour market data, the project enables the government to better allocate scarce resources for the diversification and revitalization of the Yemeni economy. Yemen suffers from one of the highest unemployment rates in the world; and more than a third of Yemen's educated women are unemployed.

As part of the Global Jobs Pact – a global policy instrument designed to reduce the time lag between economic recovery and a recovery with decent work opportunities – a rapid labour market assessment was carried out in **Jordan**. A country scan document examined the impact of the global financial and economic crisis on Jordan and explored policy responses using the Pact portfolio as a checklist.

## Middle East

**10.2%**  
unemployed in 2011

**26.5%**  
youth unemployed in 2011

**1 out of 5**  
women in the region is employed

**1 out of 4**  
young people in employment

Despite a 2010 legislative change allowing Palestinians to obtain work permits for specific employment opportunities, more must be done to break the cycle of poverty, unemployment and insecurity among the Palestinian refugee population in **Lebanon**. As part of a project aimed at improving access to employment and social protection for these refugees, the ILO conducted a nationwide labour force survey of Palestinians in 2011. The survey aims to contribute to the national debate on the right to work for Palestinians in Lebanon by generating standardized data that is comparable to the Lebanese and other labour markets.

## Developing Policies at the National Level

Employment policies are powerful tools for planning, coordinating and monitoring job creation within national policy frameworks.

The Palestinian Fund for Employment and Social Protection was reactivated with ILO technical assistance in 2010 to provide support for the implementation of active labour market policies in the **occupied Palestinian territory**. High unemployment rates indicate an urgent need for measures to curb poverty and deteriorating living conditions, making the revival of the Fund a priority for the Palestinian Authority.

An ILO programme of skills development to support employment generation in **Iraq** has enabled the development of a national employment policy. The National Development Plan (NDP) 2010-2014 emphasizes the need for productive employment, vocational technical education, job creation, small and medium enterprises, social protection and private sector development. The ILO contributed to the plan's development and trained tripartite national teams – workers' representatives, employers' organizations and ministry officials – who also participated in developing the NDP.

The ILO aided in the development of Iraq's National Employment Policy – endorsed in 2011 – through the provision of technical assistance and a series of comprehensive meetings and workshops involving the Ministry of Labour, social partners, academia and other stakeholders.

The Executive Development Plan of **Jordan** (2011-2013) and its National Employment Strategy (NES), launched in May 2011, emphasize the importance of job creation and the provision of decent work for all. The ILO supported the establishment of the Strategic Planning and Policy Support Unit within the Ministry of Labour, providing capacity development on employment policy to the unit staff and the social partners, and providing technical assistance for the implementation of the NES, including evaluating ongoing active labour market programmes and developing a Monitoring and Evaluation Framework for the Strategy.

## Promoting Green Economies

Green jobs are pivotal for achieving environmentally sustainable economic and social development. Greening economies with an emphasis on employment implications is integral to the regional UN response to the Arab Spring. The ILO Regional Office for the Arab States advocates for governments to develop policies and to implement strategies that reduce emissions, promote energy efficiency and improve waste management.

In **Lebanon**, the ILO assessed the potential for green jobs in key economic sectors, in particular in energy, construction, waste management and agriculture. Findings indicate that there is considerable job creation potential in green activities such as solar water heating and photovoltaics, organic farming and marketing, energy-efficient building construction and recycling.

The ILO supported efforts to mainstream green jobs into the UN Development Assistance Framework through skills upgrading for green jobs in **Syria**, especially for young people. Within a joint UN MDGF project, the ILO has developed training materials and carried out capacity-building activities on the operation, installation and maintenance of solar water heaters for out of work youth.

The ILO teamed up with UNRWA to provide safe housing and livelihood opportunities to vulnerable families in **Gaza**. 19,000 working days were created for the construction of 59 homes and the production of compressed earth blocks, which successfully promoted sustainable green jobs for improved living conditions. The ILO also carried out a study in 2011 entitled "Towards Sustainable Construction and Green Jobs in the Gaza Strip" – with a focus on construction materials, energy and water.

*"You are acting as catalysts for the rest of the world. The people will prevail because of their thirst for dignity and social justice."*

*Juan Somavia, ILO Director-General*

*"Change is coming; it is inevitable. The will and persistence of young people in the streets will certainly lead to change."*

*Samira Abdallah, Yemeni journalist*

*High Level Panel on Arab Youth: Aspiring for Social Justice  
100<sup>th</sup> International Labour Conference  
Geneva, Switzerland - June 2011*

## Arab youth leaders tell ILO they need jobs and social justice

Arab youth leaders told the International Labour Conference in June 2011 that they were optimistic at the prospects for social justice in the midst of the changes unfolding across their region.

They spoke at the ILC's first-ever Arab youth panel – directly addressing their views and concerns to senior government, worker and employer representatives from around the world.

"We need the international community on our side. We need its assistance," Samira Abdallah, Deputy Editor of Yemen's Yamaniya newspaper said, her voice choking with emotion as she described the violence that rocked her impoverished country.

The panelists from Algeria, Egypt, Tunisia and Yemen concurred that the international community should help turn their yearning for social justice into reality in a region where young people are particularly hard-hit by unemployment. They stressed that after the wave of protests in their region earlier this year, their aspirations now need to be turned into reality by tackling such key issues as unemployment, labour rights and social security.

"It is not enough to get rid of the old system, we must now rebuild," said Marouen Cherif, coordinator of young workers in the Tunisian General Union of Labour (UGTT). He mentioned job creation as a priority, pointing out that one of the leading slogans of the protests was: "Employment is a right."

Nazly Hussein, an Egyptian student activist who participated in the protests in January, urged the international community to help in the rebuilding effort and stressed that "most protests – even those in European countries – are a call for social justice more than for democracy. I think for social justice to be achieved the entire global system needs to change."



# Youth Employment in the Arab States



A young man working in an auto repair shop in Manama.

Arab youth unemployment is more than double the overall rate of unemployment, which is one of the highest globally. In the Middle East, it stands at 21.1 per cent, almost double the world average of 12.6 per cent. In poor and conflict-stricken Arab countries, home to some 80 million people, it can reach as high as 45 per cent.

In line with the unique set of circumstances that affect Arab labour markets, the ILO focuses much of its initiatives on the development of youth, women, skills and entrepreneurship, particularly among populations affected by extreme poverty and conflict.

## Strengthening Skills and Employability

In **Iraq**, 33 curricula were prepared in consultation with the private sector to improve institutional capacity to provide market relevant training programmes of quality for young people.

Additionally, the ILO supported the National Employment Office in the harmonization of occupational classifications using ISO standards and helped to improve services to jobseekers and employers through capacity-building.

In south **Lebanon**, ILO's technical cooperation project on skills in the construction sector led to the endorsement of a new competency-based vocational curriculum for the training of sub-contractors of the National Employment Agency. An employment centre for Palestinian refugees was established in Sidon to provide jobseekers with career guidance and job search skills. The centre also connects them with employment opportunities, and refers them to apprenticeships and on-the-job training providers.

In **Gaza**, the ILO provided support to UNRWA to reform its programme for overage students towards competency based curricula, structured apprenticeships and improved training and assessment methodology.

## Skills for Persons with Disabilities

Another skills development programme in the **occupied Palestinian territory** targeted the large number of young Palestinians with disabilities and special needs who are dropping out of school early on. The project provided them with technical and vocational training and support for enhanced social and economic integration. ILO also donated technical and administrative equipment to the Sheikhha Fatima Vocational Rehabilitation Centre in Hebron with funds from the Islamic Development Bank.

In **Oman**, the ILO supported persons with disabilities through technical assistance for labour market inclusion, laying the groundwork for a national training and placement agency, and enhancing coordination between the Ministries of Social Affairs and Manpower.

# 2,800

Palestinian refugee families were interviewed in Lebanon as part of nationwide labour force survey conducted by the ILO in 2011



59 homes like this one were created using compressed earth blocks in Gaza as part of an ILO/UNRWA project to promote sustainable green jobs for improved living conditions.



## Nurturing entrepreneurship among Arab youth

Since 2006, ILO has nurtured entrepreneurship among Arab youth in vocational/technical and formal education. The Know About Business (KAB) training programme develops entrepreneurial skills and prepares students and trainees to establish their own businesses and to work productively in small and medium enterprises (SMEs). Preparing youth for self-employment and enterprise development is key to national education efforts in Arab countries. KAB has been introduced to varying degrees in **Saudi Arabia, Jordan, Lebanon, the occupied Palestinian territory, Oman, Yemen, Iraq and Syria**.

In 2011, Jordan hosted its first training workshops for KAB facilitators, while Iraq and the oPt hosted the Arab region's first training workshops for National Key Facilitators (NKF) – trainers who will teach trainers as part of its nationalization programme. By the end of the biennium, NKFs had been certified in Ramallah (5), Iraq (4) and in Lebanon (1).

An agreement between the ILO and the National Entrepreneurship Institute in **Saudi Arabia** has led to awareness workshops for college deans and chairs of the Technical and Vocational Training Boards and a training workshop for KAB facilitators in preparation for a pilot programme to be implemented nationwide.

In **Syria**, where the programme has been integrated into the national curriculum, over 100,000 students and trainees now Know About Business. An expansion of the programme in 2010-11 saw KAB adopted in all 14 governorates, with five boasting a 100% implementation rate of KAB in vocational schools and institutes. Over 3,000 teachers and trainers have attended Training of Trainers workshops and 312 institutions now offer the programme, which was in 2011 expanded to universities.

A pilot programme concluded in 2011 in the **occupied Palestinian territory** introduced KAB in seven vocational training centres under the Ministry of Labour, and 25 technical colleges and secondary vocational schools (public and private) under both the Ministries of Education and Higher Education where the programme was taught in Arabic at grades 11 and 12. At the end of the pilot phase,

Know About Business had reached 1,765 Palestinian students. The three partner ministries have now officially integrated Know About Business into their national training curricula.

In 2010, a pilot KAB programme was rolled out in seven vocational training centres in southern **Lebanon** involving 21 local teachers, ten of whom were certified as national facilitators, and 231 students. One hundred students presented business plans that were evaluated as part of competitions judged by ILO representatives and KAB national facilitators. At a workshop held in Beirut in 2011, participants endorsed a KAB implementation workplan for Lebanon during the 2012-2013 academic year. Another meeting chaired by the ILO brought together regional experts and facilitators to discuss the mainstreaming of gender, green and disability concepts as well as the integration of the decent work topic in the KAB package.

*“Many of our graduates prefer to be employees rather than to start their own business. They are intimidated by the lack of a supportive environment for start-ups.”*

*Sawsan al-Refai, General Manager,  
Youth Leadership Development Foundation, Yemen*

89% of students in Syria who took the KAB course in 2009 found it to be useful or very useful in preparing them to start a business.





# Extending Social Protection

*“The Social Protection Floor Initiative is a UN system-wide effort to promote common priorities and solutions, to ensure basic social guarantees for all.”*

*Ban Ki-moon, UN Secretary General*

Up to 80% of the world’s population does not enjoy a set of social guarantees that allows them to deal with life’s risks



A fisherman in Bahrain casts his net.

## The Social Protection Floor

*Providing access to essential social services and income security*

The Social Protection Floor (SPF) is a global social policy concept that promotes nationally defined strategies for the provision of a minimum level of access to essential services and income security for all. The concept was, in 2009, established to cover access to essential services such as water and sanitation, health, education and income security. It was endorsed by the UN System, which charged the ILO and the World Health Organization as lead agencies for the promotion of the Social Protection Floor.

Following the introduction of the SPF, the ILO Regional Office for the Arab states presented the challenges to building adequate social protection systems in the region at the Arab Employment Forum. There is a growing recognition that the yields of economic growth need to be distributed in a more effective and equitable way in order to foster broad-based and sustainable economic and social development, and that more effective protection from poverty is indispensable. The uprisings of 2011 have been partially attributed to a perception of social injustice. Social security programmes must be developed to contribute to enhancing income security, education and health outcomes, just as they have done in other countries.

**Bahrain**, in 2006, became the first country in the Middle East and the Gulf to implement an unemployment insurance scheme and an unemployment assistance scheme for first time jobseekers. The ILO provided technical assistance through an assessment of the feasibility of such a scheme, and supporting the drafting and implementation of the legislation.

**The ILO promotes policies and provides assistance to countries to extend adequate levels of social protection to all members of society. Effective social protection contributes to fair growth, social stability and enhanced productivity.**



The population over the age of 65 in the Gulf Cooperation Council Countries is expected to increase by over 94% over the next decade to approximately 1.9 million. This blacksmith in Manama would benefit from an expansion of social protection, including retirement benefits.

In 2010, **Jordan** adopted a maternity insurance scheme proposed by the ILO that shifted the responsibility for funding women's salaries during their maternity leave from individual employers to social insurance. Collaboration between the ILO and Jordan has also included pension reform and an ongoing initiative to develop a comprehensive national Social Protection Floor. Similar discussions on the development of an SPF have taken place in the **occupied Palestinian territory**.

The ILO is working with tripartite partners in **Lebanon** on pension reform and to address the introduction of universal healthcare through a study of policy options, a survey of Lebanese households, and a comprehensive report that comprises a costing study.

In 2011, the ILO assisted in the development of unemployment insurance and assistance schemes in **Saudi Arabia** by presenting a policy paper, financial assessment and draft legislation for each scheme.

In **Bahrain, Kuwait and Oman**, the ILO collected, produced and published internationally comparable data through the ILO's Social Security Inquiry. The three countries each made selected statistics publicly available to develop an information base on the coverage and performance of their respective social security systems.

## Developing National Policies on HIV and Aids

ILO has worked with tripartite partners and national stakeholders in **Jordan** and **Syria** to develop national policies on HIV and AIDS and the World of Work. This has featured research, workshops and awareness raising activities in Amman and Aqaba (Jordan) and Aleppo, Damascus, Homs and Lattakia (Syria).

National AIDS programme managers, ILO constituents and civil society representatives from **Jordan, Syria, Iraq and Lebanon** gathered in Beirut in June 2011 and committed to integrating the ILO's world of work response into national HIV programmes, marking an important step in the social dialogue process.

Nurse administers injection to patient in Amman. The ILO provides technical assistance on healthcare reform as part of the Jordan Decent Work Country Programme



## Protecting the Rights of Migrant Workers

Two ILO surveys on migrant workers in **Kuwait** and the **United Arab Emirates** in 2010 were accompanied by recommendations and calls for the reform of the sponsorship system and the introduction of a minimum wage for migrant workers.

In 2010, **Jordan** introduced amendments to the labour code, eliminating language strictly forbidding migrant workers from joining trade unions. This was based on ILO recommendations following a review of the country's labour legislation. The Ministry of Labour also created a Migration Department tasked with the management and administration of labour migration, for which the ILO developed a workplan and provided technical support.

The ILO's work with the Ministry of Labour in **Lebanon** since 2005 has led to a series of interventions for the protection of migrant women domestic workers. These include the enforcement of a unified contract that reflects a minimum of labour standards and the monitoring and regulation of private employment agencies. A rights booklet

was prepared with the assistance of the ILO and pilot tested in 12 languages with community leaders to ensure that messages were accurately transmitted. A new technical cooperation project was launched in 2011 to expand the ILO's initiatives, including capacity building and awareness raising programmes and advocacy for the adoption of national legislation for the protection of migrant women domestic workers.

# 2,300

people were surveyed by the ILO in Kuwait and the UAE as part of a study on migrant workers in 2010

Domestic workers with ILO Director-General Juan Somavia after the result of the vote on the Convention on Domestic Workers at the 100th Session of the International Labour Conference in June 2011.



## Decent Work for Domestic Workers becomes international law

Government, worker and employer delegates at the 100th International Labour Conference, in June 2011, adopted a historic set of international standards aimed at improving the working conditions of tens of millions of domestic workers worldwide.

ILO Convention 189 and Recommendation 201 on Decent Work for Domestic Workers set out that domestic workers who care for families and households must have the same basic labour rights as those available to other workers: reasonable hours of work, weekly rest of at least 24 consecutive hours, a limit on in-kind payment, clear information on terms and conditions of employment, as well as respect for fundamental principles and rights at work including among others freedom of association and the right to collective bargaining.

The Arab region hosts an estimated 22 million migrant workers, one third of whom are women engaged in domestic work originating from Asian and African countries. These workers are largely excluded from national labour legislation, social security regimes and occupational health and safety provisions and are often tied to their employers through a restrictive sponsorship system.

Under international law, the next step for member States is to submit the new labour standards to their national competent authority for enactment or other action, including ratification.



Delegates rejoicing after the final result of the vote on the Convention on Domestic Workers at the 100th Session of the International Labour Conference in June 2011.



# Promoting Social Dialogue

*“Social Dialogue is dialogue that is meaningful and respects difference of opinion. It favours flexibility, moderation, understanding and rapprochement ”*

*Ahmad Luqman, Arab Labor Organization  
Arab Regional Conference on Social Dialogue  
Rabat, Morocco - Decemeber 2010*

*“In the absence of strong civil society groups and political parties, the General Union of Tunisian Workers played a pivotal role in embracing the revolution, developing its slogans and providing a framework for it.”*

*Marouen Cherif, Tunisian trade union activist  
High Level Panel on Arab Youth: Aspiring for Social Justice  
100<sup>th</sup> International Labour Conference  
Geneva, Switzerland - June 2011*



## Arab Regional Conference on Social Dialogue

The Arab world's first-ever Regional Conference on Social Dialogue was held in Rabat in December 2010. Organized by the ILO and the Arab Labor Organization, the three-day conference highlighted regional and international experiences of social dialogue, Decent Work Country Programmes, public-private partnerships and social protection priorities.

The meeting concluded with a commitment to strengthen national frameworks for social dialogue through mobilizing human and material resources, prioritizing social dialogue in technical cooperation projects with the ILO, enacting legislative reform, launching awareness-raising campaigns, empowering employers' and workers' groups, addressing informal work conditions and adopting a rights-based approach in line with international conventions.

**Social dialogue includes all types of negotiation, consultation or simply exchange of information between, or among, representatives of governments, employers and workers on issues of common interest relating to economic and social policy. Social dialogue is the most suitable tool for promoting better living and working conditions and greater social justice. The ILO helps tripartite partners to establish sound labour relations, adapt labour laws to meet changing economic and social needs and to improve labour administration.**

*Assembly hall at the opening of the 100th Session of the International Labour Conference in Geneva on 1 June 2011. Every year, the ILO brings together worker, employer and government representatives from 185 member states - the largest tripartite meeting worldwide - to jointly shape global policies and programmes promoting Decent Work for all.*

The Arab Action Agenda for Employment, adopted by 22 Arab states at the Arab Employment Forum in 2009, identifies the promotion of national and regional social dialogue as a priority area for action and encourages the establishment of social and economic councils.

The Agenda encourages governments to ratify and implement ILO conventions related to social dialogue and confirms that effective social dialogue is linked to all public freedoms - especially to freedom of expression. It aims to promote incentives and channels to encourage, institutionalize and revitalize social dialogue mechanisms in close cooperation with the social partners.

## Improving Socioeconomic and Legal Literacy

Recent events in the Arab region are a reminder that democracy, civil liberties and social justice are at the heart of people's aspirations to determine their future and destiny. Freedom of association is essential to the attainment of all other rights at work and is inseparable from basic freedoms and human rights.

A long-term programme of strengthening workers' organizations in Arab States through socioeconomic and legal literacy aims to respond to the needs of workers and their organizations in **Bahrain, Jordan, Kuwait, Lebanon, Oman, Syria, Yemen and the occupied Palestinian territory**. The programme includes the design and validation of a socioeconomic and legal literacy training programme, the development and dissemination of policy and issue briefs on priority issues to inform labour leaders, and the training of trainers to contribute to analysis, training and the organizing of unorganized workers - particularly in the private sector and the informal economy.

The programme has thus far seen the General Federation of Oman Trade Unions hold its founding congress, the Palestinian General Federation of Trade Unions establish a Legal Aid Department to support Palestinian workers in Israel, and the General Federation of Bahraini Trade Unions call for the establishment of an economic and social council to tackle employment and wage policies.

## Strengthening Engagement through Organization

A new regional Arab Democratic Trade Union Forum was established in September 2011 with ILO assistance. The strengthening of trade unions has expanded membership, including among groups traditionally more difficult to organize, such as women, youth, migrants and informal economy workers.

In the **occupied Palestinian territory**, the ILO helped to revitalize and strengthen the national tripartite committee to ensure the active engagement of workers' and employers' organizations in social and economic policy dialogue. After launching its Turin

Declaration in 2010, a Palestinian Economic and Social Council was established.

In **Jordan**, amendments to the national labour law allowing migrant workers to join the garment union have contributed to a tripling of the number of factories with employees who are represented by the garment union. The Better Work Jordan programme has seen labour management committees established at over 90 per cent of participating factories.

# 1,500

Palestinian workers were provided with legal advice in 2011 by the legal clinic of the Palestinian General Federation of Trade Union, supported by the ILO.

# 87%

of the Palestinian workforce is employed in micro, small and medium enterprises (MSMEs)

## Strengthening small business in the occupied Palestinian territory

While the ILO continues to support the Palestinian Authority in providing an integrated response to the challenges and opportunities facing existing and emerging MSMEs, it is clear that the public sector has reached the end of its absorptive capacity and that strengthening the private sector is a priority.

A policy framework on micro, small and medium enterprises (MSMEs) was drafted by the ILO and presented to national stakeholders in 2010.

In partnership with the Federation of Palestinian Chambers of Commerce, Industry and Agriculture (FPCCIA), the ILO carried out a national survey of MSME entrepreneurs and managers and a capacity gap analysis of the Federation and the Chambers.

The ILO has facilitated the establishment of a coordination mechanism within the Federation and between the Chambers. The findings and recommendations of the assessments are being used to formulate a capacity building and growth strategy. This paves the way for the FPCCIA to take the lead in boosting growth through a sustainable and inclusive private sector development strategy and the improved provision of market-based services to the business community.

The programme has also focused on promoting women's economic empowerment through gender mainstreaming within national strategies and programmes. The ILO has been instrumental in the establishment of the National Women's Employment Committee, tasked with an advisory, consultative and coordination role.



Micro, small and medium enterprises, such as the one pictured here, are the backbone of the Palestinian economy



## Supporting Effective Business Organizations

The ILO provided support for the development of a study on Small and Medium Enterprises (SME) ahead of the establishment of an SME unit in the Jordan Chamber of Industry (JCI). In 2011, together with the Turin Centre, the ILO held a national SME workshop for the Chamber which facilitated a debate on the respective roles of different chambers and helped to shape the JCI's SME unit. The ILO also provided direct training through the new Enabling Environment for Sustainable Enterprises (ESEE) toolkit, to assist the organization in effectively engaging in social dialogue. SME development features prominently in the ILO Decent Work Country Programme for Jordan (2012 - 2015).

The ILO helped strengthen the institutional capacity of employers' organizations in **Oman** by producing a comprehensive assessment report with recommendations that facilitated decisions on priority setting and the reorganization of the Oman Chamber of Commerce and Industry (OCCI). In addition to the workshop, the ILO trained staff from the Chamber in evidence-based policymaking, undertook a survey of 150 firms, conducted focus groups and high-level interviews with senior officials and provided analysis of comparative data. This culminated in the ESEE report for Oman.



Man selling the traditional headdress known as Kaffiya at a local market in Amman. The new SME unit at the Jordan Chamber of Industry will give small business owners like this one a say in the social dialogue process.

# Guaranteeing Rights at Work



Women working in a dressmaking factory in Syria.

The ILO maintains and develops a system of international labour standards aimed at promoting opportunities for women and men to obtain decent and productive work in conditions of freedom, equity, security and dignity.

## Ratification of Labour Standards

The Arab Action Agenda for Employment reaffirms the commitment of ILO member states to the application of international labour standards to promote a culture of social dialogue and rights at work.

As part of a rights awareness campaign, the ILO trained 12,000 women and men from the public and private sectors in five governorates in **Yemen** over two years. The initiative was part of the ILO's support for social dialogue to integrate gender equality concerns into labour market governance.

The ILO has supported the establishment of tripartite task forces to mainstream gender equality in national policymaking and labour market planning in **Syria, Lebanon and Jordan**. The capacity of these task forces has been strengthened through increased awareness raising sessions on international labour standards - specifically on conventions related to equal remuneration, discrimination, workers with family responsibilities and maternity protection.

A tripartite technical training seminar on the right to social security took place in **Syria** in 2010, at which tripartite participants acknowledged the importance of Convention No. 102 on Social Security. They invited the ILO to carry out a study on the compatibility of Syrian legislation with Convention No. 102 and requested ILO assistance in the development of a strategy for the ratification of the Convention.

## Labour Law Reform and Enforcement

In the **occupied Palestinian territory**, a new cooperative law modelled on ILO recommendations was approved by the Council of Ministers in 2010.

In **Kuwait**, a Consultative Committee for Labour Affairs composed of government, employer and worker representatives was established in 2010. The country also adopted new labour legislation for the private sector.

In **Jordan**, the government strengthened legal proceedings against employers in breach of Convention 81 in a bid to improve the working conditions of migrant workers who have been given the right to join the garment union. It has also begun publishing 'blacklists' and 'golden lists' highlighting businesses that treat their employees poorly and well.

**Oman** considerably improved its legal framework and national capacity for freedom of association and collective bargaining in 2010 when it established the General Federation of Oman Trade Unions at a congress attended by fifty of the country's seventy unions. Having established its constitution with the assistance of the ILO, the country's first independent trade union is now developing its capacity to bargain collectively and to conclude collective agreements. Meanwhile, the government is implementing awareness raising and capacity building on freedom of association, collective bargaining and social dialogue as part of the Decent Work Country Programme (2010 -2013).

The importance of labour inspection in promoting decent work is widely recognized but many labour inspectorates are poorly resourced and unable to make a significant impact in the workplace. To address this, the ILO has provided technical assistance for the implementation of governance conventions and provided Arabic language materials on labour inspection in **Lebanon, Syria, Yemen, the occupied Palestinian territory and Oman**.

## Promoting Equal Pay for Men and Women

The ILO guided the formation of a tripartite national steering committee to lead efforts on issues related to pay equity in **Jordan**, assisted in the development of a maternity insurance scheme, produced awareness material on the concept of equal pay for work of equal value, and translated the gender neutral job evaluation tool into Arabic. The next phase of the programme involves setting up media and advocacy sub-committees to raise awareness on pay equity issues and to lobby for the amendment of national legislation in line with ILO Convention No. 100, as well as to develop the capacity of ILO constituents to undertake gender-neutral job evaluations.

## Combatting Trafficking and Forced Labour

In the Middle East, many migrants work under duress in manufacturing, agriculture and other labour intensive sectors. In numerous countries, domestic workers are trapped in situations akin to forced labour, prohibited from leaving their employers' home by means of threats or actual violence.

The ILO worked with law enforcement authorities in **Jordan** to better identify, investigate and prosecute forced labour and human trafficking. The adoption of an anti-trafficking law in 2009 and the formation of a National Committee for the Prevention of Human Trafficking in 2010 are direct results of this collaborative effort. The Committee has since launched the first National Strategy for Combatting Human Trafficking (2010-2012) with ILO support. The ILO also helped to draft the operational guidelines of a Joint Enforcement Unit. The Ministry of Labour and the Public Security Department are working to establish a joint Anti-Trafficking Unit that will handle human trafficking cases, i.e. conduct investigations and refer cases for prosecution.

In 2011, the ILO mapped human trafficking for labour and sexual exploitation in **Jordan, Lebanon, Kuwait** and the **UAE** to equip policymakers, governments and service providers to better target their interventions.

## Eliminating Child Labour

The past decade has witnessed significant improvements on the issue of child labour in Arab states. Arab states and societies have shown a commitment to tackling child labour, with an almost 100 per cent ratification rate of the Minimum Age Convention 138 and Convention 182 on the Elimination of the Worst Forms of Child Labour. Legislative reform to raise the minimum age for work has been accomplished in many countries along with other child protection measures.

While much progress has been made in relation to legislation to combat child labour in the Arab states, most countries lack effective monitoring and implementation mechanisms and many working children are in the informal economy where labour law is seldom applied.

The national policy and programme framework for the elimination of child labour were endorsed by national stakeholders in **Syria** in December 2010 following a qualitative survey conducted jointly by ILO and UNICEF. In addition to offering technical advice during the drafting phase, the ILO, as part of a comprehensive capacity development programme, conducted ten capacity-building workshops in various governorates on the national action plan, labour inspection, international labour standards, the role of trade unions and the role of employers.

Two studies produced by the ILO and the Université Saint Joseph in **Lebanon** in 2011 indicate that deteriorating socio-economic conditions and school drop outs have led to a nationwide increase in child labour, particularly in the North and Beqaa. The issue of marginalized children, and more specifically children working on the streets became a critical target for government intervention in the 2009 Ministerial Declaration. A National Education Strategy completed in 2010 was followed in 2011 by a specific strategy for children found working or living on the streets, which was produced by the Ministry of Social Affairs.

Establishing comprehensive Child Labour Monitoring Systems to improve reporting, referral and follow-up is one of the goals of the ILO Project 'Moving towards a Child Labour Free Jordan'. The project will help to design an action plan to address

child labour in **Jordan** and engage stakeholders (including government ministries, national and international organizations, UN agencies, civil society groups and social partners) through the National Child Labour Committee and its Technical Committee, both chaired and administered by the Ministry of Labour.

# 100,000

children in the **Lebanon** are victims of child labour and trafficking. **Lebanon** has one of the highest proportion of working kids aged 10 to 17 in the world.

# 1,000,000

**Yemen** is home to one million child labourers, mostly employed in the fishing industry or agriculture.

Child labourers pick sugarcane in northern **Iraq**



## Improving standards in Jordan's garment industry

Better Work is a partnership between the ILO and the International Finance Corporation (IFC) in collaboration with local and international stakeholders. It unites the expertise of the ILO in labour standards with that of the IFC in private sector development.

The goal of Better Work Jordan is to reduce poverty by expanding decent work opportunities in the apparel sector. The programme aims to improve the competitiveness of the industry by enhancing economic performance at the enterprise level and improving compliance with Jordanian labour law and the ILO core labour standards. It improves compliance with labour standards by assessing current workplace conditions and offering customized advisory and training services to factories to address their individual needs.

In addition, BWJ works closely with stakeholders to implement new sectoral initiatives, focusing in particular on issues related to migrant labour such as working hours, curfews, labour contracts and recruitment fees and dormitory conditions. These efforts complement Better Work Jordan enterprise-level core services as part of a comprehensive strategy to tackle major challenges that have confronted the apparel industry in Jordan for many years.

Sixty per cent of workers in Jordan's garment industry are women and 75 per cent are migrants, two core target beneficiaries of ILO activities. Issues addressed through the programme include improving social dialogue at the factory and sector levels, occupational safety and health, a living wage, non-discrimination at work and excessive work hours.

Based on the progress made since the programme's inception in 2008, a Council of Ministers decision was taken in 2010 to make the programme mandatory.

By 2012, over fifty factories that make up over 90 per cent of the garment industry labour force had signed up to BWJ. Measurable improvements in working conditions were evident in the factories, which employ around 35,000 workers.

A multidisciplinary team from Tufts University in the United States is leading the impact measurement effort. This is an unprecedented opportunity to measure the business and development case for improving labour standards.



# 15,000

women factory workers have signed up to the Better Work Jordan Programme. Women make up 60 per cent of the labour force of Jordan's garment industry, compared with only 5 per cent in the retail sector and 30 per cent in other manufacturing sectors.

*"The ILO must continue to address the unacceptable conditions placed on workers in the occupied Arab territories. Let me express again my solidarity with the struggle of the Palestinian people and its legitimate aspiration to live in a new independent and autonomous Palestinian State."*

*Juan Somavia, ILO Director General  
15<sup>th</sup> Asia and the Pacific Regional Meeting  
Kyoto, Japan - December 2011*

## Report on the situation of workers in the occupied Arab territories

Every year for the past three decades, the ILO has produced a report on the Situation of Workers in the occupied Arab territories, including the West Bank, Gaza and the Golan. The report submitted to the 100th International Labour Conference calls for replacing a security logic "with a development logic, based on a long-term vision of the economic, employment and human security interests of all the women and men in the region."

According to the 2011 report, the continued blockade of Gaza has meant that four-fifths of the population must rely on humanitarian aid to survive and has rendered the informal "tunnel economy" the main driver of surviving economic activity. Youth unemployment stands at 39 per cent, significantly higher than the regional average.

The report notes intensified restrictions on Palestinians holding residency permits in occupied East Jerusalem, with the continued demolition of homes and the cancellation of ID cards. It also notes that while Israeli government subsidies for agricultural development in the Jordan Valley have been extended, Palestinian access to water and land remains restricted and their homes and other structures have been demolished.

According to the report, the potential of the Palestinian Fund for Employment and Social Protection has to be maximized in order for it to

effectively contribute to poverty alleviation, the provision of protection to the unemployed, and to securing viable alternatives for Palestinian workers who currently depend on work in the settlements for their income.

It also calls for an examination of the wage system (including the question of a minimum wage), effective mechanisms for settling the claims of Palestinian workers against Israeli employers, tapping into the potential of women in a highly segmented labour market, and strong institutional arrangements for social dialogue in the future Palestinian State.

The report notes that "measures will be needed to accompany the building of a democratic Palestinian State with a strong social dimension. The fact that the State is not yet universally recognized does not mean that these measures should not be undertaken now, as an integral part of the state-building process."

*The tunnel economy has become the main driver of surviving economic activity in Gaza as a result of the continued Israeli blockade.*



## Palestinian women GET Ahead in Lebanon's camps

The ILO's Gender and Entrepreneurship Together (GET Ahead) package differs from conventional business training materials in that it highlights essential entrepreneurial skills from a gender perspective, whether applied to start or improve an individual, family or group business.

The ILO has run a series of Training of Trainers workshops on the GET Ahead package as part of the Palestinian Women's Economic Empowerment Initiative. The workshops aim to build the capacity of institutions that are engaged in entrepreneurship development in the Nahr al-Bared and Ain al-Helweh Palestinian camps in Lebanon. They assist the ILO's partner organizations in promoting enterprise development among poor women who want to start or are already engaged in small-scale business.

In addition to providing essential business, finance and marketing skills, the workshops equip participants to deliver the training to other low-income women who are already running small-scale business activities through individual, family or group-based enterprises.

## Strengthening and protecting women in work in the occupied Palestinian territory

A joint programme under the UNDP-Spain MDG Achievement Fund on gender equality and women's empowerment in the occupied Palestinian territory (oPt) brought together six UN agencies. The ILO intervention focused on women's economic empowerment, particularly survivors of gender-based violence.

In 2010, the newly formed tripartite National Committee for Women's Employment (NCWE) conducted a review of labour laws, which was endorsed by the Ministry of Labour a year later.

The NCWE assists the Ministry and social partners in implementing policies to promote women's employment and their protection in the workplace, as well as other measures to mainstream gender in future revisions of the Palestinian Labour Law.

In 2011, the ILO trained administrative committee members from twenty Palestinian women's cooperatives in the West Bank on awareness raising, business skills development, coaching, management, governance and marketing. Twelve participating cooperatives received grants, a pool of extension workers was established to sustain the development of cooperatives in the oPt, and a capacity-building programme for 250 Palestinian women micro-entrepreneurs was piloted to introduce and showcase the GET Ahead training methodology. Several women engineers trained by the ILO and the Islamic University also found employment in the construction sector.

*"The Get Ahead Training has made me aware of opportunities in my local community that I simply had not thought of before. I also feel more confident about designing and assessing business plans."*

*Manal, a Palestinian refugee in Lebanon on the ILO's GET Ahead programme*

# 214

cooperative administrative committee members trained in good governance, cooperative principles and communication skills

The ILO's 'Palestinian Women's Economic Empowerment' project in Lebanon promotes greater access to resources and markets among Palestinian women entrepreneurs, such as this textiles shop owner, in the Nahr al-Bared and Ain al-Helwe camps.





Palestinian entrepreneurs from Lebanon's Nahr al-Bared camp receive training in condiment production and hygiene standards as part of a course on product standards within the ILO Women's Economic Empowerment initiative.

**The ILO’s activities in the Arab States during the 2010-2011 biennium were supported by:** the Canadian International Development Agency (CIDA), the International Development Research Center (IDRC – Canada), the Swiss Agency for Development and Cooperation (SDC), the Italian Development Cooperation, the MacArthur Foundation, the Islamic Development Bank (IDB), the Arab Gulf Programme for United Nations Development (AGFUND), Silatech (Qatar), the Business Development Center (Jordan), the Social Fund for Development (Yemen), USAID, the US Department of Labor, the US Department of State, the Norwegian Confederation of Trade Unions (LO), the European Commission, the Spanish MDG Achievement Fund, the Lebanon Recovery Fund; the Governments of Jordan, Kuwait, the Netherlands, Norway, the United Arab Emirates, Saudi Arabia, Spain, Sweden, Syria and Turkey; and the United Nations Peacebuilding Fund, the United Nations Children’s Fund (UNICEF), the United Nations Development Programme (UNDP), the United Nations Development Group Iraq Trust Fund, the United Nations Population Fund (UNFPA), the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)

**International Labour Organization**

**Regional Office for Arab States**

P.O.Box 11-4088 Riad El Solh 1107-2150

Beirut – Lebanon

*[www.ilo.org/arabstates](http://www.ilo.org/arabstates)*

ISBN: 978-92-2-126792-8