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► ILO Employment Intensive Investment Programme (EIIP) and the Humanitarian- Development-Peace Nexus (HDPN)



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When the International Labour Organization (ILO) was created in 1919, right after World War I, it was founded on the firm belief that “universal and lasting peace can be accomplished only if it is based on social justice.”

In today’s world, we see widespread devastation with far-reaching impacts given the rising global population and rapid development of countries and societies. The international community, including the ILO, confronted and adapted to these humanitarian and development challenges to help constituents, institutions and communities make progress and cope with the crises.

Still, more people are being affected by humanitarian issues and many are suffering for extended periods due to violent conflicts. Many of these conflicts are linked to unemployment and decent work deficits. When jobs and traditional sources of income are lost, people resort to informal, non-contractual and unregistered work. As a result, unlawful economies thrive in an environment of continued violence.

A study on some 450 employment programmes in fragile situations identified three interlinked drivers of conflict, namely: lack of contact and interactions across different social groups; lack of economic opportunities particularly for the youth and women; and grievances over inequality, lack of fundamental rights at work and exclusion. By addressing these drivers through employment and decent work, peace can be given a chance to flourish.

The ILO’s Decent Work Agenda aims to improve the prospects for peace in crisis-affected areas through job creation, worker rights, social protection, social dialogue, and gender equality. This is embodied in the ILO Recommendation 205, the policy framework that provides guidance to member-states to generate employment and decent work for the purposes of prevention, recovery, peace and resilience with respect to crisis situations arising from conflicts and disasters.

ILO contends that humanitarian, peacebuilding and development assistance should be more than distinct short- and long-term actions that save lives, end suffering and support progress. They should be seen together as part of a wider, more holistic approach, including political interventions and strengthening of institutions to prevent the occurrence, intensification, continuation and return of conflict.

The **Humanitarian-Development-Peace Nexus (HDPN)** is a new approach aimed at providing immediate assistance, as well as attaining sustainable peace and development. HDPN prescribes a coherent approach with synergy and complementarity between humanitarian, development and peacebuilding activities. Actors optimize the use of limited resources in attaining collective outcomes, particularly in fragile and crisis situations.

In the following HDPN diagram by the ILO, immediate livelihoods and decent employment that lead to sustainable development constitute an important part of the triple nexus. Together with social dialogue, social protection and labour rights, they form the key components of the ILO Decent Work Agenda that address the drivers of conflict and contribute to the attainment of resilience and peace.

The ILO has been helping people in crisis situations by providing continuous support for humanitarian, development and peacebuilding efforts. This is in line with the **ILO Centenary Declaration**, which aims to achieve decent work and sustainable development for all. The ILO provides interventions that help people and organizations develop their individual and institutional capacities, promote gender equality, enhance social inclusion, strengthen their ability to recover from crises and protect human rights. In addition, the ILO strives to improve living conditions, transfer practical skills and improve access to other livelihood opportunities, while enabling affected households to find decent jobs and earn an income.

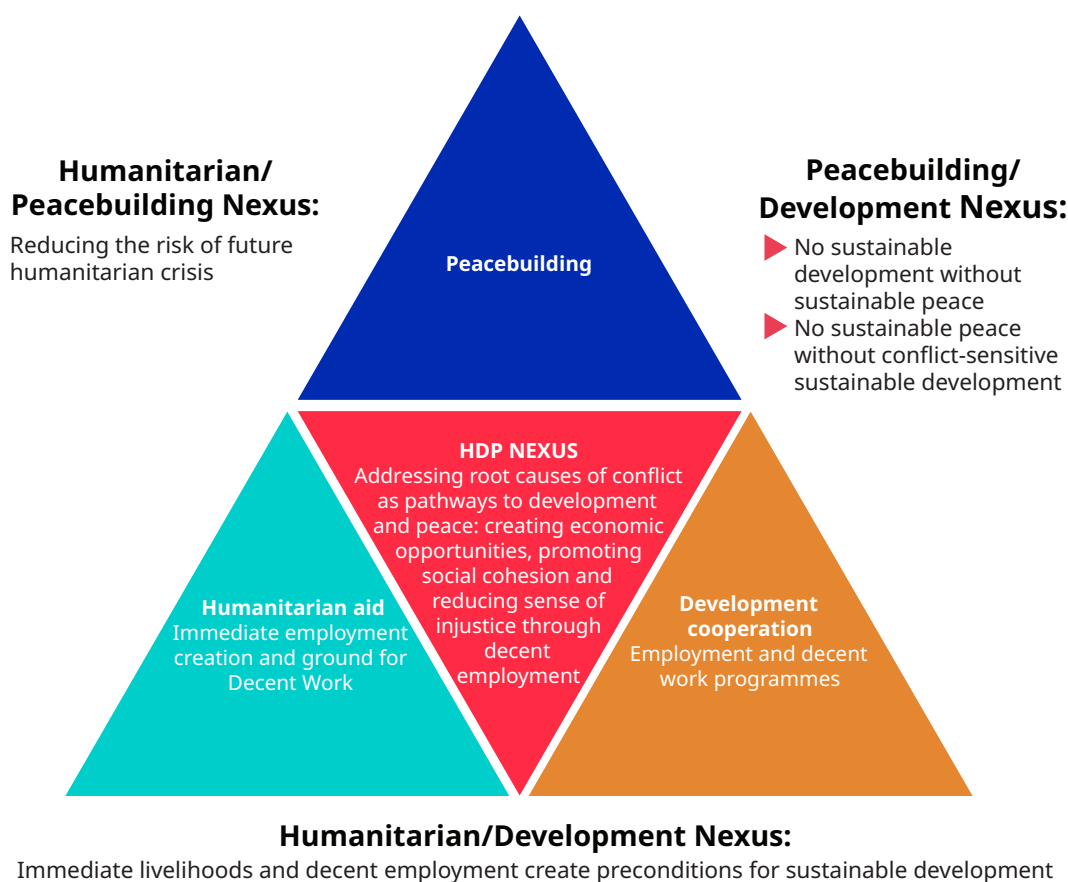


Figure 1. Employment and Decent Work in the Humanitarian-Development-Peace Nexus (ILO, 2021)

One important approach to delivering humanitarian and development assistance in post-crisis scenarios is the Employment Intensive Investment Programme (EIIP), where more and better jobs are created through inclusive infrastructure development and environmental and community works.

In the next sections, discover how the EIIP approach contributes to HDP Nexus through direct implementation, partnerships, policy support, as well as institutional capacity and knowledge-building.

► The ILO Employment Intensive Investment Programme (EIIP)

EIIP is part of the ILO's Employment Policy Department that is mandated to provide to member-states a comprehensive and integrated package of interventions that include improved climate-resilient infrastructure and the creation of decent jobs. EIIP recognizes the employment absorption potentials of the construction industry and endeavors to influence public investments, create employment-oriented knowledge development strategies, build capacity and provide technical advisory services at policy, institutional and operational levels. The approach has since been applied in development contexts as well as in post-conflict and post-crisis situations, providing decent work to affected communities while helping them recover from the devastation.

EIIP addresses various conflict and crisis situations with its **Emergency Employment, Public Employment Programmes, Green Works, Community and Local Resource-Based Approaches, Public and Private Sector Development**, and **Employment Impact Assessments**. These integrate the cross-cutting themes of gender equality, social inclusion, conflict sensitivity, full employment, workers' rights, social protection, social dialogue and environmental protection.

EIIP programmes promote social cohesion and reduce the likelihood of conflict by bringing working-age people together in dialogues that help lessen negative perceptions between social groups. The prospect of decent work and immediate income encourages people to participate, further strengthening social cohesion.

Skills training, a contingent part of the EIIP assistance package, is provided to working-age women and men to increase their chances in accessing job opportunities, such as those in the reconstruction and rehabilitation of damaged public infrastructure and facilities. As established in past post-crisis situations, the fair and inclusive provision of employment and income, especially when accompanied by adequate social protection coverage, helps reduce grievances among the affected population and likewise contributes to the attainment of peace and resilience.

In community infrastructure works, the EIIP experience indicates that the local resource-based approach reduces costs, supports local suppliers and increases the capacity of local institutions. In addition, the community's participation in repair or reconstruction of public facilities and infrastructure provides a sense of ownership across the whole community that leads to proper use and maintenance, which further enhances collaboration. Resource inflows like wages paid to workers and purchases of materials from local suppliers remain in local circulation and contribute to the revitalization of the local economy.

Moreover, the EIIP package raises awareness about workers' rights, gender equality, occupational safety and health, and reinforces the development of small and medium enterprises (SMEs). In all its interventions, EIIP aims to reduce the fragility of the beneficiary communities to reinforce their resilience and allow them to recover and be prepared for future shocks.

How the ILO Employment Intensive Investment Programme works across the Humanitarian-Development-Peace Nexus

Application of the EIIP approach in countries in Asia, the Middle East and Africa illustrate its contributions to HDPN. The activities, aimed at addressing humanitarian and development needs, also demonstrate how the ILO Decent Work Agenda contributes to the attainment of peace and resilience in crisis- and conflict-affected areas.

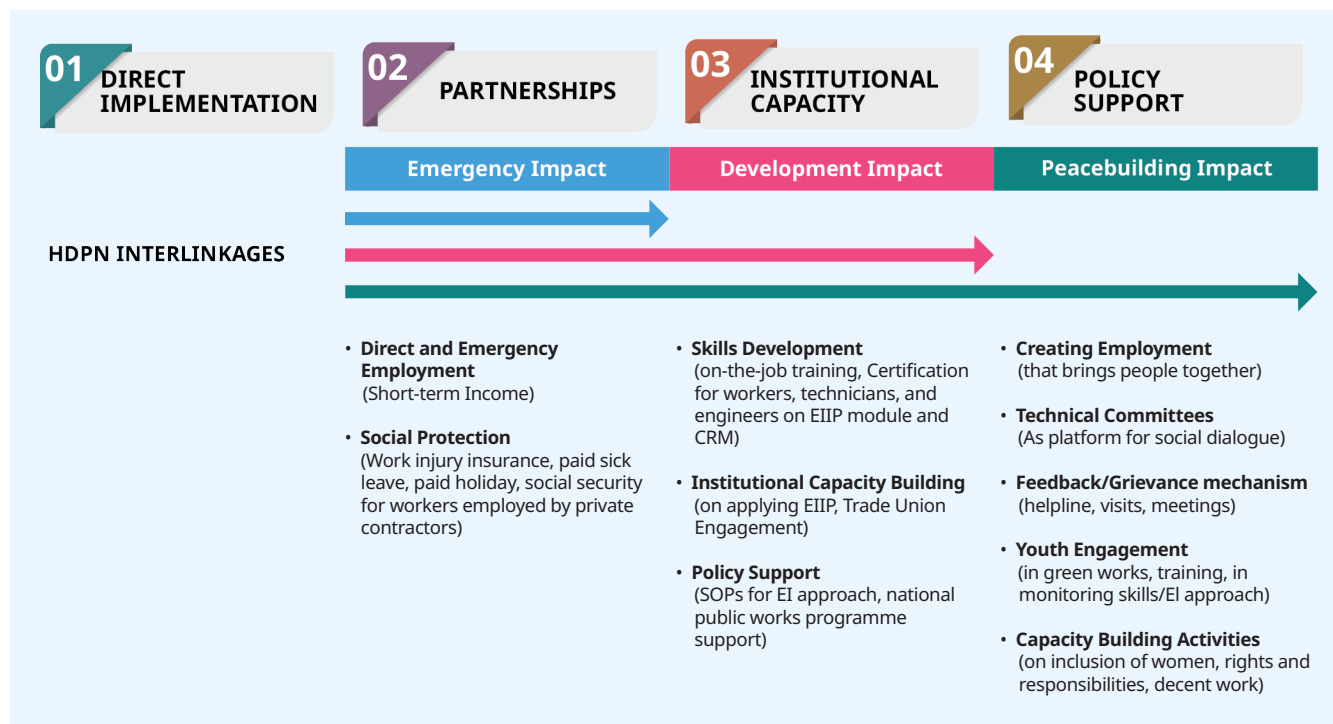
Prior to the implementation of EIIP interventions, the situation is first assessed in coordination with government, international and local aid organizations, NGOs and other development actors. Likewise, peace and conflict analysis, the first step and main pillar of the HDPN, is conducted. These activities provide a clearer picture of the intervention that needs to be provided, identify the target beneficiaries, and develop possible collaboration or co-financing with other agencies and organizations - all aimed towards the optimal use of resources and synergy of benefits and impacts.

At the community level, EIIP activities help convince those who feel excluded to participate and access income-generating opportunities in the area. In the process, it allows them to express grievances, gain the self-confidence to work with others, and realize their individual potential by applying practical skills or be part of a team in repair and reconstruction works. More importantly, EIIP interventions help enhance social cohesion by addressing the acknowledged drivers of conflict.

As EIIP interventions bring people of different nationalities, gender, race and beliefs together, contact is established and people are encouraged to engage in dialogue, discuss prospects, issues and concerns, and learn about socio-economic opportunities. Through these activities, tension and mistrust between social groups ease, paving the way for mutual trust, cooperation and collaboration.

Thus, the application of various EIIP country activities contribute to all three components of the triple nexus albeit in varying levels and depending on local conditions. **It is important to note that humanitarian, development and peace actions do not necessarily occur in phases.** For instance, development and peace initiatives can be built into the humanitarian response, and vice versa.

EIIP implementation meets humanitarian and development needs by working simultaneously across four dimensions: **Direct Implementation, Partnerships, Institutional Capacity, and Policy Support**. These activities illustrate how humanitarian, development and peacebuilding in HDPN are interlinked. This is best illustrated in the implementation of EIIP activities in Iraq as presented in the following HDPN Linkages diagram.



Direct implementation of initiatives create quality jobs that provide income in the immediate term, allow opportunities for skills acquisition and promote social protection for workers, like in the rehabilitation of irrigation systems, potable water supply, road networks and solid waste management.

EIIP activities entail the development of mutually-reinforcing **partnerships** with stakeholders and partners at national, local and international levels while allowing the promotion of ILO's experience and expertise in improving working conditions, upholding workers' rights, and stimulating job creation with consideration given to the local labour market.

EIIP also endeavors to **strengthen and empower institutions** to reinforce socio-economic recovery and development through policies that uphold decent work, by providing guidance for public and private sectors, together with humanitarian and development partners to plan, implement and sustain infrastructure and productive employment opportunities.

At the policy level, EIIP supports the formulation of legal and regulatory frameworks needed to encourage the continuing implementation and application of the EIIP approach, guidelines and good practices. Work at this level involves provision of support to national government in the design and implementation of national employment generation programmes like those in infrastructure development, agriculture and environmental protection and conservation.

The cross-cutting issues of gender equality, social inclusion, conflict sensitivity, workers' rights, social protection, social dialogue, and environmental protection are streamlined at all levels of the EIIP approach

See the EIIP approach in action and how it contributes to the humanitarian, development and peacebuilding dimensions of the triple nexus through the following country experiences.

► HUMANITARIAN Impacts

EIIP humanitarian activities start with emergency employment and provision of immediate short-term cash income for affected households. The activities focus on debris management to improve mobility and accessibility, particularly to facilitate the entry of relief and rescue efforts and the delivery of basic goods and services. As traditional sources of income are lost, workers have to learn new skills to access other livelihood opportunities, like in repair and reconstruction of damaged community infrastructure and basic facilities.

The short-term Humanitarian activities transition to the longer-term Development initiatives where new prospects for income generation are presented. The EIIP development activities are further discussed in the section on Development Impacts.



Myanmar

Improved ability of remittance-dependent communities in conflict-affected areas to cope with the impact of Covid-19 on their livelihoods, Kayin and Mon States, Myanmar, September 2020 - December 2022

The Covid-19 pandemic severely affected the remittance-dependent communities in the conflict areas of Myanmar. The low skills level of returning migrant workers, lack of economic recovery support among communities, and tense security situation aggravated the already fragile situation. With funding support from the Government of New Zealand, the project was implemented in the distressed areas of Myanmar to address the humanitarian problem.

The project provided immediate income to affected households through construction of essential rural facilities such as water supply, sanitation and hygiene infrastructure. The project likewise conducted technical-vocational education and training to improve the beneficiaries' skills and employability.



The short-term interventions generated more than 23,000 workdays that improved 15 community infrastructure in 54 sites, with another 39 works in various stages of construction. About 200 residents from the affected poor and vulnerable households received vocational training on mechanics, weaving, sewing, carpentry, masonry, cooking and baking. The beneficiaries underwent Covid-19 Occupational Safety and Health (OSH) protocols and Gender Framework training. Other short courses included income management, business start-up, leadership, teamwork, personnel management, healthcare and human rights. The project also established 15 village committees to oversee operation and maintenance of completed infrastructure in their areas.



Philippines

Emergency and recovery support to restart livelihoods, income generation and food self-sufficiency and to build the resilience of small scale rice-and corn-based farming communities in Leyte province of Region VIII severely affected by Typhoon Haiyan

In November 2013, the Philippines was hit by super typhoon Haiyan with maximum winds of about 315 km/hr. The extreme weather event brought widespread

devastation that resulted in over 6,000 fatalities and an estimated US\$3.0 billion in damage to crops and property. It was the costliest for the country.

With funding assistance from the Department for International Development (DFID), UK and a strong commitment from the Philippine Government, the ILO and its local partners provided emergency employment to affected residents on debris management and repair of public facilities and infrastructure. The activities injected financial resources that were used to buy food, water, shelter



materials and other basic items. More importantly, it facilitated the entry of relief goods and services, helped reduce health risks and alleviated the suffering among survivors.

The ILO worked with the Food and Agriculture Organization (FAO) and Save the Children UK (SCUK) to assist target beneficiaries from the vulnerable rice and corn farming households. The integrated approach helped the farming households increase their income and spending power and contributed

to re-establishing sustainable livelihoods. The ILO provided emergency employment, immediate income and skills training on alternative non-agricultural livelihood activities. The FAO provided inputs and training on inter-cropping and alternative agricultural subsistence, with the goal of restoring food self-sufficiency and restarting the livelihoods of small-scale rice and corn farmers. SCUK provided immediate cash to those who did not join the emergency employment activities, nor received agricultural inputs and conditional cash grants. SCUK also conducted business skills training to small scale market traders to support market development.

The collaboration provided advanced skills training to beneficiaries on sustainable livelihoods. Courses on enterprise development were also conducted in areas where recovery was relatively faster to facilitate the establishment of small businesses as sustainable sources of livelihood. In all activities, workers were given health, accident insurance and social security coverage, and were provided with Personal Protective Equipment (PPEs) and hand tools as part of the OSH requirements.

Short-term humanitarian activities serve as starting points for long-term development efforts that encourage continued participation. These activities provide opportunities for participants to engage in various activities, establish communication and dialogue, and exchange information that can lead to socio-economic opportunities. As participants gain useful skills and knowledge, social cohesion is strengthened, thus paving the way for further development activities.

► **DEVELOPMENT Impacts**

EIIP development activities are longer-term activities that immediately follow the Humanitarian interventions. These activities include the transfer of technical-vocational skills to workers, institutional reform and capacity building, as well as entrepreneurial and private sector development. Labour market governance, local economic development, and raised awareness on sustainable development and climate change adaptation measures are also covered.

The skills that beneficiaries learn enable them to access new income-generating opportunities in repair, reconstruction and maintenance of restored facilities. These activities facilitate ongoing communication and interaction, as well as provide access to information and socio-economic opportunities. They also address grievances related to inequality and social exclusion, which are known drivers of conflict.



Somalia

With support from the German Government, the project ***Sustainable Return and Reintegration through***

Employment Intensive Infrastructure Works

Project helped the Government reintegrate internally displaced persons (IDPs) and returnees to society through jobs created from infrastructure development. Jobs and immediate income through various infrastructure works were provided in three regions of Somalia, generating about 373,025 workdays from 2014 to 2017. Some of the infrastructure projects included seven gravel/tarmac roads, two meat markets, two slaughter houses and two production centers.



Marketplaces used to be disorganized, overcrowded and were health risks to users. The new marketplaces were designed with vendor sections, spacious areas for buyers, potable water, waste management, sewage systems, latrines and protection from the sun. These improvements created a better trading environment. As a result, incomes increased by an average of 94%, the customer base grew by an average of 200% and wastage due to transportation and storage decreased.

With support from the Government of Japan, ILO implemented the ***Durable Solutions for Somali Refugee returnees through Repatriation, Assistance and Promoting Sustainable Solutions*** project and embarked on labour-intensive road rehabilitation and maintenance using Japan's Do-noh (use of sandbags) technology. The ILO provided training, equipment and tools, such as surveying instruments, materials testing equipment, computers, engineering software and printers to help local governments improve their ability to deliver public works and services.

These initiatives were delivered in cooperation with the United Nations Development Programme (UNDP), United Nations Human Settlements Programme (UNHABITAT), United Nations International Children's Emergency Fund (UNICEF) and Food and Agriculture Organization (FAO).



Mauritania

The ILO began the project ***Promoting economic inclusion and social cohesion through market-based livelihood and employment interventions for***

refugees and host communities in the Moughataa of Bassikounou

in Mauritania. The aim was to enhance the employability of refugees and their host communities, promote social cohesion and attain peaceful co-existence. The project provided vocational training on eco-construction, meat products, leather and textile confection, gardening, and fodder production. These activities helped facilitate the workers' integration into the labour market and the development of conflict-sensitive and sustainable enterprises. The programme likewise encouraged participants to engage in green jobs and green economy projects in construction and environmental protection and conservation.

The project developed women and men as trainers and educated refugees and residents on vocational courses, entrepreneurship and local economic development.

In the project ***Promoting youth employment opportunities for refugees and host community with employment-intensive construction works in Mauritania*** funded by the Japanese Government, the ILO conducted training programmes on infrastructure development and trained young Mauritians, refugees and technicians on the use of the Japanese Do-noh technology for road construction and maintenance. Young refugees and residents received training on labour-intensive construction methods. Additionally, some of the beneficiaries who received training included labour unions, businesses and government institutions; and they were trained on OSH and Decent Work principles. The training for young people included entrepreneurship skills.

The project completed the construction of a nine-classroom elementary school and rehabilitated 454 meters of road with Do-noh technology. The project also co-financed the practical training of selected local tailors and contributed to the construction of 11.5 kilometers of laterite track, with young refugees and Mauritians as trainees. The activities improved the interactions between the refugees and host communities. Moreover, the practical skills and knowledge acquired by the participants helped them access employment and livelihood opportunities, supporting local development.



The participants come mostly from the short-term humanitarian activities where they are provided with the skills for the development needs of the area. As development activities improve living conditions and restore facilities and infrastructure, various groups such as affected households, communities, government entities and other development actors are able to interact more frequently. These interactions, coupled with increased income, help to ease tensions and foster tolerance among the groups, enabling them to continue working together towards shared goals.

► PEACEBUILDING Impacts

As described in the preceding sections, EIIP activities involving the Humanitarian and Development components of the Nexus contribute to Peacebuilding by addressing the drivers of conflict. Creating income-generating opportunities encourages people of different social groups to communicate and interact, reducing tensions between nationalities like refugees and host communities. The jobs created provide socio-economic opportunities that encourage continued participation in EIIP activities, which in turn strengthens social cohesion. These activities help address grievances and break communication barriers, helping to foster a more harmonious environment.



Jordan

*Employment through Labour
Intensive Infrastructure Project,
July 2016 to July 2021*



There are 637,000 refugees from Syria living in Jordan, most of whom work in the informal economy. This type of work often pays low wages, has poor working conditions and may involve exploitative practices such as child labour. The ILO EIIP, with the German Development Bank (KfW), implemented the project **Employment through Labour Intensive Infrastructure** and created immediate jobs for Syrian refugees and their host communities.

The intervention improved social cohesion and peace by bringing Jordanians and Syrians together to work on local infrastructure. They collaborated on maintaining and cleaning roads, highways and municipal buildings, which helped foster a sense of

unity and cooperation between the two groups. Women workers reported that participating in EIIP activities increased their self-confidence, self-esteem and ability to contribute to household decisions. They felt more independent, self-reliant and respected in society by demonstrating their skills in labour-based

tasks. Both male and female workers from Syria and Jordan agreed that the programme helped reduce tension between nationalities. The jobs created also facilitated the development of new relationships and friendships beyond the work environment.



Lebanon

Improving Living Conditions and Resilience of Refugees displaced by the Syrian Crisis and Vulnerable Hosting Communities, January 2017 – December 2022

Millions of Syrians fled their country to escape the violent civil war since 2011. In Lebanon, the 1.5 million refugees from Syria led to a severe humanitarian crisis, worsened by the Covid-19 pandemic affecting both refugees and host communities. To address this, the ILO partnered with the Government of Lebanon and received support from the German Development Bank (KfW) to implement short- and medium-term employment programmes in 10 vulnerable locations of the country through infrastructure works.



Workers, including Syrian refugees and members of the host communities, gained immediate income and skills which helped them to become more resilient. They used labour-intensive methods and worked under decent conditions to repair public infrastructure, build water cisterns and prepare sloping agricultural areas. These improvements, in turn, benefitted the local communities.

The project trained contractors on labour-based methods, increased the capacity of public institutions and created 240,000 work-days for 6,000 beneficiaries, including women (10%) and people with disabilities (2%). It also challenged cultural and social stereotypes about women's inability to work in infrastructure projects due to lack of physical strength and technical skills, and being targets of harassment; it also questioned the notion that construction is only for men.

In the aftermath of a crisis, immediate employment and income generation provided to both men and women affected by conflict are the focus of Humanitarian initiatives. Succeeding Development initiatives, which include continued dialogues and interaction, aim to improve living conditions through the restoration of community infrastructure and public facilities. This helps reduce tension between host communities and refugees, build mutual trust and confidence and encourage relationships across different groups.

These EIIP activities are designed to address the drivers of conflict and serve as the building blocks of peacebuilding efforts.

A lot has yet to be done, LET US CONTINUE TO WORK TOGETHER

We've seen how the Employment Intensive Investment Programme (EIIP) approach has been applied in several post-crisis and post-conflict situations as both a humanitarian and development initiative. This approach not only brings order to chaotic environments and improves living conditions, but also helps to address the underlying drivers of conflict, such as tension, mistrust and suspicion between individuals and groups who have suffered greatly. These groups have been displaced from their homes to become refugees in new and often unfriendly environments. By utilizing the EIIP approach, we can provide much-needed employment opportunities and foster a sense of community and stability, helping to rebuild and transform devastated societies.

The EIIP approach helps to overcome mistrust and suspicion, especially between refugees and their host communities, through collaboration and joint conflict analysis as an initial step. It promotes acceptance and cooperation, with actors working together towards the development of a strong and resilient community while striving for lasting peace.

The EIIP has been effectively implemented in Asia, the Middle East and Africa as part of the ILO Decent Work Agenda. Although the progress may be small, the gains made through the EIIP are significant steps towards building resilience and social cohesion. Ultimately, these efforts may contribute to the achievement of peace and sustainable development.

The ILO is ready to share its experience to constituents, stakeholders and communities in applying the EIIP-tested interventions and address the Humanitarian, Development and Peace components of the Triple Nexus. The ILO's work in several crisis-affected countries also demonstrates the productive collaborations with other international humanitarian and aid agencies, governments and local partners in striving for the collective outcome of productive development, resilience, lasting peace, and social justice.

Contact:

Employment Intensive Investment Programme

Address: 4 route des Morillons CH-1211 Geneva 22, Switzerland

Email: ilo@ilo.org

Tel. +41 (0) 22 799 6111

Fax : +41 (0) 22 798

Website: <http://www.ilo.ch/global/topics/employment-intensive-investment/lang--en/index.htm>



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