Stages of a Crisis

Pre-crisis  →  Crisis  →  Post-crisis
Pre-Crisis Response Priorities

- Crisis early warning and monitoring
- Crisis preparedness/contingency planning
- Crisis mitigation/prevention
Crisis Priorities

- Crisis monitoring
- Emergency relief, short-term response
Post-Crisis Response Priorities

- Post-crisis monitoring
- Crisis recovery and reconstruction
- Long-term response/development
- Crisis mitigation/prevention
ILO Crisis Response Strategies and Experience

SESSION VIII 6

ILO - Pre-Crisis (Generic Activities)

- Monitoring country, crisis and political trends, UN initiatives, pronouncements, etc.
- Dialogue, consultation and networking with others in UN system, social partners, and NGOs already in the area
- Strategic planning of possible ILO interventions
- Advanced administrative action related to possible options for ILO intervention
- Crisis preparedness/contingency planning
ILO Crisis Preparedness Activities

1. Develop a network of crisis focal points at the national and local levels (different technical sectors, constituent focal points, inventory of skills and expertise)
2. Develop partnerships and networks with other UN and international organizations, NGOs, donors, constituents
3. Capacity-building and training: Constituent emergency preparedness and response, conflict resolution, shelter reconstruction
4. Train and build capacities in crisis preparedness, response and reconstruction
5. Identify and develop funding mechanisms (e.g. Rapid Action Fund)
ILO - Post-Crisis (Immediate/Short-Term)

- Participate in joint needs assessment and analysis
- Promote employment-intensive infrastructure rehabilitation and construction programmes
- Skills training for wage employment in programmes
- Accelerated business and micro-enterprise training
- Develop Local Economic Development Agencies (LEDAs), Local Employment and Economic Development Networks (LEEDs)
Technical assistance to national employment offices to deal with employment-related dimensions of rehabilitation, reconstruction and reintegration programmes

Employment and income generation

Small and micro-enterprise development

Training in business skills, wage-earner skills

Contributing to development of employment and labour policies
ILO Comparative Advantage

- Tripartite structure useful in mobilizing broad consensus and social dialogue
- International labour standards can provide useful policy frameworks in post-crisis reconstruction efforts
- Experience: Labour market development, employment-intensive public works, vocational training and micro-enterprise development
- Building national data and statistical capacity
- Research capacities (on women, gender analysis and marginalized groups, etc.)
Potential Role of ILO Constituents

- Support dialogue, reconciliation, reconstruction of social fabric
- Contribute to the determination of priorities in reconstruction
- Play an active role in the design, implementation and monitoring of the recovery programmes
- Advocate for employment dimensions of recovery programmes
- Provide management skills, commodities and access to infrastructures and facilities to deliver emergency assistance
- Contribute to economic restructuring, including retraining, redeployment and “right-sizing” of the work force
- Contribute, as the international community of workers and employers organizations, to the strengthening of national organizations in crisis countries
ILO Experience

Post-Conflict

- Entrepreneurship/skills training for ex-combatants (Mozambique)
- Vocational training, labour-based infrastructure rehabilitation and small-enterprise promotion (Cambodia)
- Support in elaborating a new labour code (Bosnia-Herzegovina)
ILO Experience

**Hurricane Mitch in Central America**

- Promote reconstruction of riverbank defenses using employment-intensive public works (Nicaragua)
- Collaborate with HABITAT to encourage house reconstruction strategies using small, specialized construction enterprises for their extensive employment benefits
- Cooperate with IDRND to build capacities of municipalities and their local governments to manage reconstruction and prevention efforts
Social and Political Transitions

- Advisory missions to provide advice and technical assistance on employment and labour market policies (Central and Eastern Europe)

- Technical support for local economic development and credit components of the Small Enterprise and Human Development (SEHD) programme (South Africa)

- Support for local labour market restructuring projects (e.g. Czech Republic)
ILO Experience

Financial/Economic Downturns

- Assist in the formulation of action programmes to implement employment-friendly recovery, direct employment programmes, employment funds for direct job creation (Indonesia, 1999)

- Assist with the development of post-crisis employment insurance schemes, poverty alleviation strategies, labour-based infrastructure development (Thailand, 1997-1998)

- Preparation of options for emergency and medium-term employment in response to severe fiscal deficit and recession (Ecuador, 1999)
Lessons Learned

Response to Armed Conflicts

- Employment-intensive methods for development and maintenance of rural infrastructure are very effective tools.
- LEDAs can play an important role in reviving local economy after conflict situations.
- Ex-combatants abandon their weapons where temporary employment exists and when they are fully employed.
Response to Natural Disasters

- Use rural development and employment-intensive technologies

- Consequences of earthquakes can be reduced through improvements in legal, technical and supervisory regulations and procedures to improve safety and housing construction
Lessons Learned

Response to Social and Political Transitions

- ILO’s early intervention in the humanitarian phase of assistance efforts facilitates the integration of the employment dimension into comprehensive interagency reconstruction strategies.

- Rapid response requires both rapid assessment, and rapid release of funds and seed money for immediate projects.
Lessons Learned

Response to Economic and Financial Downturns

- Closer collaboration is required with international financial institutions to obtain funding for ILO policy proposals.
- ILO’s Area and Regional Offices can play a major role in resource mobilization to support rehabilitation and development interventions.
- Unemployment insurance can soften impact of these crises.