

ILO Crisis Response Strategies and Experience



Stages of a 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 - Pre-Crisis (Generic Activities)

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-) 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

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

ILO - Post-Crisis (Immediate/Short-Term)

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-) 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)

ILO - Post-Crisis (Medium-Term)

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-) 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-entreprise 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



ILO Experience



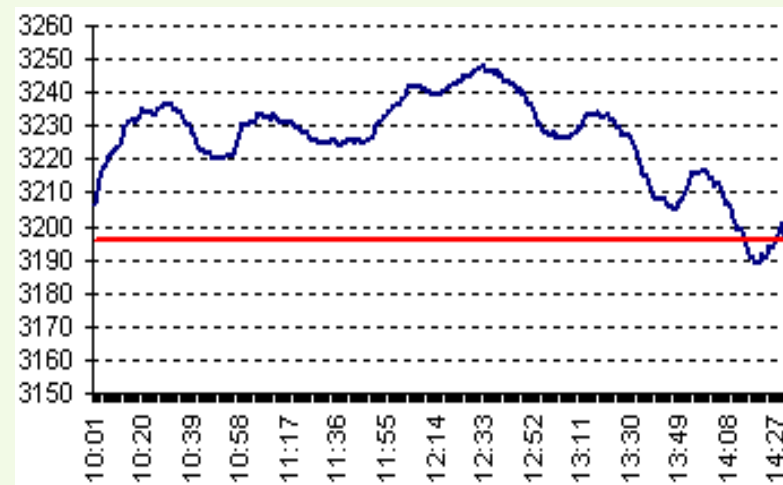
Social and Political Transitions

-) 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

Lessons Learned

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