



ILO Jakarta

Special Edition

Job Opportunities for Youth

Netherlands/ILO Cooperation Programme

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JOY goes Green!

THE JOY Project is gaining momentum and moving into the area of Green Jobs by providing solutions at the policy level and implementing concrete actions on the ground. This will help national and local level governments to work with stakeholders to find successful and innovative ways to tackle global warming and ultimately help prevent the "climate change crunch" - a topic of conversation of Prince Charles who recently visited Indonesia to promote the preservation of forests and address climate change. In his own words, "climate change will alter the economic, social and physical geography of the world in ways that we can barely begin to imagine".

The JOY team, in coordination with Mr. Peter Poschen at the head office in Geneva will work together with the Government of Indonesia to investigate what strategies are most appropriate for tackling climate change and for making companies and jobs greener. This special edition document how we intend to carry out this task, including how the JOY team will work with local government in East Java province in conjunction with small farmers and entrepreneurs to promote decent work and green jobs for young women and men.

JOY begins work in the forestry sector

INDONESIA has some of the most extensive and biologically diverse forests in the world. Not only are these forests filled with different species of flora and fauna, they are also home to millions of Indonesians who depend upon them for their livelihoods. However, the sustainability of the forestry sector has come into question with illegal logging destroying around 10 million hectares of forests.

The international community and the Government of Indonesia are aware of the need to reform forestry policy and to improve the ways in which the remaining forests are managed. It is against this background that the ILO Jakarta office is working with government and stakeholders to improve the livelihoods of those working in the forestry sector, especially to ensure that they perform their functions in a more environmentally friendly and sustainable manner. This involves JOY team collaborating with government counterparts and local communities to identify what skills and competencies labour inspectors in the forestry sector require to carry out their jobs in a more effective manner. Once the research has been completed it will help re-define how labour inspectors carry out their roles and ensure that companies working in this sector support decent and productive work for young women and men and have a more positive impact on the environment.



Around 2 million hectares of forest are cut down each year in Indonesia

JOY is a Netherlands - ILO Cooperation Programme (NICP) that contributes to poverty reduction and decent work through the creation of income earning opportunity, especially for young men and women in Indonesia. The project will achieve this objective through improved policies for employment growth and complementary local initiatives that support employment-intensive economic growth.



Interview with Peter Poschen

Senior Adviser on Sustainable
Development

THE JOY team visited Peter Poschen in Geneva in October and discussed the Green Jobs agenda and its implication for Indonesia. Mr. Poschen, Senior Adviser on Sustainable Development at the Policy Integration and Statistics Department explained how work on Green Jobs has rapidly expanded in the ILO over the last 15 months. The main reason for this active commitment, he explained, is that climate change, biodiversity and waste management should not be viewed as solely an environmental problem but rather as major social and workplace issues. In this respect, Green Jobs is the ILO's contribution to addressing climate change.

Green jobs are also a development issue and should thus be highlighted in national and sub-national policies worldwide, not least to overcome wide gaps in knowledge on the implications for industries such as transport, power, agriculture and forestry. As such, Green jobs should be addressed in country, region, and sector-specific policies. This is particularly relevant for the response to the economic crisis and the stimulus packages now being discussed by many governments.

One important sector to consider generally, but also as part of a response, Mr. Poschen explained, is the construction industry; more precisely buildings, which by themselves consume 40% of all the energy in the world. There is much to gain from the rehabilitation of buildings, their upgrading in terms of energy efficiency, savings on the energy bill, reduced emissions and of course the large numbers of associated (green) jobs.

With the sense of urgency that has taken hold worldwide of the need to bring a solution to climate change, the ILO will be contributing actively, as reiterated by the ILO DG in his address to the G8 summit in Niigata May 2009. Together with the green economy, green jobs provide the foundation for sustainable economic development. The JOY project will continue working closely with Mr. Poschen and his department in view to align green jobs and the decent work agenda in Indonesia.

The ILO Jakarta undertake research on the nature of **Green Jobs**

ONE of the starting places for understanding green jobs is to undertake research on why companies introduce green practices into their organization. This is why the JOY team is undertaking case study research on a number of companies in order to find out answers to the following questions:

- ◆ What factors drive companies to introduce green practices.
- ◆ How do green practices impact on production process/ services.
- ◆ What are the implications for employment levels and the skills that people require in order to carry out their day to day activities in a more environmentally friendly manner.

It is anticipated that research will be conducted on around 15 companies ranging from large scale multi-national; to small scale domestic enterprises. Adopting such an approach will enable the ILO to explore related issues, such as the business benefits of going green. For instance, findings from one of the initial case studies shows how a chemical company has developed a competitive edge through the implementation of a green business strategy. Other case studies are expected to show how companies can save money and become more efficient through the introduction of green practices. This piece of research is on-going and a draft report will be released later this year on the study's findings.



At the cross roads of undertaking research for Green Jobs

Developing Agro Tourism Package Tours

Learning from Malaysia

THE Local Economic Development (LED) forums in Poncokusumo (Malang) and Tukur (Pasuruan) have selected tourism and agribusiness as growth sectors for their districts. In this context, agro-tourism has been selected because it stands at the cross roads and also because it has untapped potential for the region.

Following the recommendations of the LED feasibility study on tourism presented in June 2008, the idea of organizing short-term package tours for transit visitors has

the first part of the tour took the group to Yogyakarta, where participants had the opportunity to learn from the Gadjah Mada University (UGM) and its tourism studies as well as visit village tourism projects. The group then travelled to Malaysia, where they visited Cameron Highlands and met with the Vice Mayor of Ampang Jaya and officials from the Department of Tourism.

Valuable lessons were gained by participants on the tour. Iwan, a participant who manages an agropark in Tukur Nongkojajar remarked, "Tourists value a clean and natural environment which they cannot find in urban areas. They are interested in educational tours that can teach them about going green. I learned from the trip how to ensure that tourism does not ruin nature."

Yuono, an apple farmer from Poncokusumo, added "I didn't realize before that trivial information for me would be interesting for tourists. Tourists want to learn the process of growing apples in a tropical

country and want to know the nutritional nature of fruits and vegetables. We are moving towards producing more natural and organic products." Since the economy is highly dependant on nature, environmental preservation must go hand in hand with economic development.

The trip also gave participants practical ideas on how to better prepare their villages for tourism. Kartono, head of the indigenous village in Poncokusumo noted that "The homestays in Jogjakarta are very modest yet clean and people show great hospitality. I now realize that the houses in my village are actually decent for home stay as long as people take care of hygiene and show sincere hospitality. We do not need fancy hotels to attract tourists." Good waste management is thus an essential part of developing tourism.

The first package tour was successfully launched in Poncokusumo by a group of 50 from Brunei and Singapore in December 2008. Also, an agro-festival will be held in Tukur in May-June 2009 to promote tourism in the area.



Study tour participants at the Vice Mayor office of Selangor

started implementation. This involves taking advantage of Surabaya as a prime destination for MICE travel (Meetings, Incentives, Conventions and Exhibitions) and to offer 1 or 2 day package tours to the Bromo volcano and surrounding rural activities while enticing synergies at the local level to open small and medium businesses such as restaurants, souvenir shops or guide companies.

The launch of these packages is a result of a strategic alliance between the ILO-JOY Project and the Surabaya Tourism Promotion Board– Sparkling Surabaya. However, what is unique about this venture is that it has mobilized communities to share a common vision for future tourism growth, reaching out to the public and private sectors—but focusing on the private sector as a vehicle for implementation.

To ensure a common vision, local stakeholders needed to see and experience successful agro tourism initiatives first hand. For this reason, a study tour was organized, in which

Biodiversity in Poncokusumo

Supporting the Development of an Agropolitan Area

By Tomie Herawanto,
Head of Economic Division,
Planning Agency of Malang
Regency



In an era where globalization may threaten the environment as localities struggle to catch up with modern advances and compete globally, the local government of Poncokusumo strives to preserve biodiversity within their development plans. How does this pilot Local Economic Development (LED) area attempt to balance between global competitiveness and environmental preservation?

BIODIVERSITY is essential to ensure food security. Preserving biodiversity allows us to alleviate the impact of environmental changes and meet human needs. Biodiversity ensures the availability of resources for food, fuel, medicine and raw materials for production. It also contributes to ecological preservation. Maintaining biodiversity benefits local communities who live close to biological systems, e.g. forests, farms, water resources and coasts.

In a global market, agriculture competitiveness is not only measured by quantity but also by quality. The combination of both quantity and quality results in a strong competitive advantage. Responding to the global market means that the agriculture sector must produce high quality products in large quantities.

Poncokusumo is a pilot area for a local economic development project supported by the ILO-JOY project, located in Malang, East Java. Its natural resources in horticulture cover a wide range of fruits and vegetables, e.g. apples, onions, spring onions, starfruit, peas, chili, potatoes, kangkung, root vegetables, papaya, etc. With such diversity, Poncokusumo is rich with germplasm. This can potentially become a competitive advantage.

Germplasm is a collection of genetic resources for an organism. For plants, the germplasm may be stored as a seed collection or, for trees, in a nursery. The abundant resources of germplasm found in Poncokusumo's forests, villages and even human ecology are local treasures that can be used to fulfill basic needs (such as clothing, food and housing), to produce medicine and to supply various

industries including tourism. Developing this potential holistically is part of the master plan to develop Poncokusumo as an agropolitan area.

The preservation of biodiversity poses many challenges, however, one of it being the lack of action within communities to actually preserve the diversity of their natural resources although they are aware of its importance. Many communities have realized and understood the meaning, function and significance of germplasm and biodiversity, nevertheless not enough attention and resources are given to the environment. Consequently, some germplasm are endangered or even extinct. Thus, actions are needed to save, manage and utilize potential germplasm particularly those with high economic value which are endangered.

As part of LED activities, a forum was established – where representatives of the government, private sector and the local community can meet, exchange ideas and support each other's activities. Through the LED forum agriculture players, young farmers and other stakeholders can be involved in preserving biodiversity and supporting



Apple grading in Poncokusumo

Poncokusumo as an agropolitan area. The government of Malang is currently supporting local farmers to patent Poncokusumo's germplasm of longan, durian, and root vegetables. It is expected that forum members will be involved in multiplying these germplasm – while maintaining or even improving their quality - and distributing them to other farmers outside Poncokusumo. Preserving Poncokusumo's biodiversity to become one of the main germplasm suppliers of certain agricultural products will contribute to the development of Poncokusumo's local economy.



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Welcoming Bromo Agrofest 2009

By Drh. Thomas Ribut Subagyo,
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© Paul I Zakaria

THE name "Nongkojajar" might not be familiar to us and even difficult to pronounce. It literally means jackfruit trees in a row. "Nongkojajar" is the name of an area in Pasuruan, East Java. Funnily, those who come to visit this area will not find plenty of jackfruit trees, instead they will find rows and rows of apple trees. Nongkojajar is one of the biggest supplier of fresh apples in Indonesia, with a wide range of varieties such as Rome Beauty, Manalagi, Anna, Royal Red, Wanglie, etc. Apple farms in Nongkojajar are well accustomed to the different tastes and textures of these apple varieties.

Not many people know that this area which is positioned 325-1200 meter above sea levels often "speaks up" at national events, especially when it comes to agriculture and livestock. In addition to apples, which covers approximately 1,200 hectares of land, Nongkojajar is also well known for milk. Every day, it supplies around 60,000 liters of fresh milk to milk processing industries. This places Nongkojajar as one of the biggest milk producing area in Indonesia. Further, the commodity of crysanthemum flowers is currently blooming and even became one of Nongkojajar's icon although it only started less than 10 years ago. It would be regretful if all these rich potentials and competitive advantage of Nongkojajar were not given serious attention.

Located en route to Mount Bromo and surrounded by fresh mountain air and exotic natural view, Nongkojajar is currently preparing itself to welcome its new era as an agriculture-based tourism area or often known as agrotourism. This completes the title of Nongkojajar, which was also declared as an Agropolitan by the government of Pasuruan. Receiving these titles encourages the people to get together and work hard to contribute to the development of Nongkojajar.

Like a long buried pearl ready to shine, Nongkojajar is preparing for an important event expected to be the gateway of realising Nongkojajar's dream of becoming a well-known agrotourism destination: *Bromo Agrofest 2009*. This event started from the initiatives of Nongkojajar's young people to shape the future of their area and to take the first step of exposing the rich agrotourism potentials of Bromo, Nongkojajar and its surrounding areas.

Bromo Agrofest 2009 will consist of a series of activities held in one month on May-June 2009. All activities will be related to the festival with the goal of promoting agrotourism. One of the main objectives is to raise



Apples: main product of Nongkojajar



An amazing view: the caldera of Bromo

awareness among the local community and stakeholders about the importance of developing agrotourism. This includes promoting a better attitude towards environmental hygiene, encouraging hospitality and friendliness, and instilling discipline. The Agrofest will mainly consist of a fruit, vegetable, livestock and flower festival, complemented by supporting events such as a photo exhibition under the theme of agrotourism, pageant contest for flower girl and agrotourism ambassador, painting contest, fun bike, etc. All events will have a nuance of folk and traditional culture. Furthermore, there will be a Business Center at the festival ground, which is expected to be the embryo structure to better market agriculture products from the surrounding areas of Bromo, including Nongkojajar.

Tour packages will also be available for domestic and foreign tourists, which includes a visit to fruit farms and to Mount Bromo, which is internationally renowned for its amazing sunrise and caldera.

See you in **Bromo Agrofest 2009** and discover **Nongkojajar: the exotic green pearl at the foot of Bromo.**

The ILO-JOY Local Economic Development (LED) forums identified tourism as a competitive advantage, particularly since the LED project site is located near Bromo. To support the development of tourism in the area, the LED forums initiated the Bromo Agrofest which will feature tourism villages around Mount Bromo and display local agricultural products.

Labor Market Development Program— an **emerging discipline** in Indonesia

OVER the past three decades, degree and post graduate programs of study have been developed to reflect changes in social, political and economic demand. However, there are few degree programs or training courses in Indonesia that can help government planners and institutional managers to respond to changes associated with the restructuring of the country's labor market, including

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An illustration of a distance learning program using video conference facility as a delivery modality option for the programme course (photo from ITC Turin)

environmental concerns and the recent move towards green jobs.

Therefore JOY launched a feasibility study to explore the setting up of a labour market development program to build capacity amongst planners and policymakers. The study - in cooperation with the Center for Economic and Development Studies of the Padjadjaran University (CEDS-UNPAD) - and Ms. Jennifer Mudge, an international consultant, recommended that the existing need could be met through a combination of short-courses and a master degree programs involving a partnership between an Indonesian and overseas universities. Such courses are needed in the face of higher unemployment resulting from the current financial crisis and the present environmental concerns. The study also concluded that the government should be made responsible for labor market planning, given the lack of any comprehensive mapping of labor issues.

Potential educational providers among reputable Indonesian universities were recommended to undertake this initiative. Likewise, potential overseas institutions that currently offer Labour Market Development related programs were identified. The selection of Indonesian universities will take place in early 2009 as the next step towards developing the program.

Working Toward a Greener Microfinance

ONE of the many development partners that JOY works with in Malang and in Pasuruan is about to extend its credit portfolio through a Rp. 4 billion loan facility granted by the Rabobank Foundation in the Netherlands. The foundation has agreed to supplement this investment with technical assistance to ensure the financial institution opens new branches and deepens its services in the rural and farming areas where it is already predominant.

The news comes as a positive outcome of a round of discussions, initiated at the microcredit summit between the ILO and the Foundation in Bali in July 2008. Kokok Budiando, CU Sawiran executive director, said the loan would also help liquidate more expensive liabilities, strengthen their image as a leading financial cooperative and improve their services. Remittances and microinsurance, already on the products' inventory list, could see upgrades as well.

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CU Sawiran team

Planning for Agribusiness in East Java

THE Local Economic Development (LED) component of the JOY project has recently collaborated with SwissContact, an international non-governmental organization to conduct a Value Chain Analysis of the principal sub sectors of agribusiness in its areas of operation. The Value Chain Analysis covered flowers, apples, dairy products and vegetables. The exercise was followed by a strategic planning exercise for agribusiness in both districts, which was presented in Malang on 20 November by Mr. Johann Engelbrecht, a skills planning expert from AgriSeta, a South African semi-government structure.

Value Chain Analysis

The findings were useful for local stakeholders who got a chance to look at their industries with a different perspective. Overwhelmingly, it demonstrated that green jobs could have positive impact on the local economy. Separately, a gender imbalance was highlighted. For instance, for working 8 hours per day in the flower industry, women make US\$ 1.25 (Rp. 13,750) per day and men VS US\$ 1.50 (Rp. 16,500) per day. More specifically, each sub sector was reviewed and any gaps in their value chains identified.

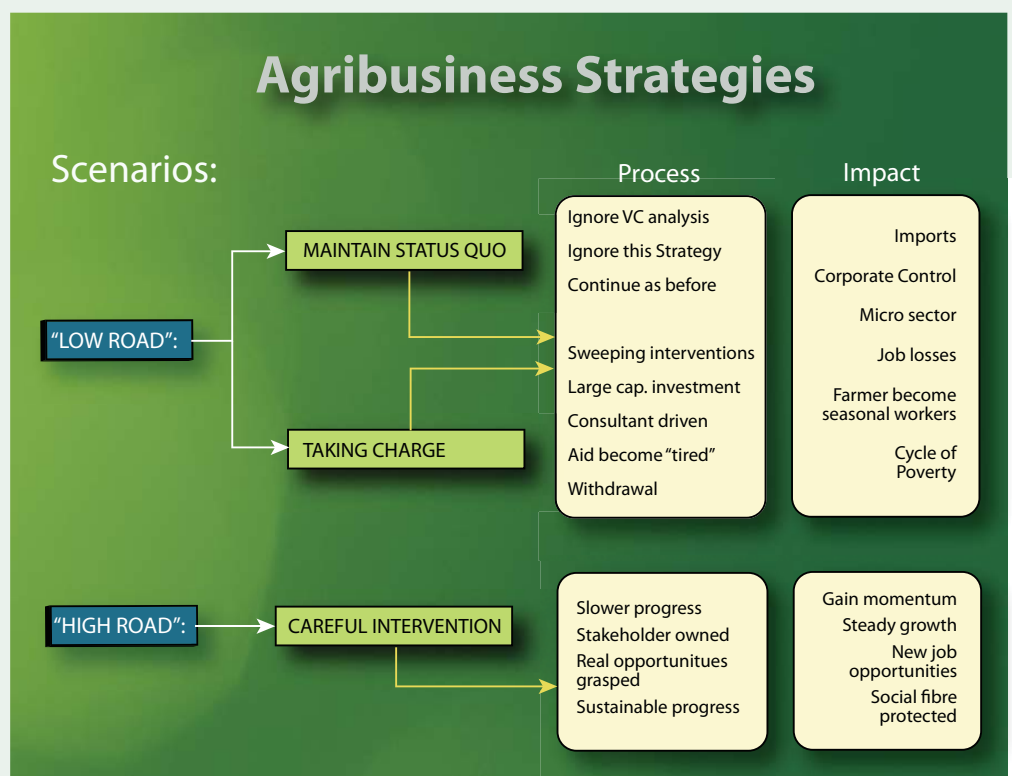
For instance, the flower industry is one which employs the least number of people but which presents the greatest potential for growth, with an increasing demand and a vast area of unused land which could be dedicated to floriculture. Despite constraints affecting the sector, such as the lack of access to investment capital or the need to upgrade soil quality, improve fertilizer usage and access to transport, the potential for improved competitiveness in each district is very high.

The apple industry, which had greatly suffered from the Asian crisis, also offers strong potential through value added products such as apple chips or juice. Technological input, more modern machinery and a sharper focus on marketing together can provide an opportunity to position the local apple produce of Malang as a healthier and wiser choice for consumers.

Likewise, dairy products benefit from the local presence of multinational firms such as Nestle, Danone and Indomilk.

The current productivity shortage is directly linked to a lack of know-how and financial access, and as a consequence this sector could observe substantial growth in the short term.

Finally, vegetables offer the highest growth potential of all sub-sectors, given their production level of over 40,000 metric tons per year and the existence of robust domestic and international markets including in Taiwan, Singapore and Vietnam. However constraints including depleted and overused soil, inadequate use of fertilizer and low seed quality must be addressed with a program to upgrade the farmers' knowledge of their position in the value chain.



Agribusiness Strategic Planning

Based on the recommendations made by the value chain analysis, the strategic planning exercise dug further into the characteristics of each sub sector and involved policy makers, farmers and private sector stakeholders in drafting its principal recommendations. As a result, five strategies were highlighted, all under one recommended scenario entitled "Careful Intervention" which advocates slow yet progressive change that is stakeholder-owned and with real opportunities grasped to achieve sustainable progress. As demonstrated, this scenario is most suitable to gaining momentum, pursuing steady growth, creating new job opportunities and protecting the social fiber. ◆◆◆

◆◆◆ The first strategy refers to improved information management. Farmers need to be better informed of government market data. The second strategy is that of quality management. While sufficient volume of agricultural products may be produced, their quality, including their processing techniques and their hygiene, should be entirely upgraded. The third strategy consists in strengthening agribusiness. It involves establishing strong farmer structures and more specifically cooperatives, able to gather farmers, produce volume and address competitiveness. The fourth strategy is that of strengthening farmer support and principally reorganizing drastically the structure of extension workers which are alarmingly aging and not responding to current needs. The

fifth and final strategy advocated is that of establishing a community of knowledgeable, professional value chain participants. This refers to the provision of quality vocational training centers, including the creation of apprenticeships.

This strategic plan will require the efforts of many to be set in motion but it should be driven by the existing LED forums which structure is ideally conceived for pushing its implementation. It also should be driven by the private sector and supported by the government, all of which are essential actors of the LED process in place. As the LED forum in Tukur, Pasuruan, is getting ready to host a national agro festival in March 2009, the opportunity will be seized to launch the strategic plan at this event.

Employment Service Center *Opening*

IN our last newsletter we provided information about how we were working with the provincial manpower office (Dinas Tenaga Kerja) to improve their Employment Service (ES) Centre in Surabaya, East Java. Our initial support consisted of a feasibility study to assess the effectiveness of existing provision and recommendations on how they could be improved. In this edition we will provide an update on recent progress based on our visit to the ES centre in early November 2008. Our visit coincided with a Job Market Fair organized by the ES Centre, in which 50 companies advertised over 2,000 jobs for young people. This was a good start and demonstrated how the ES Center had forged good links with local businesses.

The new ES Centre Office at Disnaker was opened in October 2008 and consisted of a large reception area to greet clients, facilities to enable job seekers to access the online Job Center web page (www.infokerja-jatim.com), a number of counseling offices to carry out one-on-one sessions and a small career guidance library. The office is open Monday to Friday, from 8 am to 4 pm, in order to provide the following services:

- ◆ Information about what opportunities are available and the background/qualifications on job seekers.
- ◆ The provision of career guidance, including information about how to prepare for an interview.
- ◆ Support on how to establish a business, including how to access finance, training, etc.
- ◆ An inter-active web enabled system in which employers



Dr Marcus Powell, JOY CTA being interviewed by the ES radio station

can provide information about vacancies and job searchers can apply online.

- ◆ A radio station which disseminates information about job vacancies and provides interactive services about employment issues. (Radio Job FM 107.7 MHz and Job AM 747 KHz)

The JOY team are continuing to provide ongoing support to the ES Center in East Java, including management advice on the day to day operations to ensure that systems are fully functioning. In addition, in conjunction with Disnaker, the JOY team are investigating the possibility of rolling-out a similar approach to some of the region's district offices.

“ Our initial support consisted of a feasibility study to assess the effectiveness of existing provision and recommendations on how they could be improved. ”

Learning Corner — How to make your company or household greener*

* Much of the material was derived from the web addresses in box 2

ONE of the most significant sources of green houses gases can come from your office building or your home premise. In the USA it is estimated that over 50% of the country's green house gases came from these two sources. Reducing CO₂ emissions from buildings can be one of the easiest ways to reduce pollution. Only a simple number of measures are required to reduce these harmful emissions. The starting point is to calculate your carbon-foot print by identifying the main source of your emissions. When undertaking this task it is important that you develop a consistent approach, ensuring that emissions are measured in a systematic manner and to identify a person in the office or household who is responsible for this process. Once this is done it is possible to start measuring the emissions. Typically, emissions in most homes, offices and factories come from the following sources:

(i) Emissions from the use of electricity.

Offices and homes use electricity for two main purposes, namely for lighting and to run equipment. In the context of Indonesia a significant proportion of the electricity is generated through the combustion of fossil fuels. These may not be the direct responsibilities of your organization or household, but by purchasing electricity from a main supplier your household or company becomes responsible indirectly for the generation of CO₂.

(ii) From Indirect services and products

Your company or organization is also indirectly responsible for all emissions that are generated in the transportation of raw materials, the actual production process and the distribution of the final product. This means that you need to think about what transportation is involved for upstream and downstream activities and what emissions were generated directly and indirectly as a result of your production process. Most of these emissions can be readily quantified, including (i) on-site fuel usage, (ii) on-site electricity usage and (iii) the use of transport which you own.

Once this data has been collected it is possible to calculate the carbon foot print produced by your organization or household. In order to perform this calculation it is necessary to download a simple calculating tool produced by Greenhouse Gas Protocol Initiative. This device is a spreadsheet which provides you with a quantitative formula to calculate your greenhouse emissions, including a breakdown of those resulting from direct and indirect emissions.

Having this information provides your organization or household with the power to measure your carbon foot print, reduce emissions and save money, all of which can have a positive impact at a number of levels. For the company and the household it can provide an effective means of saving money. It can also improve the public image of your company to consumers. However, the largest beneficiary will be the environment.

There are a number of simple measures which can be introduced into your organization or household in order to reduce the emissions identified above, but once again it is important that a specified person is assigned these responsibilities. The starting point is to ensure that equipment does not use an unnecessary supply of electricity. For instance, it is important to ensure that computers are turned off during the evening and at weekends. In the UK a computer left on for 24 hours a day will cost around US\$ 75 (Rp. 825,000) a year. Similarly, it is important to introduce energy saving features whereby the computer automatically enters a low power mode after a pre-set amount of time. In your office you need to make sure that a photocopier machine is switched off at night since it saves enough power to make over 5,000 A-4 copies. Where possible run batch photo-copies in order to reduce the amount of time that machines are running idle. In the ◆◆◆

Box 1.

How to manage your company and household's Carbon Foot Print

- ◆ IDENTIFY a senior person to manage this process.
- ◆ ENSURE that senior management are committed to reducing your company's carbon foot-print
- ◆ DEVELOP a consistent methodology to determine, collect, analyse and calculate your carbon foot-print
- ◆ DETERMINE what are the major sources of emissions, including those associated with electricity use, those from indirect services and direct carbon emissions.
- ◆ COLLECT quantitative data on these emissions, either from meter usage over time or the amount of fuel that has been combusted.
- ◆ CALCULATE your carbon foot print using the appropriate tool.
- ◆ DEVELOP a strategy for reducing emissions
- ◆ INTRODUCE measures to ensure that people perform their job in a more environmentally friendly manner
- ◆ ESTABLISH a monitoring system to track progress toward reducing your carbon foot print

- ◆◆◆ case of air conditioning systems, ensure that machines are regularly maintained and reduce the need for usage by improving insulation. Similarly, attention should be addressed to other office equipment including kettles, water cookers and refrigerators.

If you work in a factory there are likely to be a larger number of opportunities for energy saving activities. You will need to ensure that electrical equipment is not being left running when it is not being used, whether old motors could be replaced with more efficient ones, or does your compressor have a leak? The list of areas to investigate is enormous and will be specific to your own organization's activities. Box 2 provides a number of useful WebPages that can help enable you better understand how to monitor and calculate your organization's carbon foot print.

Once the emissions have been calculated and the strategies identified to reduce them, it is possible to start managing your carbon foot-print. This will require people within your household or company to make sure that they are carrying out their activities in a more environmentally

Box 2.
Useful web-pages on how to reduce your organisations carbon foot print

- ◆ <http://www.ghgprotocol.org/calculation-tools/faq>
- ◆ <http://www.carbonfootprint.com/>
- ◆ <http://www.carbontrust.com/EN/Home.aspx>
- ◆ <http://www.policyinnovations.org/calendar/data/000030>
- ◆ http://www.unep.org/labour_environment/features/greenjobs.asp

friendly manner, taking into account activities identified earlier. Only when this becomes part of their regular routine it is possible to alter the culture of your organization or company and ensure it is becoming greener. Over time this will provide information to help analyze the extent to which your carbon emissions are being reduced and if not, why not!

JOY team in Turin



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Group Picture of the participants of the Strategic Planning for Sustainability workshop in Turin, Italy, 15– 18 December 2008

THROUGHOUT

2007 and 2008, projects supported by the Netherlands – ILO Cooperation Programme (NICP) in many regions have implemented a large number of activities in order to complete their work plans by 2010. The level of sustainability of these projects' achievements has been one of the main concerns in order to ensure a sustainable impact, taking into account tripartism and gender equality strategies. For this reason, a workshop on strategic planning for sustainability has been organized in Turin in December 2008, participated by 14 country offices that are implementing the NICP projects.

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