




International  
Labour  
Office

# Decent Work and Poverty Reduction Strategies



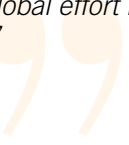


## Decent Work and Poverty Reduction Strategies



*“Together, our role in the international effort to eradicate poverty is to promote public policies, rights, social institutions and market solutions that permit people to earn a decent living, balance family needs and work out of poverty. But to do so, women and men need an enabling environment for empowerment.”*

*“Breaking the cycle of poverty is really about creating a new cycle of opportunity and local wealth creation. The Decent Work Agenda is an essential part of the solution. That Agenda may take different shapes and be built around different priorities in order to tackle different aspects of poverty and groups of poor people. But the promotion of rights, representation, employment and protection is always going to be the heart of successful policies to reduce poverty. In all these areas, we have knowledge and experience that are important for the global effort in which we are a full and willing partner.”*



Juan Somavia  
Director-General, ILO  
Working Out of Poverty, 2003

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# Decent Work and Poverty Reduction Strategies



## Poverty reduction: at the core of the ILO mandate

The ILO's mandate on poverty reduction is written into its constitution...

*"Poverty anywhere constitutes a danger to prosperity everywhere"*

Declaration of Philadelphia, 1944

The ILO's work on poverty reduction is grounded in social justice and its twin concepts of entitlements and equity. The starting point is the fact that for poor people, work is the main and often only way to get and stay out of poverty. In addition, this approach advocates a right to inclusion and protection. Poor people's ability to access decent work depends on the entitlement relations in any given society. For a poor person, access to decent work depends on what she owns (often not a lot), what exchange possibilities are offered to her (often very few), what is given, and what is taken away. Poverty reduction is therefore about increasing the endowments of the poor and their entitlements. The achievement of these rights involves the development of both economic and social capabilities.

The ILO approach emphasises that economic growth is an essential but not sufficient condition for poverty reduction. Poverty reduction involves growth with a substantial reorientation in favour of the poor (often referred to as "pro-poor growth"). It includes an employment-centred development strategy, a comprehensive perspective of social safety nets and social transfers, changes in institutions, laws, regulations and practices that are part of the process that creates and perpetuates poverty. Through the years, the ILO has built up considerable knowledge and practical experience, for poverty-reducing strategies, both at the macro and micro levels.

## The challenge of new PRSs:

Since 1999, an increasing number of countries are initiating national policy processes for the definition and adoption of poverty reduction strategies (PRSPs and PRSs)<sup>1</sup>. Currently, in more than 70 low income countries, PRS processes are underway.

Six main features differentiate PRSs from previous national plans and other planning instruments:

- 1 National ownership
- 2 Public consultation
- 3 Links to public expenditure
- 4 Links to development assistance
- 5 Prioritized public action
- 6 Monitoring of poverty

The early generation of PRSPs, presented three overarching challenges to the ILO:

- Need to include a more in-depth analysis of employment and other aspects of decent work giving rise to a more explicit role for decent work in poverty reduction strategies, including fundamental principles and rights at work and social protection.
- Labour ministries, employers' and workers' organizations need to be more systematically integrated into the participatory process underpinning the design and implementation of PRSPs. Without social dialogue, the participation and national ownership principles of the PRSP are seriously undermined and decent work strategies are unlikely to receive adequate consideration.
- More attention should be placed on equity in addition to growth in PRSPs. The policy implications related to redistribution need to be given more prominence, for example, through the development of a fair, efficient and effective fiscal policy and the promotion of the core labour standards.

<sup>1</sup> PRSPs refer to the World Bank/IMF endorsed national poverty reduction strategies which are in place in most Low Income Countries (LICs) and PRSs, to those that non LICs have chosen to implement that follow similar principles but are not designed necessarily to access concessional finance and/or debt relief. However, increasingly both terms are used interchangeably to refer to recent national poverty reduction strategies.



## What is the objective of ILO engagement?

The overarching vision for the ILO's support to PRSs is to develop and promote coherent and integrated policy frameworks for connecting the poverty and decent work agenda(s) at the national level. This vision draws on all four strategic objectives of decent work, employment, rights, social protection and social dialogue, and is managed as an Office wide collaborative effort.<sup>2</sup> The strategy involves four interconnected elements:

- Empowering the constituents (ministries of labour, employers' and workers' organizations) by strengthening their capacity to influence the drafting, implementation and monitoring of national PRSs;
- Incorporating employment and other relevant dimensions of the decent work agenda into PRSs by identifying appropriate entry points and country-specific priorities and by articulating a visible and marketable platform for action;
- Influencing and developing partnerships through strategic communication at the country level: seeking to influence other government ministries and departments (especially ministries of finance/planning) in driving the design and implementation of PRSs, and development organizations (including multilaterals, bilaterals and civil society organizations) to embrace the decent work route out of poverty;
- Maintaining critical dialogue at the global and regional levels with the international financial institutions, regional commissions, regional development banks and UNDP on the overall assessment of the content and process of PRSs.



<sup>2</sup> This cross- Office collaboration and integrated support to country engagement in PRSs is facilitated by the Employment Policy Department.

## Poverty reduction strategies are important for the ILO because...

- They are the national strategy for achieving the Millennium Development Goals (MDGs). Both the World Bank and the UN stress that integrating the MDGs into poverty reduction strategies is key to ensuring that the MDGs become central to national policy processes.
- They are closely linked to the prioritization of public policy actions and public expenditure frameworks. It is important that these social and economic policies are made with reference to decent work goals and that policy outcomes reflect decent work concerns.
- They are linked to development assistance from the World Bank and other multilateral and bilateral donors. Many donors align their funding and country programmes with PRSs through direct budget support and sector wide programmes, going away from a project-based approach. Producing a PRSP is also a prerequisite for debt relief from the Paris Club members under the enhanced Heavily Indebted Poor Countries (HIPC) Initiative. Twenty<sup>3</sup> out of the 40 eligible countries had by the end of 2006 reached HIPC completion point. These countries also benefited from the Multilateral Debt Relief Initiative (MDRI) agreed upon in 2006, which basically doubles the debt relief.
- The UNDAF – the common strategic framework for the operational activities of the United Nations system at the country level, is framed in the light of nationally-formulated PRSs and is becoming more and more aligned and harmonized with the national process.
- The ILO's Decent Work Country Programmes (DWCPs), which represent the distinct contribution to the above processes, have promoted strong articulation with PRSs at the country level (See Table I).

<sup>3</sup> Benin, Bolivia, Burkina Faso, Cameroon, Ethiopia, Ghana, Guyana, Honduras, Madagascar, Malawi, Mali, Mauritania, Mozambique, Nicaragua, Niger, Rwanda, Senegal, Tanzania, Uganda, Zambia.

## **An opportunity to raise the profile of decent work and the ILO**

A major difference between new PRS processes and past initiatives is the notion of national ownership based on broad participatory process and public accountability. This is consistent with a greater appreciation today of the need to strengthen the rule of law and democratic institutions and processes, taking into account fundamental rights to organize, enjoy freedom of association, be free of child labour and forced labour and to enjoy equal rights without discrimination on the basis of gender or other factors.

Consequently, social dialogue becomes a vital process in and of itself. At the country level great attention has been placed on building the capacity of Ministries of Labour, trade unions and employers' associations and strengthening tripartism more generally. It is evident that as the ILO constituents become increasingly involved in PRS activities, their profile and that of decent work is enhanced vis-à-vis others in the international development community. Dialogue with IFIs (principally the World Bank) and bilaterals, among others, are becoming more significant and productive. The PRS process, therefore, constitutes a vehicle through which the ILO, including the constituents, can influence national planning and budgeting.



## How to engage in Poverty Reduction Strategies

The ILO has sought to engage in PRSs from many different angles but two broad approaches prevail: an integrated, longer-term and multidimensional approach or a more specific thematic, focused input. In general, the approach adopted will depend on the stage of a given country's PRS cycle and the interest and capacity of constituents and the Office to participate in and add value to what is often a long and multi-staged process.

Participating in PRSs is about engaging in an on-going policy dialogue, supporting the capacities of constituents to articulate their views and concerns, opening up policy dialogues to employment and labour market issues and for considering alternative policy options. Areas where the ILO can add value include:

- Ensuring the poverty diagnostic in PRSs integrates the employment dimension, especially as it affects, for example, women, indigenous peoples, migrants, the disabled, informal economy and rural workers, all of whom are likely to experience poverty in distinct ways.
- Ensuring that decent work goals are included in strategies (macro, sector-based and at the community level) and that decent work targets are included in monitoring and evaluation processes.
- Ensuring that rights issues, especially respect of the core labour standards and equity issues, including good governance in the labour market, are properly addressed in PRSs.

By 2007 the ILO was providing support to PRSs in more than 35 countries in all regions. The countries are in different stages in the PRS and debt relief process. Table I gives a snapshot of multiple entry points from a decent work perspective in selected countries, constituent's participation in the process and the articulation with the DWCPs.

**Table I: Linking the Decent Work Agenda to National Poverty Reduction Strategies**

**AFRICA**

<b>Country and Status</b>	<b>PRSP – Priority Focus</b>	<b>Decent Work Strategic Entry Points and Actionable Areas</b>	<b>Constituents' Participation in the PRS process</b>
<b>Burkina Faso</b> PRSP II (2004) HIPC CP (2002) MDRI (2006)	<ul style="list-style-type: none"> <li>• Accelerating broad-based growth</li> <li>• Access to basic social services</li> <li>• Income-generating activities for the poor</li> <li>• Good governance</li> </ul>	<ul style="list-style-type: none"> <li>• Placing employment at the centre of economic and social policies through the formulation of the National Employment Policy &amp; Action Plan</li> <li>• Gender equality</li> <li>• Target action for youth employment</li> </ul>	<ul style="list-style-type: none"> <li>• Fully involved</li> <li>• Capacity building provided</li> </ul>
<b>Burundi</b> I-PRSP (2003) (Full PRSP under elaboration)	<ul style="list-style-type: none"> <li>• National reconciliation</li> <li>• Repatriation of refugees</li> <li>• Infrastructure rehabilitation</li> <li>• Re-establishing economic stability and growth</li> <li>• Social services</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening of social dialogue</li> <li>• Employment creation for ex-combatants</li> <li>• Focus on reforestation, micro-finance and social protection</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> <li>• Capacity building provided</li> </ul>
<b>Cameroon</b> PRSP (2003) HIPC CP (2006) MDRI (2006)	<ul style="list-style-type: none"> <li>• Infrastructure development</li> <li>• Employment creation and inclusion of vulnerable groups</li> <li>• Development of social policies and strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Intersectoral action plan on employment creation and poverty reduction</li> <li>• Maximize employment creation in infrastructure development</li> <li>• Labour market information; SME; Gender equality</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> <li>• Capacity building provided</li> </ul>
<b>Congo, Democratic</b> Republic of the PRSP (2006)	<ul style="list-style-type: none"> <li>• Employment creation</li> <li>• Special focus on youth</li> <li>• Development of cooperative enterprise</li> </ul>	<ul style="list-style-type: none"> <li>• Employment and income programme</li> <li>• Youth employment</li> <li>• Cooperative enterprise development</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> <li>• Capacity building provided</li> </ul>
<b>Congo</b> I-PRSP (2004) (Full PRSP under finalization)	<ul style="list-style-type: none"> <li>• Employment creation, focus on youth</li> <li>• Governance of labour market</li> </ul>	<ul style="list-style-type: none"> <li>• Technical assistance on employment, vocational training and social protection</li> <li>• Youth employment</li> <li>• Enhancement of social dialogue</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> <li>• Capacity building provided</li> </ul>
<b>Ethiopia</b> PRSP II (2005)	<ul style="list-style-type: none"> <li>• Strengthen private sector growth and development</li> <li>• Develop industry as means for off-farm employment</li> <li>• Raise employability of labour resources</li> </ul>	<ul style="list-style-type: none"> <li>• Employment-intensive and pro-poor growth, targeting youth and women</li> <li>• Focus on 2 export sectors: textile &amp; garments, and cut flowers: compliance with standards and agreements</li> <li>• Strengthening of labour and social dialogue institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> <li>• Capacity building provided</li> </ul>

Country and Status	PRSP – Priority focus	Decent Work Strategic Entry Points and Actionable Areas	Constituents' Participation in the PRS process
<b>Ghana</b> PRSP II (2005) HIPC CP (2004) MDRI ((2006)	<ul style="list-style-type: none"> <li>• Accelerated private sector led growth</li> <li>• Human resource development</li> <li>• Good governance and civic responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Effective coordination of youth employment programme (YEP)</li> <li>• Employment, productivity and incomes in selected areas</li> <li>• Risk and vulnerability among informal workers, children, PWDs and PLWHA</li> </ul>	<ul style="list-style-type: none"> <li>• Fully involved</li> <li>• Capacity building provided</li> </ul>
<b>Kenya</b> PRSP (2004)	<ul style="list-style-type: none"> <li>• Economic Recovery Strategy for Wealth and Employment</li> </ul>	<ul style="list-style-type: none"> <li>• Policies to stimulate remunerative and productive employment</li> <li>• Focus on youth employment, child labour and HIV/AIDS</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> </ul>
<b>Lesotho</b> PRSP (2005)	<ul style="list-style-type: none"> <li>• Employment creation and income generation</li> <li>• Improved agriculture</li> <li>• Infrastructure</li> <li>• Governance and public service delivery</li> <li>• Health &amp; social welfare</li> <li>• Education; HIV/AIDS; gender, youth and children</li> </ul>	<ul style="list-style-type: none"> <li>• Employment strategy for the implementation of the PRSP</li> <li>• Improved competitiveness, productivity and conditions of work in the textile/garment sector; mitigation of HIV/AIDS</li> <li>• Youth employment</li> <li>• Social security reformed in conformity with ILO standards</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> <li>• Capacity building provided</li> </ul>
<b>Liberia</b> I-PRSP (2006)	<ul style="list-style-type: none"> <li>• National security</li> <li>• Revitalizing the economy</li> <li>• Strengthening governance and the rule of law</li> <li>• Rehabilitating infrastructure and delivering basic services</li> <li>• Create jobs</li> </ul>	<ul style="list-style-type: none"> <li>• Policy sequencing</li> <li>• Public sector employment – employment-intensive infrastructure</li> <li>• Focus on gender equality, LMI, SME, wage conditions, trafficking and child labour</li> </ul>	<ul style="list-style-type: none"> <li>• Marginal involvement, to be enhanced during the full PRSP development</li> </ul>
<b>Madagascar</b> PRSP II (2006) HIPC CP (2004) MDRI (2006)	<ul style="list-style-type: none"> <li>• Responsible governance</li> <li>• Connected infrastructure</li> <li>• High growth economy, including full employment</li> <li>• Rural development</li> <li>• Education &amp; health</li> <li>• National solidarity</li> </ul>	<ul style="list-style-type: none"> <li>• Formulation and integration of national employment action plan</li> <li>• Strengthen employment governance and labour legislation for decent work</li> <li>• Focus on local development, strengthening employability, micro-finance and improving productivity</li> </ul>	<ul style="list-style-type: none"> <li>• Fully involved</li> <li>• Capacity building provided</li> </ul>
<b>Mali</b> PRSP II (2006) HIPC CP (2003) MDRI (2006)	<ul style="list-style-type: none"> <li>• Employment mainstreamed in the economy and sectoral policies</li> <li>• Employment creation and productivity increase</li> <li>• Employment intensity in public works</li> <li>• Promotion of gender equality</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of decent work for youth (multidimensional programme): institutional framework; SME; cooperative development; micro-finance; mutual health insurance; employment-intensive methods; skills development and employability.</li> </ul>	<ul style="list-style-type: none"> <li>• Fully involved</li> <li>• Capacity building provided</li> </ul>

Country and Status	PRSP – Priority focus	Decent Work Strategic Entry Points and Actionable Areas	Constituents' Participation in the PRS process
<b>Nigeria</b> PRSP (2004)	<ul style="list-style-type: none"> <li>• Empowering people (incl. employment, social protection and gender balance)</li> <li>• Promoting private enterprise</li> <li>• Better governance</li> </ul>	<ul style="list-style-type: none"> <li>• Job creation for women and youth: self employment, cooperatives and enterprise development</li> <li>• Human trafficking; child labour</li> <li>• HIV/AIDS</li> </ul>	<ul style="list-style-type: none"> <li>• Fully involved</li> </ul>
<b>Rwanda</b> PRSP II (2006/07) HIPC CP (2005) MDRI (2006)	<ul style="list-style-type: none"> <li>• Rural &amp; human development</li> <li>• Economic infrastructure</li> <li>• Governance</li> <li>• Private sector development</li> <li>• Institution-building</li> </ul>	<ul style="list-style-type: none"> <li>• SME development in rural areas</li> <li>• Productivity improvement in the informal economy</li> <li>• Extension of social protection</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> <li>• Capacity building provided</li> </ul>
<b>Sudan</b> I-PRSP (2004)	<ul style="list-style-type: none"> <li>• Peace</li> <li>• Macro stability</li> <li>• Sustaining growth revival</li> </ul>	<ul style="list-style-type: none"> <li>• Rights at work</li> <li>• Pro-poor growth strategy</li> <li>• Reviving public investment</li> </ul>	<ul style="list-style-type: none"> <li>• Involved (government)</li> </ul>
<b>Tanzania</b> PRSP II (2005) HIPC CP (2001) MDRI (2006)	<ul style="list-style-type: none"> <li>• Growth and reduction of income poverty</li> <li>• Improvement of quality of life and social well-being</li> <li>• Governance</li> </ul>	<ul style="list-style-type: none"> <li>• Youth employment for poverty reduction</li> <li>• Reduce child labour</li> <li>• Mitigate socio-economic impact of HIV/AIDS</li> </ul>	<ul style="list-style-type: none"> <li>• Fully involved</li> <li>• Capacity building provided</li> </ul>
<b>Uganda</b> PRSP II (2005) HIPC CP (2000) MDRI (2006)	<ul style="list-style-type: none"> <li>• Economic management &amp; governance</li> <li>• Enhancing production, competitiveness and incomes</li> <li>• Human development</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of decent work opportunities for young women and men for poverty reduction</li> <li>• Reduce child labour</li> <li>• Mitigate socio-economic impact of HIV/AIDS</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> </ul>
<b>Zambia</b> PRSP II (2006) HIPC CP (2005) MDRI (2006)	<ul style="list-style-type: none"> <li>• Macro-economics</li> <li>• Social protection</li> <li>• Private sector development</li> <li>• Education</li> <li>• Employment and labour (incl. NELMP)</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the National Employment and Labour Market Policy (NELMP) under the leadership of the Ministry of Labour &amp; Social Security and supported by the social partners</li> </ul>	<ul style="list-style-type: none"> <li>• MOL involved</li> <li>• Social partners initially involved through ILO</li> <li>• Capacity-building planned</li> </ul>

## ARAB STATES

Country and Status	PRSP – Priority focus	Decent Work Strategic Entry Points and Actionable Areas	Constituents' Participation in the PRS process
<b>Yemen</b> PRSP II (2006)	<ul style="list-style-type: none"> <li>• Sustained economic growth</li> <li>• Human resource development</li> <li>• Access to basic infrastructure, services and social safety nets</li> </ul>	<ul style="list-style-type: none"> <li>• Formulation of National Employment Agenda: growth and employment generation</li> <li>• Education and women's empowerment</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> <li>• Capacity building provided</li> </ul>

## ASIA & the PACIFIC

Country and Status	PRSP – Priority focus	Decent Work Strategic Entry Points and Actionable Areas	Constituents' Participation in the PRS process
<b>Bangladesh</b> PRSP (2005)	<ul style="list-style-type: none"> <li>• Employment</li> <li>• Nutrition</li> <li>• Education</li> <li>• Local governance</li> <li>• Maternal health</li> <li>• Sanitation and safe water</li> <li>• Criminal justice</li> </ul>	<ul style="list-style-type: none"> <li>• Employment and social protection programmes</li> <li>• Support to post-MFA ready-made garment industry</li> <li>• Fundamental principles and rights at work</li> <li>• Vocational training system</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> <li>• Capacity building provided</li> </ul>
<b>Cambodia</b> PRSP II (2006)	<ul style="list-style-type: none"> <li>• Good governance</li> <li>• Enhancement of agriculture</li> <li>• Infrastructure</li> <li>• Private sector development and employment generation</li> <li>• Capacity building and human resource development</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing agricultural productivity, incomes and employment</li> <li>• Employment-intensive methods in public investment</li> <li>• Reducing the vulnerability of excluded</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> <li>• Capacity building provided</li> </ul>
<b>Indonesia</b> PRSP (2005)	<ul style="list-style-type: none"> <li>• Broad rights-based approach</li> <li>• Stress on employment</li> </ul>	<ul style="list-style-type: none"> <li>• Macro policy to generate growth and employment</li> <li>• Youth employment</li> <li>• Enterprise development</li> <li>• Labour market governance</li> <li>• Core labour standards</li> </ul>	<ul style="list-style-type: none"> <li>• Fully involved</li> <li>• Capacity building provided</li> </ul>
<b>Lao P.D. R.</b> PRSP (2004)	<ul style="list-style-type: none"> <li>• Broad rights-based approach</li> <li>• Stress on employment</li> </ul>	<ul style="list-style-type: none"> <li>• National socio-economic development plans</li> <li>• Labour-based rural infrastructure</li> <li>• Child labour and anti-trafficking policy</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> </ul>
<b>Mongolia</b> PRSP (2003)	<ul style="list-style-type: none"> <li>• MDG priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Jobs and employment creation for youth; Informal economy policy</li> <li>• Linking child labour &amp; education</li> <li>• Reducing vulnerabilities/disabled, migrants</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> <li>• Capacity building provided</li> </ul>
<b>Nepal</b> PRSP (2003)	<ul style="list-style-type: none"> <li>• Industrial competitiveness</li> <li>• Infrastructure</li> <li>• Education and training</li> <li>• Stress on employment</li> </ul>	<ul style="list-style-type: none"> <li>• Restoring competitiveness in agriculture &amp; garments</li> <li>• Youth employment</li> <li>• Reduction of child labour and bonded labour</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> <li>• Capacity building provided</li> </ul>
<b>Pakistan</b> PRSP II (2006/07)	<ul style="list-style-type: none"> <li>• Macro stability</li> <li>• Revived investment</li> <li>• Targeted poverty programmes</li> <li>• Growth nodes for employment</li> </ul>	<ul style="list-style-type: none"> <li>• Macro policy reversal from cyclical to counter cyclical</li> <li>• Address increased competitiveness in cotton sector</li> <li>• Role of minimum wage in poverty reduction</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> <li>• Capacity building provided</li> </ul>



Country and Status	PRSP – Priority focus	Decent Work Strategic Entry Points and Actionable Areas	Constituents' Participation in the PRS Process
<b>Sri Lanka</b> PRSP (2002)	<ul style="list-style-type: none"> <li>• Conflict-related poverty</li> <li>• Opportunities for pro-poor growth</li> <li>• Invest in people</li> <li>• Pro-poor governance and empowerment</li> </ul>	<ul style="list-style-type: none"> <li>• Support the strengthening of tripartite consultative mechanisms for dialogue on labour and social policy issues, including the PRS process</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> <li>• Capacity building provided</li> </ul>
<b>Viet Nam</b> PRSP (2003)	<ul style="list-style-type: none"> <li>• Sustained economic growth</li> <li>• Infrastructure</li> <li>• Strengthening human resources &amp; social safety nets</li> </ul>	<ul style="list-style-type: none"> <li>• Employment policies</li> <li>• Social security reform</li> <li>• Strengthening dialogue</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> <li>• Capacity building provided</li> </ul>

## EUROPE & CENTRAL ASIA

Country and Status	PRSP – Priority focus	Decent Work Strategic Entry Points and Actionable Areas	Constituents' Participation in the PRS process
<b>Albania</b> PRSP (2001)	<ul style="list-style-type: none"> <li>• Sustained high economic growth rates</li> <li>• Improved governance</li> <li>• Infrastructure</li> <li>• Health &amp; education</li> </ul>	<ul style="list-style-type: none"> <li>• National employment policy</li> <li>• Strengthening of trade unions in areas of active and passive labour market policies, vocational training, youth employment and women in the labour market</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> <li>• Capacity building provided</li> </ul>
<b>Azerbaijan</b> PRSP (2003)	<ul style="list-style-type: none"> <li>• Increase income-generating opportunities</li> <li>• Economic development and macroeconomic stability</li> <li>• Health and education</li> <li>• Social protection to better protect vulnerable groups</li> <li>• Gender equality and youth</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of employment strategy and policies towards increasing youth employment</li> <li>• Strengthening social dialogue</li> <li>• Improved application of international labour standards</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> <li>• Capacity building provided</li> </ul>
<b>Bosnia and Herzegovina</b> PRSP (2004)	<ul style="list-style-type: none"> <li>• Macroeconomy &amp; fiscal reform</li> <li>• Private sector growth</li> <li>• Labour market reform</li> <li>• Agriculture &amp; infrastructure</li> <li>• Education &amp; health</li> <li>• Social assistance</li> <li>• Stabilization and Association Agreement with the EU</li> </ul>	<ul style="list-style-type: none"> <li>• Improved and effective social dialogue at national level</li> <li>• Employment and labour market policies an programmes based on national needs and adapted to EU standards</li> <li>• Improved social security policy</li> </ul>	<ul style="list-style-type: none"> <li>• Involved: Government and Workers' organizations</li> </ul>
<b>Moldova</b> PRSP (2004)	<ul style="list-style-type: none"> <li>• Sustainable and inclusive economic growth</li> <li>• Poverty and inequality reduction, and increased participation of the poor</li> <li>• Human resource development.</li> </ul>	<ul style="list-style-type: none"> <li>• Employment and labour market policies</li> <li>• Social protection</li> <li>• Strengthening of social dialogue</li> <li>• Gender equality</li> </ul>	<ul style="list-style-type: none"> <li>• Fully involved</li> <li>• Capacity building provided</li> </ul>

## AMERICAS

Country and Status	PRSP – Priority focus	Decent Work Strategic Entry Points and Actionable Areas	Constituents' Participation in the PRS Process
<b>Ecuador</b> Frente Social (2003)	<ul style="list-style-type: none"> <li>• Basic social agenda</li> <li>• Employment</li> <li>• Gender equality</li> </ul>	<ul style="list-style-type: none"> <li>• Employment</li> <li>• Gender, work and poverty reduction</li> <li>• Strengthening of tripartite structures</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> <li>• Capacity building provided</li> </ul>
<b>Honduras</b> PRSP (2001) HIPC CP (2005) MDRI (2006)	<ul style="list-style-type: none"> <li>• Equitable and sustainable growth</li> <li>• Rural and urban poverty</li> <li>• Education and health</li> <li>• Social inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Macro framework &amp; policy</li> <li>• Employment policy</li> <li>• Gender equality</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> <li>• Capacity building provided</li> </ul>
<b>Peru</b> Acuerdo Nacional (2002, update 2005)	<ul style="list-style-type: none"> <li>• Medium-term plan for investment and decent work</li> </ul>	<ul style="list-style-type: none"> <li>• Wages policy in SMEs</li> <li>• Social protection in SMEs</li> <li>• Strengthening of tripartite structures</li> </ul>	<ul style="list-style-type: none"> <li>• Involved</li> <li>• Capacity building provided</li> </ul>

Countries marked in red indicate where Decent Work Country Programme documents have been formulated and aligned with the national Poverty Reduction Strategies. The Table however does not reflect countries where DWCPs were still under preparation in December 2006.

## ACRONYMS:

HIPC CP Heavily Indebted Poor Country (debt relief) Completion Point  
 I-PRSP Interim Poverty Reduction Strategy Paper  
 MDRI Multilateral Debt Relief Initiative  
 PRSP Poverty Reduction Strategy Paper  
 PRSP II “Second Generation” Poverty Reduction Strategy Paper

## The PRSP Advisory Committee

An ILO PRSP Advisory Committee established in October 2002 provides a forum for exchange of ideas and experiences amongst staff and across the strategic objectives of decent work. Its goal is to foster a coherent ILO approach for engaging effectively with the PRS process. The Committee meets regularly to discuss various aspects for connecting decent work goals with PRSs and PRSPs and country experiences. The Committee examined the findings of an independent evaluation of ILO's engagement with the PRS process undertaken in 2005 and follows-on its recommendations.

<http://www.ilo.org/public/english/bureau/integration/departme/national/prsp/download/evaluation.pdf>



## Examples of successful engagement by the ILO in PRSs

The ILO has provided substantial and well received inputs into the long-running PRS process in **INDONESIA**. In addition to capacity building for constituents, the ILO's support towards the poverty reduction strategy process centred on providing substantial technical contributions to the PRS drafting process, in the form of a series of twelve technical briefing notes and a comprehensive report entitled *Working out of Poverty: An ILO submission for the Indonesia PRSP* which provided specific policy recommendations for the Government. The short and focused technical briefing notes – on topics like employment dimensions of macro and sectoral policies; youth employment: pathways from school to work; promoting good governance in the labour market and; addressing gender issues in poverty reduction - served two key purposes: as background documents, on issues and policy choices critical to poverty reduction and as building blocks towards the comprehensive ILO report.

The ILO Office in Jakarta has been actively involved in awareness raising and promoting decent work as a component of poverty reduction via an active PRSP communication strategy. This has been based on the technical briefing notes and full report but has also included publishing various brochures, posters, a PRS diary and even the launch of a commemorative stamp under the banner “ILO Supports Indonesia to Tackle Poverty”.

The Office has engaged on a regular basis with donors and under the auspices of the UN country team on decent work issues and poverty reduction. A good working relationship has been established with the World Bank Office in Indonesia, which, following the ILO lead has subsequently published a set of policy briefs, two of which are specifically on the subject of job creation.

Through its involvement in the PRS process, the ILO has also built up a sound working relationship with the Planning Ministry (BAPPENAS) and was actively involved in providing technical support to the formulation of the new mid-term/five-year national development plan. The ILO's active involvement in the PRS process provided an important foundation for the Office's contribution to the Government's Master Plan for Post Tsunami Reconstruction. The final draft of the PRS adopted a pronounced rights-based approach and included a chapter on the right to employment. In this regard, it can be assumed that the technical inputs and



advocacy agenda adopted by the ILO has had a significant impact. The PRS has subsequently been integrated into the new mid-term/five-year national development plan. In sum, the visibility of the ILO has been enhanced enormously through its engagement in the PRS process and the ILO now has a hitherto unprecedented profile vis-à-vis other development organizations in Indonesia as well as with the Planning Ministry.

The work in Indonesia is also a good example of where work on the PRS process has fostered more and better working relations both between constituents and within constituent groups. For example, different trade union federations came together to form a task force around the subject of poverty reduction with the objective of submitting a joint trade union input to the PRS process. Having achieved this outcome, the task force has continued to function as a trade union policy network thereby fostering closer working relations between trade union bodies and helping ensure that there is a coordinated approach to policy dialogues with Government and the International Financial Institutions.

Since 2002, the ILO has been engaged with the **GHANA** Poverty Reduction Strategy (GPRS) process then part of its Ghana Decent Work Pilot Programme (DWPP). The support to the constituents in order to ensure that the many issues related to employment and labour are better addressed has been successful. The constituents have been engaged with the revision of the GPRS on the basis of a tripartite consensus. The consolidated draft of the GRPS 2006-2009 includes more and better jobs as an explicit goal, supported by specific programmes and funding. In seeking to influence the GPRS revision process, the constituents drew on analysis and policy development they participated in as part of the DWPP. An example is the work undertaken by the Ghana Employers' Association and the Trade Union Congress on increasing productivity and distributing the benefits through wages and work related income as a key factor for effective poverty reduction. Workers and employers decided to work together on identifying options for productivity improvements at the firm, sectoral and national levels and sought to link this with an appropriate wages and incomes policy. They carried out two complementary studies and discussed the findings at a tripartite forum where they agreed a set of contributions to the GPRS revision. In a similar fashion, inputs into the revised GPRS were derived on skills development and youth employment, labour-based public works programmes, small enterprise promotion, the inclusion of persons with disabilities and local economic development.



A very encouraging sign that the message is taking hold is the fact that the President declared improvements in the informal economy a priority for his second term in office in January 2005. This is the central goal originally set by the constituents for the DWPP in 2002. A policy instrument for pro-poor growth focusing on upgrading the informal economy through the concept of decent work has already been designed and tested in two pilot districts in Ghana and discussions are underway to upscale the pilot scheme to a much larger number of districts.

The Government of **MALI** decided to make the PRSP the unique framework for its mid-term policies and strategies as well as for engagement with technical and financial partners. The ILO acted speedily and strategically to influence the new programming framework through the Decent Work Agenda. Mali was one of the five countries participating in the pilot ILO/DFID/WB project in support of PRSPs initiated in 2001.

ILO's engagement was welcome and certainly helped by its longstanding presence through technical cooperation programmes, especially in the field of employment and its solid relations with the national partners. One of the thematic working groups set up under the PRSP focused on "decent work". Following two years of intensive efforts, the inter-sectoral nature of employment and the important consultative role of employers' and workers' organizations could be effectively promoted in the PRS framework. Moreover, through this process and with the support of the ILO, the Malian authorities made youth employment one of the central priorities of government policies.

In turn, the ILO committed to align its own interventions to the national priorities retained in the Mali PRSP. The entry-point of youth employment allowed for the development of an integrated approach centered on multi-dimensional employment promotion programmes, combining interventions in the areas of micro-enterprise and microfinance, cooperative development, employment-intensive methods, skills development and employability, as well as mutual health insurance.

Tangible results have not only been achieved on the strategic and operational fronts but more interestingly with respect to resource mobilization. The ILO was able to secure government funding for two national programmes through the resources released following the HIPC debt relief in 2003. The first is the National Employment Action Programme for Poverty Reduction (PNA/ERP), focusing on youth employment, fully funded by the Mali Government to the tune of US\$ 4,373,000. A technical assistance component executed by the ILO is funded through UNDP for US\$ 256,000. The second is the Multi-sectoral programme on labour-intensive investment in





rural and urban areas, also targeting youth, financed by the Government to the tune of US\$ 2.3 million. The corresponding technical assistance component executed by the ILO is funded bilaterally by the Government of Luxembourg, in the amount of US\$ 1,500,000. In this process the ILO is currently working with constituents to enhance and scale-up coherent and integrated action on youth employment, which includes the preparation of a dedicated national action plan.

The two programmes are direct and concrete outcomes of the longstanding and continuous engagement of ILO with national partners, and the integration of the employment dimension in the Mali PRSP. The commitments of the Ouagadougou Summit further motivated the Government to place decent work at the heart of its poverty reduction strategy and the two programmes above are to be seen as concrete follow-up to those commitments.

**Building the capacities of ILO, constituents and staff, for connecting decent work and PRSs is a priority of ILO action. Table II gives a list of selected tools for capacity-building developed in different parts of the Office. Table III gives examples of capacity-building initiatives.**

**Table II: ILO Tools and Working Papers for Advocacy and Capacity-building in Poverty Reduction Strategies**

<b>Product and status</b>	<b>Principal contributing Units</b>	<b>Target</b>	<b>Objective</b>
Decent Work and Poverty Reduction - A reference manual  Published, 2005 (E, F, S) <sup>4</sup> Reprinted 2006 MANUAL + CD-ROM	INTEGRATION/NPG All four Sectors Field offices	ILO staff and constituents	To equip users to strategically engage in the PRS process and contribute to the Decent Work Agenda for Poverty Reduction.
Decent Work and Poverty Reduction - An ILO Advocacy Guidebook  Published, 2005 (E, F) MANUAL	INTEGRATION/NPG	ILO staff and constituents	Improve users' skills in advocacy and negotiation to contribute to the Decent Work Agenda in PRSs.
Guide to Poverty Reduction Strategy Papers  Published, 2001 MANUAL	ICFTU ACTRAV	Trade unions	Familiarization with the PRS process.
Positive Action: Reducing Poverty Through Social Dialogue  Published, 2005 MANUAL	DIALOGUE SRO Bangkok INTEGRATION ILO Hanoi Social dialogue project Cambodia	Trade unions Employers organizations Policy makers	Dissemination of ILO experiences of assisting tripartite partners in Asia.
Social Dialogue and Poverty Reduction Strategies: A guide to the integration of gender equality  Published, 2004 MANUAL	DIALOGUE INTEGRATION/NPG	ILO staff, constituents and donors	Gender mainstreaming in PRSs.
Decent Work Agenda and the Millennium Development Goals  Published, 2005 (E, F, S) Complemented in 2006 FOLDER + CD-ROM	INTEGRATION EXREL	ILO staff, constituents, NGOs and donors	Explain how DWA and MDGs go hand in hand

<sup>4</sup> E: *Decent Work and Poverty Reduction Strategies (PRS).*

A reference manual for ILO staff and constituents.

F: *Travail décent et Stratégies de réduction de la pauvreté.*

Manuel de référence pour les fonctionnaires du BIT et les mandants de l'OIT.

S: *El trabajo decente y las estrategias de lucha contra la pobreza.*

Manual de referencia para funcionarios y mandantes de la OIT.



<b>Product and status</b>	<b>Principal contributing Units</b>	<b>Target</b>	<b>Objective</b>
Social Dialogue and Poverty Reduction Strategies Published, 2006 BOOK	DIALOGUE INTEGRATION/NPG	Academics, practitioners, ILO staff and constituents	Dissemination of the role of social dialogue, tripartism, labour relations and rights at work in poverty reduction.
Compilation of selected terms on poverty related issues Published, 2004 BOOK	DIALOGUE	For practitioners and scholars	Basic references on poverty reduction.
Cooperatives and Millennium Development Goals Published, 2004 BOOK	COOP INTEGRATION/NPG COPAC	Policy makers Cooperative movement Donors	To highlight the significant contributions that cooperative enterprises can make towards achieving the MDGs and PRS targets.
Rediscovering the cooperative advantage – Poverty reduction through self-help Published, 2003 BOOK	COOP INTEGRATION/NPG	ILO staff, International agencies and development partners, constituents, cooperative movement	Self-organization of the poor is a pre-condition for successful poverty reduction.
Poverty Reduction Strategy Papers (PRSPs) A Guide For Employers' Organizations Published, 2006 (E, F) GUIDE BOOK	ACT/EMP	Employers' organizations	Entry points for employers to contribute effectively to PRS.
Working Out of Poverty Published, 2003 ILC REPORT	Report of the Director-General to the ILC 91 <sup>st</sup> Session 2003	ILC ILO, constituents, donors and staff	Report to the ILC
Indigenous and Tribal Peoples and Poverty Reduction Strategy Papers (PRSPs): An ethnic audit of selected PRSPs Published, 2005 WORKING PAPER	DECLARATION INTEGRATION/NPG	ILO staff, constituents and donors	To audit coverage of discrimination of ethnic and indigenous peoples in PRSPs and make policy recommendations.
Gender Poverty and Employment Published, 2000 WORKING PAPER	IFP/SKILLS INTEGRATION/NPG	Constituents	Prioritizing women's employment for poverty reduction.
Disability and Poverty Reduction Strategies Finalised, 2004 WORKING PAPER	IFP/SKILLS	ILO staff	How to ensure that access of persons living with disabilities to decent and productive work is part of the PRSP process.

<b>Product and status</b>	<b>Principal contributing Units</b>	<b>Target</b>	<b>Objective</b>
Poverty initiatives in the ILO: A review of past and present approaches  Published, 2004 WORKING PAPER	INTEGRATION/NPG All four Sectors	ILO staff and constituents	To provide an overview and analyse ILO efforts in poverty reduction to date, helping poverty work to gain further coherence and visibility.
Decent Work in a Least Developed Country: A Critical Assessment of the Ethiopia PRSP  Published, 2004 WORKING PAPER	INTEGRATION/NPG	Government of Ethiopia, ILO staff, constituents and donors	Technical submission for contribution to revised Ethiopian PRSP
Poverty Reduction in Pakistan: The Strategic Impact of Macro and Employment Policies  Published 2005 WORKING PAPER	INTEGRATION/NPG	Government of Pakistan, ILO staff, constituents and donors	Technical submission for contribution to Pakistan PRSP
Generating Decent Work for Poverty Reduction in Cambodia  Published 2005 WORKING PAPER	INTEGRATION/NPG	Government of Cambodia, ILO staff, constituents and donors	Technical submission for contribution to Cambodia PRSP
Productivity and Employment: A Contribution to the Discussion on Decent Work and Poverty Reduction in Ghana  Published 2005 WORKING PAPER	INTEGRATION/NPG	Government of Ghana, ILO staff, constituents and donors	Technical submission for contribution to revised Ghana PRSP
Tanzania: Towards a Decent Work Strategy for Poverty Reduction  Published 2002 WORKING PAPER	DIALOGUE	Government of Tanzania, ILO staff, constituents and donors	Technical submission for contribution to Tanzania PRSP
Social Dialogue and the Poverty Reduction Strategy Paper (PRSP) Process in Cambodia: An Assessment  Published 2003 WORKING PAPER	DIALOGUE INTEGRATION/NPG	Government of Cambodia, ILO staff, constituents and donors	Technical submission for contribution to Cambodia PRSP
Tripartism and Decent Work in Poverty Reduction Strategies in Ethiopia  Published 2004 WORKING PAPER	DIALOGUE INTEGRATION/NPG	Government of Ethiopia, ILO staff, constituents and donors	Technical submission for contribution to revised Ethiopian PRSP
Peuples indigènes et tribaux et stratégies de réduction de la pauvreté au Cameroun  Published 2005 TECHNICAL PAPER	PRO/169 CED SRO Yaounde	Government of Cameroon, ILO staff, constituents and donors	Ensure that the rights and needs of indigenous people are respected in the Cameroon PRSP

<b>Product and status</b>	<b>Principal contributing Units</b>	<b>Target</b>	<b>Objective</b>
Decent Work and Poverty Reduction in Indonesia : A Series of Policy Recommendations  Published 2004 TECHNICAL BRIEFING NOTES	ILO Jakarta	Government of Indonesia, ILO staff, constituents and donors	Technical submission for contribution to Indonesia PRS
Working Out of Poverty: ILO Contribution to Indonesia's Poverty Reduction Strategy  Published 2004 TECHNICAL REPORT	ILO Jakarta	Government of Indonesia, ILO staff, constituents and donors	Technical submission for contribution to Indonesia PRS
Decent Work for Poverty Reduction: An ILO contribution to the PRSP in Nepal  Published, 2003	EMP/STRAT	The Government of Nepal	Employment and decent work becomes central to Nepal's PRSP.
Labour Education - Trade Unions and Poverty Reduction Strategies  Published, 2004	ACTRAV	Trade Unions	Policy issues emerging from decent work and poverty reduction
Time Bound Programme - Manual for Action Planning  Published, 2003	IPEC	Policy makers and programme designers	Demonstrating the efficacy of TBPs in poverty reduction
Implementing the ILO Code of Practice on HIV/AIDS and the World of Work – an education and training manual  Published, 2002	ILO/AIDS	ILO staff, constituents and other stakeholders	Help understand the issues and apply the ILO Code of Practice on HIV/AIDS and the world of work
Financing Social Protection  Published, 2004	SECSOC	Policy planners and decision makers	Generating and managing finance transfers to alleviate income insecurity and poverty
Social budgeting  Published, 2000	SECSOC	Policy planners and decision makers	Evaluating budgetary resources required for enhanced social protection needs
Linking Debt Relief to Microfinance  Published, 2006 WORKING PAPER	SFP	Constituents Practitioners	Overview of the conceptual and operational issues in linking PRSPs to microfinance promotion in Sub-Saharan Africa

Most of these materials are available online at:  
<http://www.ilo.org/public/english/bureau/integration/departme/national/index.htm>

**Table III: Examples of Capacity-building Activities for connecting Decent Work and PRSPs**

<b>Training/Workshops</b>	<b>Countries</b>	<b>Units</b>
Poverty Reduction through Decent Work – A Training Resource for ILO Staff Johannesburg, 2005	ILO staff from Harare, Lusaka and Pretoria, covering South Africa, Lesotho, Swaziland, Namibia, Botswana, Zimbabwe, Mozambique, Zambia and Malawi.	ITC Turin INTEGRATION/NPG CODEV
Atelier sous-régional tripartite sur l'intégration des questions d'emploi et de développement de ressources humaines dans les DSRP, Yaoundé, 2005	Cameroon Gabon RDC Congo Chad Rwanda RCA Burundi	SRO Yaoundé INTEGRATION/NPG ITC Turin
Advocacy and negotiation exercise for contributing decent work to PRSPs Addis Ababa, 2003	Ethiopia	SRO Addis Ababa INTEGRATION/NPG
Advocacy and negotiation exercise for contributing decent work to PRSPs Turin 2003	ILO representative staff from all regions	INTEGRATION/NPG ITC Turin
Regional workshop on IFIs, PRSPs and Trade Unions - Lessons learned and future action plan Bangkok, 2005	Asia Pacific Region	ACTRAV EMP/STRAT ROAP SRO Bangkok SRO New Delhi INTEGRATION/NPG
Regional capacity-building workshop for the cooperative movement to engage in PRSPs, 2004	Dar-es-Salaam (East Africa) (National follow-up workshops in Uganda and Ethiopia) Bangkok (Asia)	COOP INTEGRATION/NPG
Capacity building for Trade Unions and the Informal Economy to engage in the PRS process (SINDICOOP) Nairobi, 2004	Kenya Uganda Tanzania Rwanda	COOP INTEGRATION/NPG
Annual Africa Regional Meeting "Cooperatives and Poverty Reduction" Cap Verde 2004	Africa region	COOP ICA INTEGRATION/NPG
Africa and Asia regional meetings and country-level workshops to build capacity of national trade unions to engage in policy dialogues in poverty reduction.	Africa, Asia	ACTRAV

<b>Training/Workshops</b>	<b>Countries</b>	<b>Units</b>
Poverty reduction through SME development: enhancing the contribution of Employers' Organizations to Poverty Reduction Strategies	Honduras Bolivia Tanzania Cameroon Albania Indonesia	ACT/EMP
Capacity-Building and Knowledge-Sharing Workshop on Decent Work Country Programme in Africa (including lessons from DWPP and ILO engagement with PRSs) Bagamoyo, Tanzania, October 2005	Anglophone Africa	CODEV INTEGRATION/NPG PROGRAM
Capacity-Building and Knowledge-Sharing Workshop on Decent Work Country Programme in Africa (including lessons from DWPP and ILO engagement with PRSs) Dakar, Senegal, October 2005	Francophone Africa	CODEV INTEGRATION/NPG PROGRAM
Capacity-building workshop in advocacy and negotiation techniques – integrating the National Employment Action Plan into the Madagascar Action Plan (PRSP II) Antananarivo, Madagascar, August 2006	Madagascar	EMP/CEPOL ILO Antananarivo
Workshop for the Decent Work Theme Group under the PRSP, examining the draft PRSP II from the angle of “decent work” Bamako, Mali, September 2006	Mali	SRO Dakar





**“We strongly support fair globalization and resolve to make the goal of full and productive employment and decent work for all, including for women and young people, a central objective of our relevant national and international policies as well as our national development strategies, including poverty reduction strategies, as part of our effort to achieve the Millenium Development Goals... We also resolve to ensure full respect for the fundamental principles and rights at work.”**

World Summit Outcome Document adopted by over 150 Heads of State at the UN General Assembly in New York, September 2005.

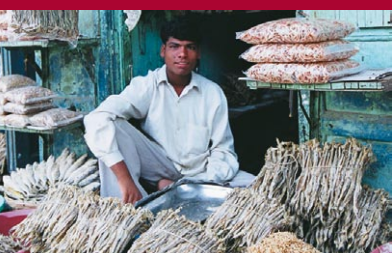
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