

Fragile States and decent work in Asia and the Pacific and the Arab States

Introduction¹

An estimated 1.5 billion people live in conflict-affected and fragile States, and this number is increasing.² An estimated 93 per cent of people living in extreme poverty reside in countries that are environmentally vulnerable, politically fragile, or both.³

Over the past two decades, the concept of fragility has come to feature more prominently in international development and peace-building circles. Yet there is no internationally agreed definition of the term “fragile State”; key international actors present similar but variously nuanced definitions. The United Nations-recognized g7+ group defines a state of fragility as: “a period of time during nationhood when sustainable socio-economic development requires greater emphasis on complementary peacebuilding and state-building activities such as building inclusive political settlements, security, justice, jobs, good management of resources, and accountable and fair service delivery.”⁴

This definition stems from countries that have directly experienced conflict or disaster and are seeking to transition to the next stage of development. This group of countries have united under the g7+ group in 2010 with the aim of advocating for reforms to the international community’s engagement in conflict-affected and fragile States. Member States of the g7+ group in the Asia and Pacific region – Afghanistan, Papua New Guinea, Solomon Islands, Timor-Leste and Yemen – are calling for contextually tailored development policies.⁵

Box 1. Fragility: An ILO definition

“Fragility” describes sudden and/or cyclical situations in which one or more exogenous or endogenous risk factors exacerbate pre-existing political instability and socio-economic vulnerability. From the perspective of the world of work, this translates into the extent to which labour market actors are no longer able to provide and/or access employment and decent work opportunities.

Source: ILO: *Decent work in situations of fragility, conflict and disaster: Guide* (Geneva, 2016).

A tool commonly used to assess fragility is the Fragile States Index (FSI), an annual ranking of 178 nations with respect to levels of stability and specific pressures faced.⁶ The ranking is based on 12 indicators of a country’s vulnerability according to social, economic and political categories.⁷ The FSI provides a critical instrument to highlight both the normal pressures that all States experience and to identify the pressures that push a State towards collapse.

According to the Fragile States Index, a number of countries in the Asia-Pacific region have become more fragile in recent years. From 2006 to 2015, fragility grew to the greatest extent in Syria, followed by Yemen, Lebanon, the Philippines and Afghanistan.⁸

¹ For the purposes of this note, ‘Asia and the Pacific’ refers to the region that includes 47 countries, plus the Occupied Palestinian Territory, across all income levels from East Asia, South-East Asia, South Asia, the Pacific Island countries and the Arab States of West Asia, unless explicitly stated otherwise.

² ILO: *Employment and decent work for peace and resilience: Revision of the Employment (Transition from War to Peace) Recommendation, 1944 (No. 71)*, Report V (1), International Labour Conference, 105th Session, Geneva, 2016.

³ ILO: *Promoting fundamental principles and rights at work in fragile situations* (Geneva, 2015).

⁴ g7+: *Note on the g7+ fragility spectrum* (2013), p. 1.

⁵ Current members of the g7+ include Afghanistan, Burundi, the Central African Republic, Chad, Comoros, Côte d’Ivoire, the Democratic Republic of Congo, Guinea, Guinea-Bissau, Haiti, Liberia, Papua New Guinea, Sao Tome and Principe, Sierra Leone, the Solomon Islands, Somalia, South Sudan, Timor-Leste, Togo and Yemen.

⁶ For further information on the Fragile States Index, see: <http://library.fundforpeace.org/fsi16-report> [accessed 14 Sep. 2016].

⁷ Indicators include demographic pressures, refugees and internally displaced persons (IDPs), group grievance, human flight and brain drain, uneven economic development, poverty and economic decline, state legitimacy, security apparatus, public services, factionalized elites, human rights and rule of law and external intervention.

⁸ See Fragile States Index, <http://library.fundforpeace.org/library/fragileStatesindex-2015.pdf> [accessed 11 Sep. 2016].

Trends

The challenges of fragility are complex and continuously evolving. More and more, the term “fragility” is being used to describe all sorts of intervention settings in both development and humanitarian scenarios, a trend that has raised concern that, by becoming all-encompassing it will thus diminish its useful meaning. It is appropriate to employ the term fragility when exogenous or endogenous shocks to the system may require a different set of crisis mitigation or peace-building tools, measures that may be used in response to social, political, environmental and economic dynamics of prevailing or recurring vulnerability and instability. Exogenous factors may include catastrophic events, health pandemics, global trade and financial crisis, external military threats and flows of refugees or migrant workers. Endogenous factors may consist of weak democratic governance and dysfunctional institutions, socio-political crises, high levels of non-conflict violence, armed group activity, population movements, socio-economic inequalities and marginalization, or demographic pressures.

The impact of armed conflict and security challenges can be exacerbated by increasingly frequent and more extreme natural disasters. Indeed, there are 13 times more lives lost from natural disasters in countries with low positive peace as opposed to those with high positive peace.⁹ In societies where peace is stronger, developmental goals are more likely to be achieved. These societies are more resilient in the face of crisis, have fewer grievances and perform better on measures of well-being, gender equality and ecological health. They are more likely to achieve non-violent positive outcomes when faced with resistance movements and are more likely to adapt and make concessions to reconcile grievances.¹⁰

Early intervention to stop the broad collapse of livelihoods can in principle prevent escalation to a full-blown crisis. For instance, the impact of climate change and natural disasters is exacerbated by pre-existing weaknesses in fragile States, where governments and institutions are less than able to manage the stress or absorb the shocks from changes in climate. Given that Asia and the Pacific is especially prone to climate change disasters, it is essential to understand the linkages between climate change impacts and insecurity, and thus the interaction of environmental risks with pre-existing local community-level stresses. Drought in Syria and Yemen, tropical

cyclones and flood risks in Bangladesh and Pakistan, rising sea levels in the Pacific islands all threaten the affected countries and their neighbouring States with fragility. Loss of agricultural land, livelihoods opportunities and security constitute major reasons for internal and external migration. Where there are pre-existing internal challenges, working to alleviate difficult humanitarian situations must remain the highest priority in mitigating the impact of the shocks.¹¹

Fragility often severely affects economic growth, with negative macro-economic effects commonly observed in fragile States and their neighbouring countries. Although average per capita growth has improved in many fragile States in the new millennium, in part due to previously favourable commodity prices, growth can remain relatively weak and tremendously volatile, depending on the nature and severity of local conflict and the national security situation. Weak economic growth is often linked to low investment and savings levels, leading to very high current accounts deficits and dependence on inflows. As can be expected, labour markets in the fragile States have suffered much from weak and volatile growth combined with limited macro management. Political instability significantly reduces worker productivity in the labour market. Government revenues, expenditures, fiscal deficits and debt are all skewed as the economy contracts in the face of violence and/or natural disaster and, above all, tax revenues decline.¹²

Afghanistan and Yemen provide two interesting examples of g7+ countries in Asia and the Pacific where protracted crises, social unrest, instability and war have heavily impacted national economic performance. Afghanistan has recently improved its revenues and expenditures, which increased to 30 per cent and 40 per cent respectively. On the other hand, more recently revenues and expenditures have dropped in Yemen (figure 1).¹³

⁹ For example, massive floods in the Indus Basin during 2010 and 2011 were preceded by the 2005 Kashmir earthquake. Total economic losses from the 2005 earthquake and 2010 floods amounted to US\$5.2 billion and \$12 billion, respectively (EM-DAT, 2016). Institute for Economics and Peace (IEP): *Global peace index 2016* (2016), http://static.visionofhumanity.org/sites/default/files/Global%20Peace%20Index%20Report%202016_0.pdf [accessed 11 Sep. 2016].

¹⁰ IEP, op. cit.

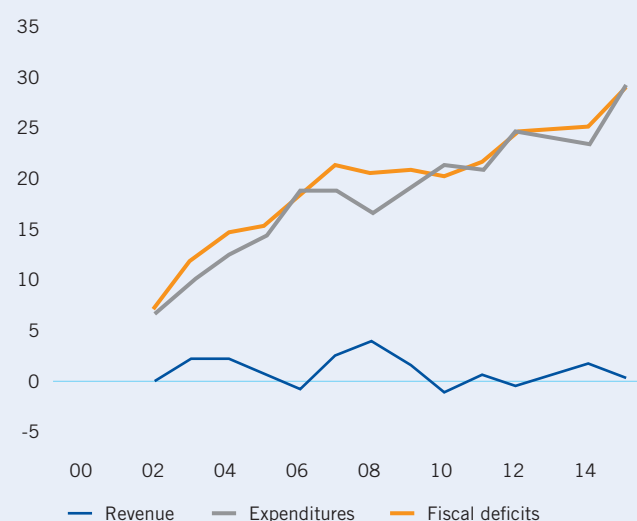
¹¹ See for example United Nations (UN), World Bank (WB), Islamic Development Bank (IsDB), European Union (EU): *Yemen: Preliminary damage and needs assessment*, unpublished.

¹² ILO: *Growth, employment and decent work in the least developed countries* (2015), unpublished.

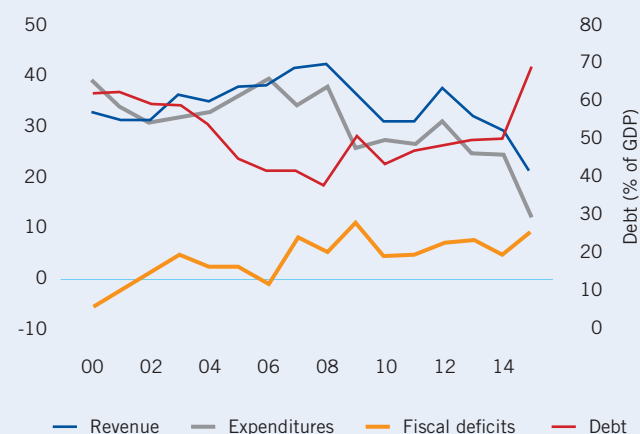
¹³ Ibid.

Figure 1. Government revenues, expenditures, fiscal deficits and debt % of GDP

Afghanistan



Yemen



Source: International Monetary Fund (IMF): *World Economic Outlook Database*, Apr. 2016. Some of the data are based on IMF staff estimates.

Afghanistan appeared to handle its high inflation rate well in the mid-2000s, managing to bring it down well into single digits in the last half of the decade. Yemen, on the other hand, currently faces a rising inflation rate (figure 2). In 2015, inflation in Yemen reached an estimated 30 per cent, which was unprecedented, and in March 2016 the currency was devalued by 16 per cent and the Central Bank suspended import financing of key commodities.¹⁴

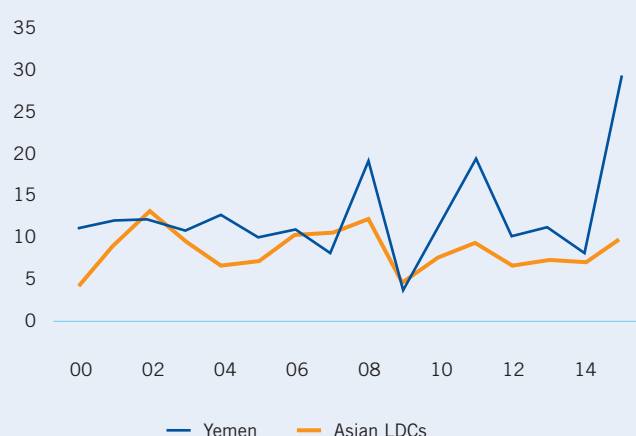
Fragility inevitably exerts an adverse impact on national economies and growth performance. This can be seen particularly in contracting GDP and rising inflation. Furthermore, given the volatility of the situation, governments are often unable to deal effectively with weak economic growth.

Figure 2. Consumer price index inflation rates (%)

Afghanistan



Yemen



Source: IMF: *World Economic Outlook Database*, Apr. 2016. Some of the data are based on IMF staff estimates.

Recent policy developments

Policy developments at the international level are of critical importance for fragile States. The 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs) offer an opportunity to ensure fragile States are not left behind. The Agenda acknowledges that sustainable development and peace are interlinked and calls on UN member States to address, as an integral part of development, the causes of violence and fragility rather than just the symptoms.

The Agenda includes 17 interconnected SDGs covering all areas of the development spectrum. In fragile States and settings, limited social cohesion and a lack of robust institutions together with prevalent human conflict and natural disasters, present challenges to realizing the SDGs.

¹⁴ UN, WB, ISDB, EU, op. cit.

Figure 3. SDGs, fragile States and the International Labour Organization

	1.4 Establish rights to economic resources and access to basic services 1.5 Build resilience
	3.d Strengthen the capacity of all countries regarding health risks
	5.1 End all forms of discrimination 5.2 End all forms of violence 5.a Undertake reforms to give women equal rights to economic resources
	8.2 to 8.10 Promote economic productivity, decent job creation, development-oriented policies, global resource efficiency, youth employment, child labour, labour rights, occupational safety and health (OSH) and domestic financial institutions
	10.2 Promote the social, economic and political inclusion of all
	11.5 Strengthen resilience and adaptive capacities
	13.1 Provide protection from disasters
	16.6 Establish effective, accountable and transparent institutions

Source: ILO compilation.

The Fragile to Fragile (F2F) Development Cooperation, recently initiated in support of the international agenda, pursues the following aims: (a) sharing good practices and experiences between fragile States to promote peaceful societies; (b) placing common issues and goals in international agendas and forums; (c) mutually supporting one another through exchange programmes and resource mobilization between fragile countries.¹⁵

A positive trend from the side of the international community is that governments, social partners and civil society have agreed to focus on decent employment generation, as outlined in the 2011 World Development Report.¹⁶ This is a critical element in creating peace and stability in fragile settings.¹⁷ The g7+ group has expanded further upon the concept of employment generation by including a focus on livelihoods in their Economic Foundations goal.¹⁸

Fragile States are often characterized by high levels of informal and exploitative work, while social dialogue and social protection tend to be weak. Thus the ILO, together with a number of other national and international actors, promotes a strategy of upstream and downstream interventions with the aim of creating decent employment in support of a landscape conducive to stability. This includes quick-impact projects that focus on addressing humanitarian needs in generating temporary jobs and income, promoting self-employment, communal economic recovery and mainstreaming the Decent Work Agenda (box 2).

Box 2. Key downstream interventions in the context of fragility

Creating temporary jobs and injecting cash into affected communities

- Emergency employment
- Food for work
- Short-cycle skills training
- Community contracting
- Social protection

Building sustainable self-employment and micro- and small-enterprise development

- Access to finance and financial assets preservation
- Business development services
- Entrepreneurial and cooperative development skills
- Women's entrepreneurship development

Promoting individual and communal economic recovery

- Engaging new investors and multinational enterprises
- Emergency public employment services
- Vocational/skills training
- Local economic development and local economic recovery

¹⁵ The ILO has been supporting this initiative since March 2014, when a memorandum of understanding (MOU) was signed between the ILO and the g7+ group. The MOU foresees joint efforts to ensure that ILO involvement with g7+ member States is appropriate, given any specific context, and that it encourages cooperation with governments and social partners, especially through joint programmes and action.

¹⁶ World Bank: *World Development Report 2011: Conflict, security and development* (Washington, DC, 2011).

¹⁷ C. Blattman and J. Annan: *Can employment reduce lawlessness and rebellion? A field experiment with high-risk youth in a fragile state* (New York Social Science Research Network, 2014); ILO: *Jobs after war: A critical challenge in the peace and reconstruction puzzle* (Geneva, 2003); German Foundation for Peace Research (DSF): *Cooperating for peace: Assessing the role of cooperatives for providing employment in peace and reconstruction processes*, Summary Project Outline (Osnabrück, Deutsche Stiftung Friedensforschung, 2007); ILO: *Local economic development for employment generation, peace and security: Approaches, tools, and good practices in the Philippines*, Report of an ILO-SRO Manila Technical Workshop (Geneva, 2007).

¹⁸ State-building goal, g7+ group. See g7+ group: *New deal on engagement in fragile States* (2011).

These downstream interventions complement and act as entry points for upstream work, i.e. the promotion, in full cooperation with national actors and international partners, of the Decent Work Agenda at the policy level.¹⁹ Depending on the context, interventions may include national and/or sectoral employment policies for recovery and development, private sector development strategies and policies and measures for vocational training and skills development.

In recent years, more attention has been given to the development of pre-disaster recovery planning and to the integration of decent work in reconstruction strategies and national and international aid community policies. This has included attention to occupational safety and health (OSH) measures in the context of employment generation as well as the promotion of social dialogue, labour standards and initiatives with labour administration bureaux to build their capacity to monitor working conditions.

Key interventions for disaster-prone countries in terms of mitigation and resilience strategies include business continuity planning for SMEs and the deployment of mechanisms that enable community stakeholders to effectively prepare for, respond to, and manage disaster situations. In countries and regions that experience increasing tensions, conflict and violence, multifaceted tools and prevention mechanisms are encouraged (box 3).

Finally, in the absence or breakdown of social protection mechanisms, which is common in countries in fragile situations, interventions also may focus on streamlining and providing social protection and social security.²⁰ This includes but is not limited to social assistance, cash and food transfers, employment programmes, temporary ad hoc emergency programmes and safety nets.

Furthermore, in terms of policy development there is more awareness surrounding the fact that the great majority of people who live in unacceptable conditions of poverty are women. Fragile settings reinforce gender inequality in many ways. Firstly, the drivers of marginalization are exacerbated in fragile settings where basic services and natural resources are already scarce and access to them is severely restricted. Secondly, women in fragile States are particularly vulnerable to gender discrimination. In the absence of effective institutions, women's rights remain under-prioritized, and their needs are often neglected in the national development agenda. Moreover, security risks, including gender-based violence, make it difficult for most women to become active participants in these social and cultural settings. Finally, the other challenges are compounded by a lack of government willingness to act on policy and legislative levels to encourage women to be active participants.²¹

Box 3. ILO tools to prevent and mitigate tensions in the private sector in fragile States

- Mobilizing social partners in national forums
- Developing codes of conduct and other frameworks (locally developed and agreed) to guide company behaviour and promote ethical investment by all firms
- Establishing guidelines to help firms navigate local environments, including stakeholders and adversaries in conflict
- Developing risk and impact analysis tools for both local and foreign firms
- Establishing entrepreneurship training (such as through the c-bed training programmes) for young people, along with multimedia communication programmes targeting harder-to-reach young people
- Promotional campaigns to promote tolerance for all ethnicities, religions and other groups
- Developing workplace tools to help reduce tensions and promote understanding in the workplace
- Preparing guides for firms to help in combating discrimination in staffing and recruitment
- Developing tools to help firms with security awareness and provide safety at work for workers
- Establishing leadership coalitions to promote stability, jobs and peace and to educate businesses about conflict sensitivities and promote practicable, sustainable solutions
- Developing tools to promote diversity in the workplace (including ethnic diversity)
- Promoting respect in the workplace across ethnicities (codes of practice, guidelines)

¹⁹ In line with United Nations: *United Nations policy for post-conflict employment creation, income generation and reintegration* (Geneva, 2009), http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---ifp_crisis/documents/publication/wcms_117576.pdf [accessed 11 Sep. 2016].

²⁰ For example interrupted provision of services and income transfers, reduction of service infrastructure and quality and lack of human resources.

²¹ Progressio: *Women in fragile States: Why women's voices must be heard* (London, 2014).

Since 2004, the ILO has implemented more than 160 projects in fragile States, and has increased its Extra-Budgetary Technical Cooperation expenditure nearly ten-fold. In 2013, the largest portion of funds related to situations of fragility was allocated to the Asia-Pacific region. Indications suggest that the ILO commitment to working in fragile States will continue to develop.

Box 4. The ILO response in fragile States



Nepal earthquake of 2015. The devastating series of earthquakes that hit Nepal in the spring of 2015 left millions of lives in ruins. More than 7,000 women, men and children lost their lives; almost 15,000 thousand were injured; and more than 2 million people were displaced. Following that disaster, an ILO Earthquake Response Team was established to monitor events and support response efforts. ILO interventions, in coordination with the Government of Nepal and workers' and employers' organizations, focused on rebuilding infrastructure as well as providing poor households with secure income through employment opportunities created by reconstruction efforts. The labour-based road maintenance project, where the ILO employed a team of 60 local engineers, was among reconstruction efforts following the earthquake (with funding provided by the World Bank). Temporary jobs were created through debris removal and clearing landslides on rural roads to restore access to rural communities.



Gaza crisis in 2014. The Israeli military operation during the conflict in Gaza in the summer of 2014 resulted in hefty job losses in the Palestinian

enclave's private sector and increased already critical unemployment and poverty rates. In response to needs on the ground, the ILO launched an Emergency Response Programme in Gaza with internal seed funding of about \$1.3 million. The Programme prioritized livelihoods and emergency employment, skills development and enhancement of knowledge and capacity among tripartite constituents to promote a decent work approach to crisis response and recovery. Livelihoods of fishermen, female sheep breeders and young graduates, including female architects, were supported through training, apprenticeships and supported employment. People with disabilities also benefited from these initiatives. Related measures included a study of unacceptable forms of works in the construction sector in Gaza.



Support to Timor-Leste. In response to political instability, the ILO supported Timor-Leste with actions that include employment-intensive investments linked to infrastructure development and employment creation, poverty reduction and local economic and social development. Since March 2012, the ILO Roads for Development (R4D) programme in Timor-Leste, applying employment-intensive investment programmes, has created 330,000 workdays of direct short-term jobs. This has amounted to a cash transfer into the local economy of about \$2 million.



Syrian refugee crisis in Lebanon. Lebanon has been recovering fast from the 2006 conflict. Because of the conflict and political instability in the region, plus the influx of over 1 million Syrian refugees, accounting for about 25 per cent of Lebanon's population, the country now faces a humanitarian crisis. Lebanon also continues to host a sizeable population of Palestinian refugees. Its ongoing political deadlock has delayed the implementation of reforms, and has significantly hindered improvements to the labour governance system. Lebanon continues to be troubled

by sectarian and political unrest, which has been further compounded by the Syrian crisis. To respond to the impact of the Syrian crisis in Lebanon, the ILO has implemented a range of interventions that focus on improving dialogue and capacity for local economic development. This is intended to benefit both Syrians and Lebanese by improving employment opportunities and working conditions for refugee workers and host communities; skills, knowledge and employability; elimination of child labour; peace building; and livelihoods and economic recovery.



Typhoon-affected Philippines. With an average of 20 typhoons a year, the Philippines is the third most disaster-prone country in the world. In November of 2013, Typhoon Haiyan (Yolanda) devastated much of the central Philippines. The typhoon ripped through nine regions, 44 provinces and nearly 600 municipalities, with 171 of the latter located within 50 km of either side of the storm's path. The impact on communities was enormous, with many lives lost and widespread destruction to social, government and private sector infrastructure. The ILO has served in the Philippines as one of the leading international agencies assisting emergency relief efforts and helping affected workers develop new skills. The UK-funded Integrated Livelihood Recovery for Typhoon Haiyan-affected Communities project reached 7,468 workers, exceeding its development target by 11 per cent. The four interventions included the provision of social protection for workers; local resource-based construction of social infrastructure; skills development; and community-based enterprise development. The total budget for this project was \$3 million.

Recommendations

With more and more of the world's vulnerable and poor living in States now deemed "fragile", development actors and agencies are presented with a major challenge in delivering effective programmatic assistance to fragile zones. More innovative approaches are needed to identify the ways in which programmatic technical assistance can be absorbed effectively in areas of weak governance, rising tensions, or actual conflict.

While stability in many countries continues to be challenged by recurrent conflict and violence, as well as environmental shocks and threats, fragile States are obliged to address the root causes that drive fragility.

While there is no one-size-fits-all recommendation for fragile States, since each of their situations has its own distinctive features, these countries ought to approach fragility in a comprehensive manner. One important condition of any effective response is to build a solid governance system able to cope with exogenous shocks while mitigating the impact of the endogenous drivers of fragility.

Instruments of good governance can be used in fragile situations to foster cooperation and economic performance, which help to create an enabling environment for nationwide stability, including the realization of decent work. In this respect, the four pillars that constitute decent work are essential elements for preventing, mitigating and responding to the factors that drive fragility: (a) creating decent work opportunities; (b) strengthening tripartism and social dialogue; (c) setting and promoting standards and fundamental principles and rights at work; and (d) enhancing the coverage and effectiveness of social protection.

Generating decent employment opportunities for both women and men is a central part of creating peace and stability in fragile settings. Efforts are also necessary to avoid the escalation and exacerbation of crises, thus both protecting and sustaining livelihoods and providing a necessary humanitarian intervention. Social protection is an important element of national governance tools. Fragile States, in parallel with developing a strong social protection system, should design and implement effective social protection floors, to provide a basic minimum social security guarantee for those who fall outside of formal employment and who are most likely to be vulnerable in situations of fragility.

Likewise, social dialogue is pivotal in alleviating the symptoms of fragility. Fragile States should do everything possible to ensure the appropriate identification of labour market needs, the harmonious development and implementation of policies and the strengthening of institutions in the area of employment. In this context, it is essential to continue establishing and further developing permanent social dialogue mechanisms, training and supporting representatives of social partners and ensuring the promotion of gender equality. In addition, supporting and promoting fundamental principles and rights at work is pivotal as a barrier against exclusion, domination and lack of social justice. They should be acted upon both at the upstream level in terms of policy change and should be addressed and promoted in the design and implementation of downstream interventions.

Countries affected by fragility have a responsibility to ameliorate the situation of women who are likely to be most affected by conflict, climate change and violence. Governments and international actors need to work together towards national reforms to address both the expressions of gender discrimination and the underlying causes. Furthermore, the United Nations Security Council Resolution 1325 (2000) should be employed to greater effect in fragile States with regard to women as agents of effective maintenance and promotion of peace and security.

For fragile States particularly prone to climate change, it is necessary to integrate environmental concerns in all international, national and local level development plans. In general, all peace-building and early recovery policies and programmes should consider the impact of climate change on vulnerable women and men, and work towards strengthening the capacities of States and local communities to cope with it to protect livelihoods.

From a programmatic point of view, lessons learned indicate that interventions in fragile States need to adopt progressive approaches that include (a) risk assessment and response measures; (b) sustainability plans from the design stage; (c) security and risk management policies; and (d) flexible budgets. A series of evaluations of interventions conducted by the ILO in fragile States have suggested a number of good practices (box 5).

Box 5. More effective interventions in fragile States in the Asia and Pacific region: Recommendations for development organizations, including the ILO

Policy and capacity building level

- Produce up-to-date data and research on labour, employment, sectoral issues, and social protection.
- Advocate for a strong role for employment, social protection, and livelihood recovery at policy level, ensuring human rights and labour rights are a key concern.
- Advocate for building on existing capacities and inclusive approaches.
- Develop an inclusive ILO strategy sensitive to possible elements of fragility.
- Develop an understanding of how to ensure sustainable interventions in fragile contexts.
- Continue and up-scale capacity building and resource support to local communities.
- Consider continuing or re-engaging in conflict-affected countries to ensure ILO presence on the ground.
- Use the comparative ILO advantage in terms of its global networks of workers' and employers' organizations.

Programmatic level

- Coordinate with the international community active in the fragile States, participate in Inter-agency Standing Committees (IASCs) and thematic clusters.
- Participate in UN appeals and humanitarian needs overviews.
- Familiarize governments with community-based approaches to post-disaster livelihoods recovery to promote quick response when disasters occur.
- Invest in the ILO capacity to respond to crisis situations from the very outset, including effective use of seed funding.
- Acknowledge the greater need to demonstrate intervention outcomes and impacts.
- Widen the reach and increase the presence of ILO interventions.

ILO: *Decent work in situations of fragility, conflict and disaster: Guide*, op. cit.

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