

# World of Work

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## A double-dip in employment?

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**EDITOR**

Hans von Rohland

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**PRODUCTION UNIT**

Rita Cassaro, Iselin Danbolt,  
Martine Jacquinod, Corine Luchini

**PHOTO EDITOR**

Marcel Crozet

**ART DIRECTION**

Enzo Fortarezza, MDP, ILO Turin

**COVER DESIGN**

Enzo Fortarezza, MDP, ILO Turin

**EDITORIAL BOARD**

Thomas Netter (Chair), Charlotte Beauchamp,  
Corinne Perthuis, Hans von Rohland

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All correspondence should be addressed to the ILO Department of Communication and Public Information, CH-1211 Geneva 22, Switzerland.

Tel: +4122/799-7912

Fax: +4122/799-8577

Email: [ilo\\_magazine@ilo.org](mailto:ilo_magazine@ilo.org)

[www.ilo.org/communication](http://www.ilo.org/communication)

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# ILO in History

## Social security for all

According to the ILO's *World Social Security Report 2010/11*,<sup>1</sup> only 20 per cent of the world's working-age population has access to comprehensive social security systems. To address this enormous challenge, two important developments for the extension of social protection to all marked the year 2011.

At its historic 100th Session in June 2011, the International Labour Conference (ILC) reached a global tripartite consensus on social security which underlined the importance of social security as a human right and as a social and economic necessity for countries, at all levels of development.

Governments, employers and workers attending the ILC called for the extension of social security in two dimensions: an extension aiming at universal coverage with at least minimum levels of protection through national social protection floors (horizontal dimension) and progressively ensuring higher levels of protection guided by up-to-date ILO social security standards (vertical dimension).

The Conference also decided to discuss a possible Recommendation on the Social Protection Floor at the 101st Session of the International Labour Conference in 2012.

The Social Protection Floor agenda has been supported in a series of regional and international policy documents. This included the G20 Summit in Cannes, France, last November, which considered recommendations on social protection contained in a new study prepared by the Social Protection Floor Advisory Group<sup>2</sup> led by former Chilean President and Head of UN Women, Michelle Bachelet. The report argues that the establishment of national social protection floors in every society is a feasible policy option and calls on the G20 to make it a genuine policy priority.

These important developments were preceded by a decade of intensive work to promote the extension of social security to all.

An important milestone was the "new consensus on social security" that emerged from the ILC in 2001. Forcefully affirming that social security was a basic human right, this earlier tripartite consensus called for a close linkage between the ILO's strategy for the extension of social security with its employment strategy and other social policies.



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The new consensus also led, in 2003, to the launch of the “Global Campaign on the Extension of Social Security Coverage for All” and the development of the concept of the Social Protection Floor – promoting national strategies that protect a minimum level of access to essential services and income security for all – to support the Campaign.

In April 2009, the concept was formally endorsed as one of the joint crisis response strategies by the Chief Executives Board of the United Nations agencies (CEB). Its importance in, amongst other objectives, the recovery from the most recent global economic crisis, has been recognized by the ILO social partners who incorporated the concept in the Global Jobs Pact adopted by the ILC at its meeting in June 2009.

Considered in this context, the year 2011 marks a new stage in promoting the extension of social security by the ILO, its constituents and partners. Ensuring access to social security to all through national social protection floors, guided by a possible Recommendation, and the progressive

**“ONLY 20 PER CENT OF THE WORLD’S WORKING-AGE POPULATION HAS ACCESS TO COMPREHENSIVE SOCIAL SECURITY SYSTEMS”**

move towards higher levels of protection, are key elements in achieving more inclusive economies and societies. ■

<sup>1</sup> <http://www.ilo.org/public/english/protection/secsoc/downloads/policy/wssr.pdf>.

<sup>2</sup> [http://www.ilo.org/public/libdoc/jobcrisis/download/g20\\_2011/bachelet-report.pdf](http://www.ilo.org/public/libdoc/jobcrisis/download/g20_2011/bachelet-report.pdf).

# Editorial

## Putting the **real** econo

The world employment outlook is dire. Unemployment stands at more than 200 million, and is rising. The current rate of global jobs growth, at 1 per cent or less per year, will not replace the 30 million jobs lost since the crisis began in 2008.

Yet unemployment numbers are only part of the story. They mask the fact that millions of workers have part-time jobs for lack of a better alternative, are postponing entry into the labour market, or have given up looking for work altogether.

The continuing protests in different parts of the world share a common denominator: unemployment and income inequality. What is more, millions have jobs but lack the basic elements of dignity: rights, social protection and voice. The situation could get worse. With the slow-down in the global economy since mid-2011, we are on the edge of a global jobs recession that could last a whole decade. And if we ignore the widespread aspiration for a fair chance at a decent job, the social and political consequences could be catastrophic.

### Connecting with citizens

When G20 Leaders met in Cannes in November 2011, their biggest challenge was to connect with their citizens and address the growing global discontent. I therefore welcome the focus placed by Leaders on growth, jobs and social protection.

The G20 established a Task Force on Employment that will initially concentrate on youth unemployment, which today is between two to three times higher than adult unemployment. Building on the recent report by former President of Chile Michelle Bachelet,<sup>1</sup> G20 Leaders recognized the importance of investing in nationally-designed social protection floors.

The G20 also asked several international organizations, including the ILO, the International Monetary Fund, the Organisation for Economic Co-operation and Development and the World Bank, to report to Finance Ministers on the global employment outlook and how the G20 policy agenda for strong, sustainable and balanced growth would contribute to job creation.

What's more, Leaders called on international organizations to achieve greater coherence between employment, social, economic, monetary and financial policies. They requested an assessment of the social impact of economic policies.

It is encouraging that G20 Leaders are connecting their macroeconomic agenda to policies for decent work. This approach, if pursued with determination so as to produce positive change that can be felt in the lives of people, will provide a sound basis for rebuilding confidence that governments are able and ready to manage the global economy in their interest.

<sup>1</sup> [http://www.ilo.org/global/publications/ilo-bookstore/order-online/books/WCMS\\_165750/lang-en/index.htm](http://www.ilo.org/global/publications/ilo-bookstore/order-online/books/WCMS_165750/lang-en/index.htm).





# my in the driver's seat

## Four concrete measures

Within a conducive environment for policy coherence, securing recovery and growth with decent work would greatly benefit from the following four concrete measures that have proved their worth.

First, investment in infrastructure for jobs needs to be raised from the current 5-6 per cent of GDP, to 8-10 per cent during the coming five years. China and Indonesia have shown that such investments play a key role in sustaining employment during a slowdown.

Secondly, ensure that small and medium-sized enterprises, the main source of job creation, have access to bank financing and management support systems with SME credit outlays growing at least at the same rate as total outlays. Brazil and Russian Federation have done that.

Thirdly, focus on jobs for young people, through effective apprenticeships, orientation services and entrepreneurship training, to facilitate the school-to-job transition. Countries that follow this route, such as Australia, Germany and Singapore, enjoy lower youth unemployment rates.

Lastly, build universal social protection floors in countries with low coverage. This could be done at a cost of between 1 and 2 per cent of GDP, depending on each country. Publicly financed social protection schemes in Argentina, Brazil, India, Mexico and South Africa are lifting millions out of poverty.

If countries concentrate on these areas while laying out credible and socially responsible plans to finance sovereign debt and consolidate fiscal balances, the recovery will be stronger. These measures, integrating macroeconomic, employment and inclusive labour market policies, if adopted widely, would push the global employment growth rate to 1.3 per cent, thereby recovering by 2015 the pre-crisis rate of employment-to-working age population.

Respecting fundamental rights at work and heeding the voice of people through social dialogue will build consensus around policies that respond to demands for income, justice and dignity.

The world is facing a serious equity challenge. The perception that while some banks are too big to fail, some people are too small to matter and that financial interests override social cohesion, undermines people's confidence in the possibility of having a fair chance at a decent job.

It is time to put the real economy back in the driver's seat of the global economy; steer the financial sector towards longer term productive investments in sustainable enterprises; ratify and apply all eight ILO fundamental labour standards; and pursue employment, social protection and basic rights at work with the same diligence as low inflation and balanced public finances. This offers a sturdy foundation for a new era of growth with social justice. ■

*Juan Somavia, ILO Director-General*



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The United States and Europe face the worst jobs crisis since the 1930s and risk an outburst of social unrest unless they tread carefully.

Published annually by the research arm of the ILO, the new edition of the *World of Work Report 2011* shows that it will not be possible to recover successfully from the global crisis unless markets are reformed so that they work for jobs and people – and not the other way around.

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# Cover Story

## A double-dip in

**In a grim analysis issued on the eve of the G20 leaders summit in Cannes, France, the ILO says the global economy is on the verge of a new and deeper jobs recession that will further delay the global economic recovery and may ignite more social unrest in many countries.**

The new *World of Work Report 2011: Making markets work for jobs*<sup>1</sup> says a stalled global economic recovery has begun to dramatically affect labour markets. On current trends, it will take at least five years to return employment in advanced economies to pre-crisis levels, one year later than projected in last year's report.

"We have reached the moment of truth. We have a brief window of opportunity to avoid a major double-dip in employment," said Raymond Torres, Director of the ILO International Institute for Labour Studies at the launch of the report on 31 October 2011.

The report notes that the current labour market is already within the confines of the usual six-month lag between an economic slowdown and its impact on employment. It indicates that 80 million jobs need to be created over the next two years to return to pre-crisis employment rates. However, the recent slowdown in growth suggests that the world economy is likely to create only half of the jobs needed.

The report also features a new "social unrest" index that shows levels of discontent over the lack of jobs and anger over perceptions that the burden of the crisis is not being shared fairly. It notes that in over 45 of the 118 countries examined, the risk of social unrest is



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**“WE HAVE A BRIEF WINDOW OF OPPORTUNITY TO AVOID A MAJOR DOUBLE-DIP IN EMPLOYMENT”**

rising. This is especially the case in advanced economies, notably the European Union, the Arab States and to a lesser extent Asia. By contrast, there is a stagnant or lower risk of social unrest in sub-Saharan Africa and Latin America.

The study shows that nearly two-thirds of advanced economies and half of emerging and developing markets are yet again experiencing a slowdown in employment. This comes on top of an already precarious employment situation in which global unemployment is at its highest level ever, surpassing 200 million worldwide.

The report cites three reasons why the ongoing economic slowdown may have a particularly strong impact on the employment panorama: first, compared to the start of the crisis, enterprises are now in a weaker position to retain workers; second, as pressure to adopt fiscal austerity measures mounts, governments are less inclined to maintain or adopt new job- and income-support programmes; and third, countries are left to act in isolation due to lack of international policy coordination.

<sup>1</sup> *World of Work Report 2011: Making markets work for jobs*. International Labour Office, Geneva, 2011.  
[http://www.ilo.org/global/publications/ilo-bookstore/order-online/books/WCMS\\_166021/lang-en/index.htm](http://www.ilo.org/global/publications/ilo-bookstore/order-online/books/WCMS_166021/lang-en/index.htm).



# employment?



## A lack of decent jobs

**In nearly all regions, the vast majority of people are not satisfied with the availability of quality jobs (see graph p. 10). The latter have been scarce, notably in the European Union, where only temporary jobs have shown an increase.**

Dissatisfaction with jobs is highest in Central and Eastern Europe and CIS and sub-Saharan Africa, where it reaches over 70 per cent and 80 per cent, respectively. In the case of the Middle East and North Africa – the epicentre of recent social and political upheavals – job dissatisfaction is slightly lower, at 60 per cent. There is considerable inter-country variation within this region. Egypt, Jordan and Lebanon reported that in 2010, more than three-quarters of people were unsatisfied with the availability of good jobs.

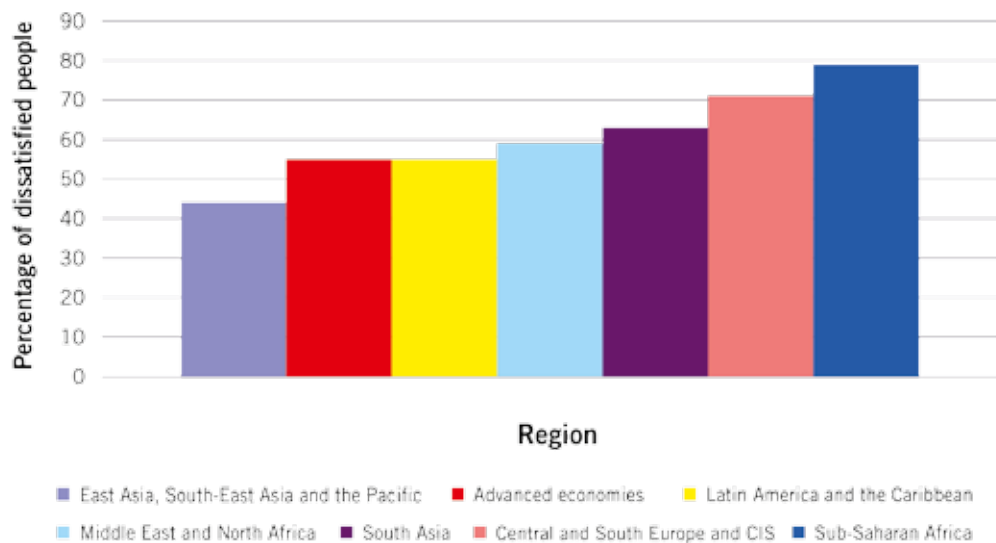
In advanced economies, the problem is particularly acute in Greece, Italy, Portugal, Slovakia, Slovenia and Spain, where more than 70 per cent of survey respondents reported dissatisfaction with the job market.

In regions that have fared relatively well since the onset of the crisis, such as East and South East Asia and Latin America, dissatisfaction tends to be much lower. However there are exceptions: for example, in China more than 50 per cent report dissatisfaction. Similarly, in Latin America and the Caribbean countries, such as the Dominican Republic, Ecuador, Haiti, Nicaragua and Uruguay, more than 60 per cent are dissatisfied with the job market. ➤





### Dissatisfaction with the availability of good jobs, 2010



## THE REPORT'S OTHER MAIN FINDINGS

- Approximately 80 million net new jobs will be needed over the next two years to re-attain pre-crisis employment rates (27 million in advanced economies and the remainder in emerging and developing countries).
- Out of 118 countries with available data, 69 countries show an increase in the percentage of people reporting a worsening of living standards in 2010 compared to 2006.
- Respondents in half of 99 countries surveyed say they do not have confidence in their national governments.
- The share of profit in GDP increased in 83 per cent of the countries analysed between 2000 and 2009. Productive investment, however, stagnated globally during the same period.
- In advanced countries, the growth in corporate profits among non-financial firms was translated into a substantial increase in dividend payouts (from 29 per cent of profits in 2000 to 36 per cent in 2009) and financial investment (from 81.2 per cent of GDP in 1995 to 132.2 per cent in 2007). The crisis slightly reversed these trends, which resumed in 2010.
- Food price volatility doubled during the period 2006-2010 relative to the preceding five years, affecting decent work prospects in developing countries. Financial investors benefit more from price volatility than food producers, especially small ones.



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## A worsening global youth employment crisis

**Last October, the ILO issued its *Global Employment Trends for Youth: 2011 update*<sup>1</sup>. The report warns of a “scarred” generation of young workers facing a dangerous mix of high unemployment, increased inactivity and precarious work in developed countries, as well as persistently high working poverty in the developing world.**

According to the report, the “bad luck of the generation entering the labour market in the years of the Great Recession brings not only current discomfort from unemployment, under-employment and the stress of social hazards associated with joblessness and prolonged inactivity, but also possible longer term consequences in terms of lower future wages and distrust of the political and economic system”.

It notes that this collective frustration among youth has been a contributing factor to protest movements around the world this year, as it becomes increasingly difficult for young people to find anything other than part-time

and temporary work. The report adds that over the past 20 years, approximately one in four youth in the Middle East and North Africa has been unemployed despite progress made in the education of girls and boys.

The report shows that the total number of unemployed youth fell slightly since its peak in 2009 (from 75.8 million to 75.1 million in late 2010, a rate of 12.7 per cent) and is expected to decline to 74.6 million in 2011, or 12.6 per cent. However, the report attributes this finding more to youth withdrawing from the labour market, rather than finding jobs. This is especially true in developed economies and the European Union.

The update cites difficult trends in Ireland where the youth unemployment rate rose from 9 per cent in 2007 to 27.5 per cent in 2010. The report finds that the unemployment rate could have been over 19.3 per cent higher if people in the education system, or waiting at home for prospects to improve, were included in the analysis.



<sup>1</sup> The ILO report *Global Employment Trends for Youth: 2011 update* is available at: [www.ilo.org/trends](http://www.ilo.org/trends).



- On the other hand, young people in low-income economies are trapped in a vicious cycle of working poverty. The report says that if youth unemployment were examined alone, it would seem that young people in South Asia and sub-Saharan Africa were doing well compared to the developed economies. On the contrary, the high employment-to-population ratios of youth in the poorest regions mean that the poor have no choice but work. “There are by far more young people around the world that are stuck

“THESE NEW  
STATISTICS REFLECT  
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## OTHER MAIN FINDINGS IN THE REPORT

- Between 2008 and 2009, the number of unemployed youth increased by an unprecedented 4.5 million worldwide. This significant increase is better visualized when compared to the average increase of the pre-crisis period (1997-2007) of less than 100,000 persons per year.
- The youth labour force expanded by far less during the crisis than expected: across 56 countries with available information; there were 2.6 million fewer youth in the labour market in 2010 than expected based on longer-term (pre-crisis) trends. Many of the 2.6 million are likely to be discouraged youth waiting for the economic situation to improve. They are likely to re-enter the labour force as unemployed, which means that current official youth unemployment rates are likely to understate the full extent of the problem in developed economies.
- The share of the unemployed that have been looking for work for 12 months or longer is much higher for youth than adults in most developed economies. In Greece, Italy, Slovakia and the United Kingdom, young people were between two and three times as likely to be long-term unemployed compared to adults.
- Part-time employment rates for youth increased in all developed economies except Germany between 2007 and 2010. The sheer magnitude of the increase in some countries – 17.0 percentage points in Ireland and 8.8 percentage points in Spain, as examples – hint that part-time work is being taken up as the only option available for young jobseekers. By the end of 2010 every other employed young person was in part-time employment in Canada, Denmark, the Netherlands and Norway.
- The share of young workers who would like to work additional hours exceeded the adult share in all European Union countries except Austria and Germany in 2009.

in circumstances of working poverty than are without work or looking for work,” the update points out.

“These new statistics reflect the frustration and anger that millions of youth around the world are feeling”, said José Manuel Salazar-Xirinachs, Executive Director of the ILO Employment Sector. “Governments are struggling to find innovative solutions through labour market interventions such as addressing skills mismatches, job search support, entrepreneurship training, subsidies to hiring, etc. These measures can make a difference, but ultimately more jobs must come from measures beyond the labour market that aim to remove obstacles to growth recovery such as accelerating the repair of the financial system, bank restructuring and recapitalization to re-launch credit to small and medium-sized enterprises, and real progress in global demand rebalancing.”

The update offers a series of policy measures for promoting youth employment. The measures include developing an integrated strategy for growth and job creation with a focus on young people; improving the quality of jobs through strengthened labour standards; investing in the quality of education and training; and pursuing financial and macroeconomic policies that aim to remove obstacles to economic recovery. ■



# Making markets work for jobs: The way out of the crisis

**The *World of Work Report 2011* calls for maintaining and in some cases strengthening pro-employment programmes, warning that efforts to reduce public debt and deficits have often disproportionately focused on labour market and social measures. For example, it shows that increasing active labour market spending by only half a per cent of GDP would increase employment by between 0.4 per cent and 0.8 per cent, depending on the country. The study also calls for supporting investment in the real economy through financial reform and pro-investment measures. An interview with Raymond Torres, Director of the ILO International Institute for Labour Studies.**

**Recent trends reflect the fact that not enough attention has been paid to jobs as key driver of the recovery. How can we make markets work for jobs?**

**Raymond Torres:** Countries have increasingly focused on appeasing financial markets. In particular, in advanced economies, the debate has often centred on fiscal austerity and how to help banks – without necessarily reforming bank practices that led to the crisis. Worse, there was a lack of vision for how the real economy will recover. In some cases, this has been accompanied by measures that threaten social protection and worker rights. This will not boost growth and jobs.

Meanwhile, regulation of the financial system – the epicentre of the global crisis – remains inadequate. In advanced economies, the financial sector does not perform its normal intermediary role of providing credit to the real economy. And emerging economies have been affected by the massive inflows of short-term, volatile capital flows, which destabilize their real economies.

In practice, this means that employment is regarded as second order vis-à-vis financial goals. It is urgent to shift gears. The window to leverage job creation and income generation

is closing, as labour market exclusion is beginning to take hold and social discontent grows. This vicious circle can be broken by making markets work for jobs – not the other way around.

**Some economists recommend wage moderation as a means to boost employment and productivity?**

**Raymond Torres:** We think that it is time to reconsider “wage moderation” policies. Over the past two decades, the majority of countries witnessed a declining share of income going to labour – meaning that real incomes of wage earners and self-employed workers have, on average, grown less than justified by productivity considerations. Wage moderation has not translated into higher real investment: between 2000 and 2009 more than 83 per cent of countries experienced an increase in the share of profits in GDP, but these profits were used increasingly to pay dividends rather than invest. Neither is there clear evidence that wage moderation has boosted employment prospects.

In fact, wage moderation has contributed to the aggravation of global imbalances which, along with financial system inefficiencies, have led to the crisis and its perpetuation. In advanced economies, stagnant labour incomes created fertile ground for debt-led spending growth – which is clearly unsustainable. And in emerging economies, wage moderation was an integral part of growth strategies based on exports to advanced economies – these strategies too are unsustainable.

**The *World of Work Report 2011* recommends a closer connection between wages and productivity?**

**Raymond Torres:** By ensuring a closer connection between wages and productivity, the global shortage of demand would be addressed. In addition, such a balanced







Raymond Torres,  
Director of the  
ILO International  
Institute for  
Labour Studies

➤ approach would alleviate pressures on budget-constrained governments to stimulate the economy. In many countries, profitability levels are such that making wages grow in line with productivity would also support investment.

Obviously the policy needs to adapt to country circumstances and can only be achieved through social dialogue, well-designed minimum wage instruments and collective bargaining, and renewed efforts to promote core labour standards. With this in mind, surplus economies like China, Germany, Japan and Russian Federation have a strong competitiveness position, therefore more space for such a policy than other countries. More balanced income developments in surplus countries would be in the interest of those countries while also supporting recovery in deficit countries, particularly those in the euro area which cannot rely on currency devaluation in order to recover lost competitiveness.

#### **The report also says that small firms are at the heart of a jobs recovery?**

**Raymond Torres:** There is no job recovery possible until credit to viable small firms restarts. In the European Union (EU), the net percentage of banks reporting a tightening of lending standards has remained positive throughout 2011, and when firms in the EU were asked about the most pressing problem facing them between September 2010 and February 2011, one-fifth of small firms reported lack of adequate access to finance.

Earmarked support could take the form of credit guarantees, the deployment of mediators which examine credit requests denied to small firms, and providing liquidity directly to banks to finance operations of small enterprises. These instruments already exist in countries like Brazil and Germany. In developing countries, there is significant scope for increasing investment in rural and agricultural areas. This requires targeted public investment, but also curbing financial speculation on food commodities in order to reduce the volatility of food prices.

#### **Only one major advanced economy – the United States – has announced a global jobs plan. What is the role of public employment programmes?**

**Raymond Torres:** Countries should maintain and, in some cases, strengthen pro-employment programmes funded from a broader tax base. Of course, no country can develop with rising public debts and deficits. However, efforts to reduce public debt and deficits have disproportionately and counterproductively focused on labour market and social measures. Indeed, cuts in these areas need to be carefully assessed in terms of both the direct and indirect effects. For instance, cutting income support programmes may in the short run lead to cost savings but can also lead to poverty and lower consumption with long-lasting effects on growth potential and individual well-being.

A pro-employment approach that centres on cost-effective measures will be instrumental in avoiding a further deterioration in employment. Carefully designed pro-employment programmes support demand while promoting a faster return to pre-crisis labour market conditions. Early support in crisis times pays off through reduced risk of labour market exclusion, as well as productivity gains. These pro-employment programmes are not expensive to the public purse. However, if need be, new resources can be found to support much-needed spending. In this regard, the report notes that there is considerable scope for broadening tax bases such as on property and some financial transactions.



**Such an approach would also respond to growing social unrest worldwide?**

**Raymond Torres:** As the recovery derails, social discontent is growing, according to a study carried out for the purposes of our report. In 40 per cent of the 119 countries for which estimates could be performed, the risk of social unrest has increased significantly since 2010. The report shows that the trends in social discontent are associated with both the employment developments and perceptions that the burden of the crisis is shared unevenly. Employment programmes would enhance economic efficiency and help share the burden of adjustment more equitably, thus contributing to appease social tensions. The heterogeneous nature of the recovery makes it necessary, however, to apply the approach in accordance with country-specific circumstances.

## “THE RESPONSIBILITY FOR MAKING MARKETS WORK FOR JOBS RESTS PRIMARILY WITH NATIONAL GOVERNMENTS”

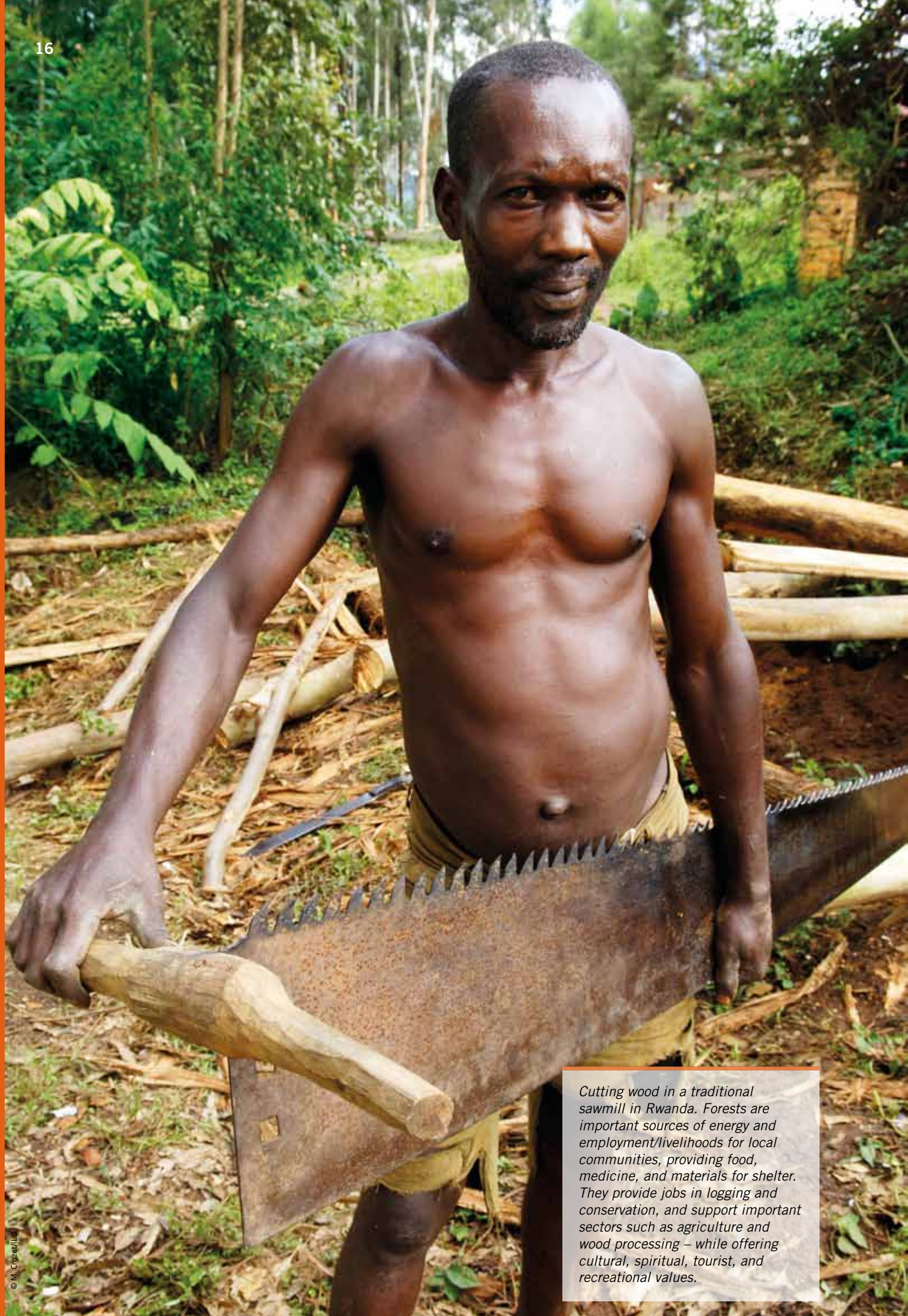
**The latest indicators suggest that the employment slowdown has started. How can we put jobs back at the top of the global agenda?**

**Raymond Torres:** The responsibility for making markets work for jobs rests primarily with national governments. They have at their disposal a rich panoply of measures inspired by the ILO Global Jobs Pact – ranging from job-friendly social protection programmes to well-designed minimum wages and employment regulations and productive social dialogue – which can be quickly mobilized in combination with job-friendly macroeconomic and financial settings. It is especially important to move quickly on this front in the euro area, where the signs of economic weakening are strongest.

However, there is a critical role for international policy coordination as well. This task has become more difficult given the different cyclical positions of countries. The report's findings suggest that a job recession in one region will, sooner or later, affect economic and social prospects in the other regions. And vice-versa, the interconnectedness of economies means that, if countries act in a coordinated way, the favourable effects on employment will amplify. In this regard, the G20 has a special leadership role in keeping employment, along with fiscal and financial issues, high on the policy agenda. Here too, time is of the essence. ■







*Cutting wood in a traditional sawmill in Rwanda. Forests are important sources of energy and employment/livelihoods for local communities, providing food, medicine, and materials for shelter. They provide jobs in logging and conservation, and support important sectors such as agriculture and wood processing – while offering cultural, spiritual, tourist, and recreational values.*



# Photo report

## International Year of Forests 2011

### Labour challenges in forestry

**As the United Nations' International Year of Forests comes to an end, it is timely to shed light on the forestry sector from an ILO point of view.**

The forestry sector embraces all the fieldwork required to establish, regenerate, manage, and protect forests and harvest their products. It employs 13.7 million formal workers globally and its commercial output represents about 0.4 per cent of world GDP.

Debates over forests tend to focus on biodiversity and ecological issues and neglect the human and labour dimensions. Forestry work is often characterized by

high degrees of informality, illegal logging, low productivity and wages, and hazardous working conditions.

Ensuring adequate protection, training and education of the workforce and facilitating social dialogue among employers, workers, and the government can help tackle these deficits and realize the potential for sustainable employment and decent work conditions within the industry.



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*Forests not only provide indispensable environmental services, including water sources and catchments, maintenance of the hydrological balance, soil protection, and recycling of atmospheric gases. They also have considerable potential for creating green jobs, particularly through activities such as reforestation, agro-forestry, and sustainable forest management.*



*Clearing the land for crop production. Debates over forests tend to focus on biodiversity and ecological issues and neglect the human and labour dimensions, including the function of forests for society and the role and conditions of forestry workers.*



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*A labourer clearing the logs. Forestry is characterized by a high degree of informality, poor working conditions, low pay, lack of job security, and inadequate occupational safety and health conditions. Worksites are usually temporary and scattered, and widespread informality makes labour inspection particularly difficult.*



*Forestry in general and logging in particular continue to be among the most dangerous occupations. Accidents are normally caused by poor organization and supervision, inadequate tools and equipment, poor planning, and lack of skills and competency among workers, supervisors, and managers.*





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## FACTS AND FIGURES

- Forestry employs 13.7 million formal workers, about 1 per cent of total world employment, although its workforce is probably much larger due to widespread informality, especially in developing countries.
- Commercial forestry represents about 0.4 per cent of world GDP, but the value of non-commercial goods and services provided by forests may well exceed the commercial output.
- Forestry is expanding in Latin America and Asia while it has been continually declining in Europe and North America.
- Depending on the definitions involved and the data available, informal workers have been estimated to represent between 66 and 72 per cent of formal employment.
- With 3.5 billion m<sup>3</sup> harvested annually, wood is by far the most important forest product.
- Ten countries concentrate over 60 per cent of total forestry employment. China, with 3.5 million formal jobs in the sector, accounts for 26 per cent.
- Women are strongly under-represented in management and decision-making and tend to be trapped in low-status, low-paid work.









# Solutions: Decent work in the

From an ILO perspective, there are a number of policy areas that can be prioritized in order to address some of the labour challenges that the forestry sector currently faces.

These policy areas may range from skills development and training to promotion of better working conditions and protection of fundamental rights at work to the promotion of effective social dialogue and cooperation among stakeholders at all levels.

The ILO has been working jointly with the Food and Agriculture Organization (FAO) and the United Nations Economic Commission for Europe (UNECE) for many years to develop manuals and codes of practice in forestry, and other related documents.

The ILO has specifically developed a Code of Practice on Safety and Health in Forestry Work

(1998), and Guidelines for Labour Inspection in Forestry (2005). A large part of ILO's work in the forestry sector has been dedicated to facilitation and strengthening of social dialogue through holding meetings among its tripartite constituents in over 70 countries.

The ILO has promoted country activities in Malaysia, Indonesia and Peru to deal with illegal logging and decent work deficits in the sector.

Launched in September 1993 by the ILO, FORWORKNET is an international network of around 300 individuals and institutions in some 70 countries interested in forestry workforce issues. The primary functions of FORWORKNET are to enable its members to communicate directly with each other and to open new opportunities for international exchange and cooperation. ■





# forestry sector





# General Articles

## A changing world

### Adapting to an ageing population in the workplace

**With better health and longevity, lower birth rates, and the ageing of baby boomers, the world is seeing a major change in demographic trends. While most discussions about population ageing turn around the sustainability of pension systems, a recent ILO meeting<sup>1</sup> focused on the impact of the greying of societies on labour supply in the retail commerce sector, an industry that has traditionally drawn a large proportion of its workers from people aged 30 and under. Tara S. Kerpelman, a Geneva-based journalist, reports from Switzerland and India.**

By 2050, two billion people will be aged 60 or over, a proportion that brings with it many implications for society. The Organisation for Economic Co-operation and Development (OECD) estimates that over the next 50 years, its member countries will see a steep increase in the share of elderly persons in the population, as well as a steep decline in their prime working-age populations.

The impact of this transition means that there will also be a change in the labour supply. Many industries will have to adjust either by bringing more of the youth population into its workforce or by attracting more workers from the older population segment.

The concerns are especially critical for the retail industry, which is well-known for its high level of labour intensity and above-average labour turnover rate. In its report to the meeting on *Adapting work processes and working environments in retail commerce to older workers' needs*, the ILO suggests that the sector should review its employment practices, work processes and working environment to improve its ability to attract and retain more people aged 50 and over, especially in sales and customer service roles.

Last September, the ILO addressed this challenge in a forum with government, employers' and workers' representatives called *The Global Dialogue Forum on the Needs of Older Workers in relation to Changing Work Processes and the Working Environment in Retail Commerce*, held from 21 to 22 September 2011.

"We organized the Forum at the behest of the social partners, who confirmed that demographic trends make it difficult for them to continue to attract workers from their traditional labor pool of young workers," said John Sendanyoye, Executive Secretary of the meeting and ILO Commerce Sector Specialist. "The meeting was intended, among others, to help come up with measures and policies that allow them to increase their ability beyond that labour pool of young workers; to extend it to older workers."

According to Peter James Stark, Spokesperson for the workers at the Forum, there is an urgent need for such measures. "We have a sense that the commercial retail sector is not quite geared towards keeping the elderly workers in

<sup>1</sup> *Adapting work processes and working environments in retail commerce to older workers' needs*, International Labour Office, Geneva, 2011.



the workplace. And while we do have to focus on getting the younger workers in, we also have to be aware of the demographic changes that are happening and that we need to make extra efforts to tailor the workplace to elderly people, especially since in most places around the world, governments are trying to increase the retirement age," he said.

Good practices that could be implemented, such as training, development and promotion, flexible work practices, ergonomics and job design were suggested in the ILO report and were among the topics discussed.

## **"People will be working beyond traditional retirement ages"**

"Retailers are just now coming to grips with the challenges of serving their customers in an ageing society," said Peter Woolford, Executive Director of the Canadian Employers Council and the employers' spokesperson at the ILO meeting in September. "All participants recognized that the world is getting older, and that for a variety of reasons people will be working beyond traditional retirement ages," he said. "This will require changes in the workplace, both to accommodate these workers and to take advantage this resource."

An entity that is not yet seeing the demographic change as an immediate problem is the Migros Cooperative, the leading private commercial retailer in Switzerland, employing more than 83,000 people. With more than 7,600,000 people in Switzerland, this means that about one person in every 100 works for this retailer.

"This gives our company an enormous socio-economic responsibility," said Jean-Charles Bruttomesso, Director of Human Resources and Culture at Migros Geneva. "And we are a company that lives and breathes diversity – our employees represent more than 90 countries, from every age group."

Almost 25 per cent of the Migros Geneva workforce is over 50 years old. "It's mostly because people stay with us long-term," Bruttomesso said. "We focus on recruiting a lot of young people for apprenticeships or students for part-time work, but we have a good number of older workers who stay with the company for years because they like it," he said.

But some older employees do join the company later in life. For example, Erna Jaccard, 58, has worked at Migros Geneva for almost a decade where she started as a cashier. "This wasn't my original career path; I was a telegraph operator for the state," she explained. "But once my pension closed, my situation became a bit difficult and at 49 years of age I decided to re-enter the workforce."

"I wanted to work part-time. By working at Migros, I can get out of the empty house and still spend time with my grandkids," Jaccard said. Furthermore, since joining, she has also worked as a customer service representative. "The company trained me to be a cashier when I first arrived, and later on I was retrained to help people with their queries at the desk," she explained.

Migros has approached the expected greying of the workforce in several ways, namely by heavily recruiting and training young workers. "So far we don't have a lack of them, and they seem to enjoy working here," Bruttomesso explained. "Geneva has many educational institutions with students looking for part-time work so we're lucky that way."

## **Gear training to workers' needs**

"Training and human resource policies and programmes should be geared to workers' specific needs, with the employer recognizing that everyone, at every age, thinks and learns differently," Sendanyoye said. "It's not simply an issue of offering such things, but there is the implied responsibility that the employer delivers this in a satisfactory way."

And Migros Geneva already has this idea in mind: it believes in training its employees, young or old. "Your capacity to learn doesn't diminish with age: it's a question of tackling training differently at different stages in life," Bruttomesso said.

According to the ILO's John Sendanyoye, social dialogue among governments, employers and trade unions in the sector could greatly facilitate the adoption of effective measures to enhance the sector's ability to attract and retain workers of all ages in a highly competitive demographic context. "Such dialogue – a bedrock principle of the ILO – is crucial to ensuring that the measures adopted in this regard are well suited to the specific characteristics and needs of the retail industry," he concludes. ■





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### MIGROS GENEVA RETAINS ITS EMPLOYEES BY USING A THREE-PRONGED APPROACH:

1. Lifelong learning – the company encourages its employees to take advantage of training or classes, both for personal and professional learning, and even provides them with CHF 10,000 to do so.
2. Flexibility – the company offers more than 300 types of full-time and part-time jobs throughout its structure and employees can apply for jobs in different sectors. Learning skills for a new career is encouraged. Since there are also many different Migros locations, employees can also request to be moved to another store if this fits in better with their needs.
3. Health – the company is well aware of the unique concerns older workers may bring to the table but no matter the age of the employee, Migros encourages them to become more aware of and attentive to their health. The employees are also offered free screening services on-site at least once a year, as well as optional health checkups at a local private hospital. They are also offered one additional week of holidays once they reach the age of 50.

### THE SITUATION IN DEVELOPING COUNTRIES – INDIA

“While developed countries have advanced the furthest in this demographic transition, most developing countries are expected to be similarly affected in the decades ahead, although it is difficult to predict how closely the effects will resemble those in the more developed countries.”

*John Sendanyoye, ILO Commerce Sector Specialist*

#### Challenges

Most of the Indian population doesn't have social security or any form of pension fund, said Mathew Cherian, HelpAge India's Chief Executive. As a result, when elderly people do not work past the retirement age of 60, they are likely to slip below the poverty line.

“Post-retirement opportunities in India are very few and far between,” Cherian explained. “And when you're poor the reality is you have to work until you fall dead.”

The Indira Gandhi National Old Age Pension Scheme is trying to help by delivering 200 rupees per month, or about US\$4, to elderly below the poverty line aged between 60 and 79, and 500 rupees per month, or about US\$10, to those aged 80 or over. “Unfortunately, the current food prices are so high that this is just not enough,” Cherian said.

#### Possible solutions

We need to have two kinds of policies for the long term:

1. Post-retirement opportunities to retrain older workers so they can perform other jobs or have other careers. “Most older people like to work,” Cherian said. “Give them an occupation and it's a service to the community and it gives the older worker satisfaction: it keeps them happy and gives them value.”
2. Planning for later life so people have a fund to live off of in retirement, and are also cared for properly. “Right now, children are migrating in large numbers to urban areas and joint families are being broken up,” Cherian said. “Once the children migrate, the older workers need to work their own land and take care of themselves, but sometimes they just can't and feel they've become a burden.”



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# 2012

## Training catalogue

### What's new in 2012?

To ensure that its training is relevant and meets the needs of the rapidly changing world of work, the Centre's annual training programme is regularly updated. It reflects recent changes in the economic and social environment which affect the workplace, businesses and the wider development agenda.

This year's training programme offers new courses on important topics which have seen significant recent developments. In addition to new courses, some existing courses have been revised to reflect key social and economic developments or to address emerging policy debates and challenges.

The Centre will offer a core portfolio of standard courses open to individual participation by candidates with adequate linguistic and professional skills. These courses are mostly held on the Turin campus, at a distance or through a blend of these.

The Centre can offer a limited number of fellowships, for which priority goes to representatives of ILO tripartite constituent organizations and to women candidates.

Some of the Centre's traditional standard courses have been reorganized into "academies", i.e. larger and more visible learning events which cluster together different topics in a particular field and offer participants a choice of individual learning paths within a variety of subject and language options. An expanded portfolio of academies will be offered in 2012, drawing on the positive experience of previous years.

In 2012, the Turin School of Development, which is a partnership between the Centre, the University of Turin, the Polytechnic, other academic institutions and other multilateral specialized organizations, will offer seven Masters and Post-graduate courses using a blend of distance learning and face-to-face learning.

*For updates, see our calendar at <http://www.itcilo.org>*

**FOR REGISTRATION, PLEASE CONTACT:** The Recruitment Unit

Tel.: (+39) 011 6936 671 / 6936 629 • Fax: (+39) 011 6936 767 • Email: [recruitment@itcilo.org](mailto:recruitment@itcilo.org)

### Academies

ILO Maritime Labour Academy - Track 4: Workshop for seafarers and seafarers' representatives on the ILO MLC, 2006

23/01 - 29/01 • 05/03 - 11/03

ILO Maritime Labour Academy - Track 1: Training of trainers and maritime inspectors in the application of the ILO Maritime Labour Convention, 2006

20/02 - 02/03 • 18/06 - 29/06 • 17/09 - 28/09

Académie sur la sécurité sociale

23/04 - 04/05

ILO Maritime Labour Academy - Track 5: Implementing the ILO MLC, 2006 in the cruise industry

23/04 - 27/04

ILO Maritime Labour Academy - Track 4b: Awareness-raising workshop on the MLC, 2006 for seafarers and seafarers' representatives

16/05 - 18/05 • 21/05 - 23/05

Academy on Sustainable Enterprise Development  
Académie sur le développement de l'entreprise durable

Academia sobre el desarrollo de empresas sostenibles

18/06 - 29/06

Academy on Labour Migration

Académie sur les migrations de main-d'oeuvre

02/07 - 13/07

The Boulder microfinance training programme  
Programme de formation en microfinance Boulder

16/07 - 03/08

Academy on Social Security

24/09 - 05/10

ILO Maritime Labour Academy - Track 2: Workshop on national legal implementation of the ILO MLC, 2006

24/09 - 28/09

ILO Maritime Labour Academy - Track 3: Workshop for ships' operators and officers on the ILO MLC, 2006

01/10/2012-03/10/2012

Academy on Skills Development

Académie du développement des compétences

Academia sobre la formación y el desarrollo de competencias

15/10 - 26/10

Academy on the Social and Solidarity Economy  
Académie sur l'économie sociale et solidaire  
Academia sobre economía social y solidaria

12/11 - 16/11

## Rights at work - International labour standards

Distance training in best practice in reporting on ILS

Formación a distancia para las mejores prácticas en la elaboración de memorias sobre las NIT

05/03 - 27/04

Normas internacionales del trabajo para magistrados, juristas y docentes en derecho

26/03 - 30/03

International labour standards

Normes internationales du travail

Normas internacionales del trabajo

21/05 - 29/05

Communicating labour rights for media professionals (Blended)

02/07 - 05/08/2012 • In Turin 16/07 - 20/07

International labour standards for judges, lawyers and legal educators

Normes internationales du travail pour juges, juristes et professeurs de droit

27/08 - 07/09

Promoting labour standards through corporate social responsibility

17/09 - 21/09

## Rights at work - Child labour

Harvesting a future without child labour: Eliminating harmful practices in agriculture

Un avenir sans travail des enfants: éliminer les pratiques néfastes dans l'agriculture

07/05 - 11/05

Laws, policies and reporting tools that combat child labour (New)

25/06 - 29/06

Analysing child labour data

23/07 - 27/07

Achieving education for all and eliminating child labour

L'éducation pour tous et l'éradication du travail des enfants

01/10 - 05/10

Enhancing the protection of domestic workers (New)

29/10 - 02/11

The labour dimension of trafficking in children  
L'exploitation du travail inhérente à la traite des enfants

05/11 - 09/11

## Rights at work - Freedom of association

Organizing and bargaining for sustainable development

20/02 - 24/02

## Rights at work - Equality and non-discrimination

Diversity, inclusiveness and deep democracy (New)

24/04 - 26/04

Evolving forms of employment relationships and decent work (New)

19/11 - 23/11

## Rights at work - Gender equality mainstreaming

Introduction to participatory gender auditing for facilitators

Introduction à l'audit participatif de genre pour les facilitateurs et les facilitatrices

23/01 - 27/01

On-line gender campus

Campus de genre en ligne

El Campus en línea sobre cuestiones de género

06/02 - 07/12

Introduction to participatory gender auditing for facilitators

14/05 - 18/05

Gender and organizational change (New)

11/06 - 15/06

Gender equality for development effectiveness (New)

03/09 - 07/09

Advanced participatory gender auditing for facilitators

15/10 - 19/10

Mainstreaming gender equality: Concepts and instruments

05/11 - 16/11

## Employment - Employment policy

Labour market inclusion of persons with disabilities

Inclusion laboral de personas con discapacidad

23/04 - 04/05

Hacer frente a los problemas de empleo juvenil

04/06 - 30/11

Youth Employment Programme 1 - Tackling youth employment problems: Issues for policy and programme design

Programmes pour l'emploi des jeunes (YEP) 1: Affronter les problèmes liés à l'emploi des jeunes: défis à relever pour la conception de politiques et programmes

04/06 - 08/06

Youth Employment Programme 2 - Monitoring and impact evaluation of youth employment programmes

Programmes pour l'emploi des jeunes (YEP) 2 - Suivi et évaluation de l'impact des programmes pour l'emploi

11/06 - 15/06

Summer school on labour economics for development

Université d'été sur l'économie du travail pour le développement

02/07 - 06/07

Employment and labour market policies in developing countries

17/09 - 28/09

Building effective wage policies

Construire des politiques salariales efficaces

26/11 - 30/11

Innovation in public employment programmes - international course (Blended)

01/10/ - 12/10 • In Turin 08/10 - 12/10

## Employment - Labour market information

Designing labour force surveys and labour force modules for household surveys to measure decent work

16/04 - 20/04

Analysing survey data to monitor labour market conditions and progress towards decent work

23/04 - 27/04

Employment - Enterprise development

Enterprise development through value chains and business service markets (Blended)

Desarrollo de la empresa a través de las cadenas de valor y los mercados de servicios empresariales (Combinado)

19/03 - 30/11 • In Turin 18/06 - 29/06

## Employment - Local development

Disaster risk reduction and sustainable local development (Blended)

Reducción del riesgo de catástrofes y desarrollo local sostenible (Combinado)

30/03/ - 14/12 • In Turin 18/06 - 29/06

Distance learning on local development

Formación a distancia en desarrollo local

Formação a distância em desenvolvimento local

23/04 - 14/12

## Employment - Green jobs

Learning forum on green jobs: Local strategies and actions

Foro de aprendizaje sobre empleos verdes: Estrategias y acciones locales

Fórum de aprendizagem em empregos verdes: Estratégias e ações locais

07/05 - 18/05

Green jobs - Linking the environment, climate change and the world of work (Blended)

02/07 - 27/07 • In Turin 16/07 - 20/07



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## Social protection - Social security for all

Providing health care for all  
Assurer des soins de santé à tous

12/03 - 23/03

Pension schemes in Arab States

21/05 - 01/06

Formulación de políticas y gestión de la seguridad social en América Latina

25/06 - 30/11

Assessment of the social protection floor (New)

02/07 - 06/07

Financiamiento y gobernanza de la seguridad social

05/11 - 09/11

The future of social protection in ageing societies (New)

19/11 - 23/11

Actuarial modelling of public pension schemes

26/11 - 07/12

## Social protection - HIV/AIDS in the workplace

HIV/AIDS and the world of work  
Le VIH/sida dans le monde du travail

01/10 - 12/10

## Social protection - Occupational safety and health and working conditions

Occupational safety and health: Risk assessment

30/01 - 03/02

Occupational safety and health management in the construction sector

20/02 - 24/02

Gestión de la seguridad y salud en el trabajo

16/04 - 27/04

Intégrer la promotion de la santé dans les politiques de sécurité et santé au travail

28/05 - 08/06

Occupational safety and health management in the enterprise

04/06 - 15/06

Employment injury schemes and the prevention of occupational accidents and diseases

08/10 - 19/10

Enhancing the protection of domestic workers (New)

29/10 - 02/11

## Social protection - Labour migration

Migraciones laborales internacionales

14/05 - 25/05

Fostering the social and professional reintegration of return migrants

Encourager la réintégration socioprofessionnelle des migrants de retour

26/11 - 30/11

## Social dialogue and tripartism - Social dialogue, labour law and labour administration

Portworker development programme: Master's course (New)

19/03 - 30/03

L'élaboration de la législation du travail: une approche participative

16/04 - 20/04

Public service reform: A participatory approach

14/05 - 01/06

Gestão pública participativa

16/07 - 27/07

Participatory labour law-making (Blended)

24/09 - 23/11 • In Turin 19/11 - 23/11

## Social dialogue and tripartism - Activities for employers

Dates to be determined

Dates à déterminer

Fechas por determinar

The effective employers' organization

L'organisation d'employeurs efficace

Una organización de empleadores eficaz

Lobbying and advocacy by employers' organizations

Techniques de lobbying pour les organisations d'employeurs

Estrategias y técnicas de cabildeo

Macroeconomic concepts for effective participation in tripartite dialogue

Concepts macroéconomiques essentiels à l'usage des négociateurs qui participent au dialogue tripartite

Conceptos macroeconómicos fundamentales para los negociadores que participan en el diálogo tripartito

Employers' organizations and social dialogue: Opportunities and challenges

Negotiation skills for employers' organization representatives

Employers' organizations and wage determination

Employers' organizations and employment policies, especially for youth

Las organizaciones de empleadores y las políticas de empleo, especialmente el empleo de los jóvenes

Maximizing opportunities for employers' organizations in Decent Work Country Programmes

Maximiser les possibilités offertes aux organisations d'employeurs dans le cadre des programmes par pays de promotion du travail décent

Maximizar las oportunidades para las organizaciones de empleadores en el contexto de los Programas de Trabajo Decente por País

Communication strategies for employers' organizations

Stratégies de communication pour les organisations d'employeurs

Estrategias de comunicación para las organizaciones de empleadores

Providing efficient services to members

Fourniture efficace de services aux membres

Prestación de servicios eficientes para los miembros

How to set up, run and expand employers' organization training services

Global industrial relations

## Social dialogue and tripartism - Workers' education

Organizing and collective bargaining in multinational enterprises (MNEs)

06/02 - 23/02

Trade union training in employment relations and the informal economy

Formation syndicale sur les relations de travail et l'économie informelle

20/02 - 02/03

Relações laborais e a economia informal (PALOPS e Brasil)

20/02 - 09/03

Trade union rights and international labour standards, especially for domestic workers

Derechos sindicales y normas internacionales del trabajo, con especial atención al trabajo doméstico

05/03 - 16/03

Derechos sindicales y normas internacionales del trabajo, con especial atención a las normas sobre trabajo doméstico

14/05 - 01/06

Trade union action for decent work (freedom of association and social security)

25/06 - 13/07

Social security and trade unions

02/07 - 20/07

Sustainable development and decent work for all  
Développement durable et travail décent pour tous  
Desarrollo sostenible y trabajo decente para todos

03/09 - 14/09

Communication skills and policies for trade unions (in Russian)

17/09 - 28/09

Promoting decent work

08/10 - 26/10

Capacidades sindicales para la promoción del trabajo decente

08/10 - 26/10

Formation syndicale sur la sécurité et la santé au travail et le VIH/sida

26/11 - 14/12

## Sustainable development - Project management

Project cycle management

07/05 - 18/05

NGO management (governance, leadership, development of NGOs)

07/05 - 11/05

Financial management for development projects

11/06 - 22/06

Project management: Investment projects (New) (in Russian)

02/07 - 13/07

Management of project implementation in World Bank-funded projects

09/07 - 13/07

Monitoring and evaluation of development projects and programmes

17/09 - 28/09

Project cycle management

15/10 - 26/10

Management of project implementation in World Bank-funded projects

19/11 - 23/11

Team management: Leadership and motivation skills

03/12 - 14/12

## Sustainable development - Corporate social responsibility

Promoting labour standards through corporate social responsibility

17/09 - 21/09



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## Sustainable development - Procurement management

Procurement management for equipment and works in World Bank-funded projects

26/03 - 06/04

Works procurement management (World Bank-ITCLO)

14/05 - 17/05

Public-private partnership policies: Legal framework and competition requirements

21/05 - 25/05

Sustainable procurement: Social, economic and environmental considerations in public procurement

04/06 - 08/06

International procurement management (in Russian)

04/06 - 15/06

Advanced contract management

11/06 - 15/06

E-procurement

18/06 - 22/06

Procurement auditing and anti-corruption measures

25/06 - 29/06

Selection and recruitment of consultants in World Bank funded projects (World Bank-ITCLO) (in Russian)

08/10 - 12/10

Procurement management in the public sector

15/10 - 02/11

Introduction to international financial reporting standards (in Russian)

12/11 - 16/11

Selection and recruitment of consultants in World Bank-funded projects (World Bank-ITCLO)

19/11 - 23/11

Works procurement management (World Bank-ITCLO)

03/12 - 07/12

## Sustainable development - Social dimension of trade and investment

Modelling the employment effects of trade and investment (New)

19/03 - 30/03

Employment-intensive investment for sustainable development

28/05 - 01/06

Les investissements à fort coefficient d'emplois pour le développement durable

International trade, foreign direct investment and labour markets (Blended)

04/06 - 22/06 • In Turin 11/06 - 15/06

## Sustainable development - Human resources management and public sector reform

Le Capital humain, une ressource naturelle inépuisable (Nouveau)

15/02 - 17/02

Gestão de recursos humanos na administração pública

03/09 - 28/09

Change management for public and private sector institutions

24/09 - 28/09



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Competency-based human resources management  
Gestion des ressources humaines par compétences  
Aplicar la gestión de recursos humanos por competencias

21/11 - 22/12 • In Turin 05/12 - 09/12

## Learning methodology and technology

From knowledge management to knowledge sharing (New)

11/06 - 06/07 • In Turin 20/06 - 22/06

Knowledge, Learning, Innovation and Change Laboratory (New)

23/10 - 26/10

International training-of-trainers forum (New)

12/11 - 23/11

## Turin School of Development

Master of Laws (LL.M.) in Intellectual Property (Blended)

01/06 - 28/02 • In Turin 03/09 - 14/12

Master in World Heritage at Work (Blended)

01/08 - 31/07 • In Turin 27/08 - 14/12

Master in Management of Development (Blended)

12/11/2012 - 7/06/2013 • In Turin 4/02/2013 - 7/06/2013

Master of Laws (LL.M.) in International Trade Law – Contracts and Dispute Resolution (Blended)

12/11/2012 - 11/11/2013 • In Turin 18/02/2013 - 21/06/2013

Master of Science (M.Sc.) in Applied Labour Economics for Development (Blended)

In Turin 21/01/2013 - 10/05/2013 • 29/10/2012 - 25/10/2013

Post-graduate course on Occupational Safety and Health at the Workplace (Blended)

In Turin 27/01/2013 - 22/03/2013 • 01/10/2012 - 11/01/2013

Master in Public Procurement Management for Sustainable Development (Blended)

29/10/2012 - 21/10/2013 • In Turin 04/03/2013 - 28/06/2013

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# Migrants return to India



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**To the boom tune of a strong Indian economy and cries of a global recession, a growing number of Indians are returning home to pursue promising careers. They benefit from the win-win environment of the reverse brain drain trend. Qurratul-Ain Haider, a Geneva-based journalist, reports from India.**

As global attention turns the spotlight on recession and unemployment ratios, a growing number of Indians are packing their international experience and degrees into their suitcases and heading home to a new, greener pasture. In what is a turnaround of the sapping brain drain phenomenon of the 1970s and 1980s, India stands to gain with the ambitious and educated seeking a better tomorrow through their “r2i” or return-to-India decision.

According to Kelly Services India, a global workforce solutions provider, around 300,000 Indian professionals are expected to migrate home over the next four years. Interestingly, it

is not just the private sector that is attracting Indian returnees. The Defense Research and Development Organization (DRDO) has hundreds of Non Resident Indian (NRI) scientists keen to be part of India's defence projects, with the Government also eager to attract Indian scientists currently abroad, as stated in recent media reports.

Armed with a postgraduate degree in International Business Management, Arif Durrani, 42, left India around 17 years ago to pursue a successful career in the United Arab Emirates (UAE). With a rewarding career, enviable quality of life, and great international ambience for the children, it seemed unlikely that Durrani would want to give it all up and return to his roots.

And yet he has. Responding from his office in India's commercial capital, Mumbai, where he is AVP operations with a Supply Chain company – with the largest cold chain network pan-India and for leading multinational companies (MNCs) across the globe – Durrani's reasons to return reflect his confidence in the Indian economy.



## ► A growth rate of 9 per cent

"The average annual growth rate of 9 per cent is very healthy compared to the developed economies after the recent recession. Most MNCs are looking at the Indian markets to support their growth/sustainability. My field – Supply Chain – that is in a very nascent stage, offers good career prospects. Salaries in India have also become much better compared to the past," elaborates Durrani.

Contrary to an outsider view, nostalgia or global recession are not the sole homecoming reasons. Says one senior management executive in his early fifties who has, after a decade, returned from Canada to Pune last year, "The economy in India is healthier than that of North America and more growth focused for the next 10–20 years."

Of course, it doesn't take years of experience to recognize the economic potential. Young Hemant Shetty, 27, has packed in three years of experience in the hospitality industry in the United Kingdom. Using his international expertise, he now works in sales in a 5-star hotel in Mumbai. His excitement about the future of the hospitality industry in India is like a convincing sales pitch: "Foreign arrivals are growing at a steady rate of 11–15 per cent per annum and are expected to grow further with increased investment in the tourism sector."

Approximately 30,000 rooms in the premium segment – entailing an investment around INR 428 billion – are expected to come up in the top 10 cities of India. Mid-end and budget hotels are also presenting a potential growth opportunity and there is an increased interest by foreign hotel brands and investors, adds Shetty.

Dharmakirti Joshi, Chief Economist, CRISIL Ltd, elaborates: "Over the last few years India's growth rate has gone up significantly. Between 2004 and 2011, average annual GDP growth has been 8.5 per cent. Additionally, India's growth potential was not dented by the global financial crisis of 2008 and it quickly returned to the 8 per cent growth path within a year."

According to Joshi, this is in contrast to the economic developments in the West. GDP growth not only came down sharply following the crisis, in both Europe and the United

## “HEY, IT'S GOOD TO BE BACK HOME AGAIN”

*John Denver*

States, where recovery and growth prospects have been weak, and employment has taken a big hit.

## A win-win situation

Since India suffers from skill shortages, particularly at the high end of the job market, those returning can easily get absorbed. "The push factor has been shrinking job opportunities in the West and the pull factor has been opportunities for these professions in the fast-growing Indian economy. India has seen finance, information technology and medical professionals returning. This is a win-win situation for both. India stands to gain from the return of these professionals due to fast-emerging skill shortages in India," explains Joshi.



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*Dharmakirti Joshi, Chief Economist, CRISIL Ltd*

So what do professionals find attractive in the Indian job market?

Mumbai-based Anis Uttanwala, Managing Director of Character Sketches, a recruiting agency that specializes in mid and senior level mandates across industries, says: "A lot of people in the marketing space are interested in

## “THE PUSH FACTOR HAS BEEN SHRINKING JOB OPPORTUNITIES IN THE WEST AND THE PULL FACTOR HAS BEEN OPPORTUNITIES FOR THESE PROFESSIONS IN THE FAST-GROWING INDIAN ECONOMY”

*Dharmakirti Joshi, Chief Economist, CRISIL Ltd*



the wide demographics, psychographics, etc. that India has to offer. For IT professionals, the attraction is the opportunity to start their own venture. For a CEO it could be the biggest challenge to move the market share up in a cluster of products...”

On the other hand, while hiring is across industries such as automobiles, financial services, retail, IT, ITeS, infrastructure, banking, Uttanwala clarifies that it is the well-qualified and experienced professional who stands a good chance... the economy is at a stage where “just being an NRI does not qualify for a job in a firm of repute”.

In order to reap the benefits of a foreign stint and do well back home, informed choices and sensible investments are also essential, more so for those in the less-skilled job sectors.

*Return Migrant Entrepreneurs in India* is a 2010 ILO report (ILO-EU Asia Migration Project and ILO Subregional Office in New Delhi) that focuses on blue-collar workers returning from the Middle East. The report states that while “a significant proportion of skilled workers tend to migrate to countries such as Australia, the United Kingdom and the United States, it is the less skilled migrant workers that comprise a higher proportion of the total number of out-migrants from India”.

Paul Nevin, a successful returnee from Abu Dhabi, whose case study is illustrated in the report, actually sums up the prospects of the reverse brain drain scenario across the board: Nevin believes that his young son will not have to migrate when he is older as there are more opportunities in India now.

## Return also comes with challenges

Yet homecoming does come with its challenges, often more complex for the single woman. Mumbai-based psychologist Gopa Khan, who is a postgraduate from Temple University, Philadelphia and has worked in New Jersey, explains: “As a single woman, adjusting back into the Indian society is not easy as there are strong pressures to get married and have a family.”

“Independent women often miss the freedom and openness of the multicultural work

environment and equal growth opportunities that they left behind abroad.” Khan cautions that looking for jobs in certain sectors, such as counselling, can be challenging and one should be “prepared to reinvent the wheel”.

Admittedly, the transition does require resolve and could lead to disappointment and helplessness in the face of alleged corruption and inefficiency within the system. “For us, coming back was all about the roots calling, family and business and wanting our son to have an Indian vision. But I think I glorified the vision a bit in my head. I am so disappointed with how we have turned out as a people and a nation,” says one entrepreneur from Florida, who returned to India last year to start a business.

**“THERE IS A POOR WORK-LIFE BALANCE IN INDIA BUT IT IS GOOD TO BE HOME WITH FAMILY AND TO KNOW THAT THE CHILDREN WILL GROW UP LIVING THE CULTURE”**

*Gopa Khan, Mumbai-based psychologist*

However, for those toying with the idea, Durrani recommends a return age of around 40 or post-retirement and also offers a checklist: “Ensure you are comfortably placed on the family front; have at least a year’s back-up to support your living; have worked out a job or recurring income (rent) prior to the move; and are partnering only with a person already in business and one who understands the workings in India.”

Durrani probably speaks for many when he suggests that the Indian Government should “encourage the reverse brain drain by forming a body to facilitate the homecoming as a one-stop shop; and should give a tax holiday for a period of at least 3 to 5 years”. ■



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*US-returning psychologist Gopa Khan cautions that some professionals may need to reinvent the wheel.*

# From sick to fit

## Case management gaining ground as work reintegration tool

**With health care systems increasingly under pressure, and spending on disability benefits continuing to rise, a growing number of employers, governments and insurers are looking for ways to get injured or sick employees back to work. Patrick Moser, a Geneva-based journalist, reports.**

According to the Organisation for Economic Co-operation and Development (OECD), its 34 member States spend on the average 1.2 per cent of GDP on disability benefits alone, and 2 per cent when including sickness benefits. In some countries this reaches as much as 5 per cent, or almost 2.5 times as much as what is spent on unemployment benefits.

In a bid to reverse the trend, many are turning to case management, an approach aimed at helping the reintegration of employees through tailor-made solutions.

"There are multiple wins," says Bernd Treichel, an expert with the Geneva-based International Social Security Association (ISSA). "The employer wins by minimizing workers' compensation costs, the employee wins by returning to work, and social security wins by not having to pay out long-term benefits for disability. And society wins because the supply of qualified labour continues to be there."

Case management, which essentially provides a one-stop shop to coordinate various services and guide a person towards a solution best suited to his or her needs, is used across various settings, including psychiatric treatment, injury management, old-age care, and in the work environment.

In a professional reintegration context, a case manager will typically help a sick or injured person navigate through the maze of health and social services and coordinate with management and physicians in a bid to help the employee get back to the job, or if need be to a more suitable position, as soon as is safely possible.

### Return-to-work programmes pay off

Many employers have found return-to-work programmes pay off.

The Swiss city of Zurich, for example, has recorded substantial savings since it introduced Case Management at Work as a pilot project in 2006. So far, the programme has cost CHF 13.58 million, and resulted in savings of CHF 19.33 million, a net gain of CHF 5.75 million for the city administration.

The city formally adopted the programme this year and now employs 22 case managers with the stated aim of reducing disability days while increasing job satisfaction among its 25,000 employees.

"It's been very successful and has been well received by employees," says Ursula Hess, spokesperson for the municipal administration's human resources department.

Since it was launched in 2006, the number of employees on disability pensions has fallen from 151 in 2006 to 105 in 2009. Last year, 121 city employees were drawing full or partial disability pensions. In the first eight months







▶ of 2011, a total of 888 employees were in the case management programme, including 401 whose cases have now been resolved. Of those, 62 per cent are back at work and 10.6 per cent on disability pension.

“We have been in favour of the programme since the start ... and there has been a good response from our members who made use of it,” says Canan Taktak, of the Swiss Union of Public Service Employees (VPOD).

A crucial element for the union is that it is up to the individual employee to decide whether to participate in the programme. “We are very sceptical of such programmes when they are compulsory and put pressure on employees solely to cut costs,” says Taktak.

Several leading Swiss companies, including the national railways SBB, have adopted similar programmes, some of them using in-house case managers and others contracting out to private companies. Cases range from teachers complaining of acute stress to locomotive drivers with deteriorating eyesight and workers suffering back pain.

### “Fit for Work Services”

Other European governments are also looking at case management or comparable solutions to deal with health-related long-term work absences.

In the United Kingdom, the Government has given funding to 11 “Fit for Work Services” projects in different regions, including

Scotland. The case-managed services “deliver early intervention support, as evidence suggests that work is generally good for health and that returning to work at the appropriate time is part of the recovery process,” the Government says on its “Health, Work and Wellbeing” web page.

Last year, 190 million working days were lost to absences in the United Kingdom, costing employers a total of 17 billion pounds sterling, according to a survey by the Confederation of British Industry and the Pfizer pharmaceutical group.

Long-term absences account for nearly a third of all time lost to sickness. In the public sector the proportion is even higher, with long-term health problems causing nearly half of days lost, according to the survey.

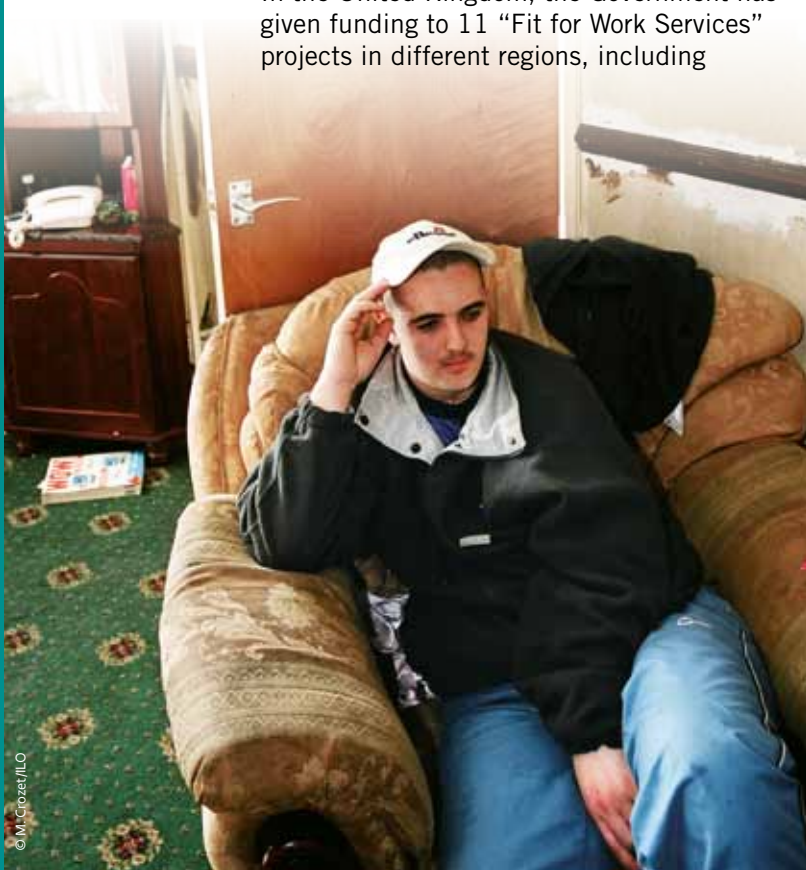
“Long-term absence is a concern, and costs associated with longer periods of ill-health are especially high in the public sector,” said Dr Berkeley Phillips, Pfizer’s UK Medical Director. “Many people with long-term health problems want to work and contribute to society, but the longer employees remain off work, the harder reintegration into the workplace becomes.”

Mental health issues are the single biggest cause of long-term absence, followed by musculoskeletal disorders, back pain and cancer treatment, according to the British report.

Case-managed return-to-work approaches are also drawing increasing interest from national social security agencies. “Social security systems have increased their focus on concepts of prevention, early intervention, rehabilitation and return to work,” ISSA’s Secretary General Hans-Horst Konkolewsky said at a regional conference in Stockholm earlier this year.

He cited in particular “proactive and preventive policy approaches that holistically address both traditional and new labour market challenges, for example by not only responding to the high levels of sickness and disability claims, but also by promoting higher rates of employability among beneficiaries”.

The OECD also sees such approaches as potential win-win strategies. “Helping people back to work ... helps people avoid exclusion and have higher incomes while raising the prospect of more effective labour supply and higher economic output in the long term.” ■







# Youth employment

## Young Timorese beautician is a cut above the rest

**Eugenia de Jesus Cardoso now runs a successful beauty salon in Maliana, her hometown in Timor-Leste. She gained the business and specialist skills she needed during a training programme run by the Timor-Leste Government and the ILO Youth Employment Programme (YEP). By Matt Crook for the ILO Liaison Office for Timor-Leste.**

DILI, Timor-Leste – When 20-year-old Eugenia de Jesus Cardoso graduated from high school, she had two problems. First, she could not afford to attend university and second, she knew that finding work in her hometown of Maliana was not going to be easy.

“I had skills and I tried to apply for jobs with the Government and NGOs, but their criteria

were very high. I was not qualified for those jobs,” she said.

“Many of my friends couldn’t continue their studies and couldn’t find jobs either. Some went to the capital Dili searching for work in supermarkets or as cleaners in government offices and NGOs.”

Ms Cardoso was nearly ready to give up when she heard about a government programme looking for young people from across the country willing to travel to Dili and receive training in running their own small businesses.

The young graduate applied for the programme and was one of 12 young people selected to take part in the initiative. Her goal was to open a beauty salon in her home town. The next three months involved training in small



► business management, beauty techniques and the craft of hairdressing.

The training was part of the Jovem Iha Serbisu (JOIN) initiative implemented by Timor-Leste's Secretariat of State for Vocational Training and Employment (SEFOPE) in collaboration with the International Labour Organization's (ILO) Youth Employment Programme (YEP).

### JOIN the world of business

"JOIN can help young people establish a business, like this beauty salon," said Jose Maria da Costa Soares, SEFOPE's Director of the National Directorate of Employment. "We found there was a lot of demand for hairdressers in the districts, so we asked interested people to register for training. Now they are running their own salons in various districts."

Following the training SEFOPE helped Ms Cardoso set up her salon. Mirrors, chairs, scissors, and even the sinks were provided by SEFOPE. Once she had all her equipment installed and had given the room a fresh lick of paint, she needed to find some customers.

Ms Cardoso's salon is located in a small room next to her family's kiosk, where locals buy drinks and snacks, making it easier to attract customers. Her brothers, sisters and other relatives also helped to spread the word. Before long, news of the salon was widespread and a steady stream of clients was coming through the door.

"The salon project has been really successful," said Susan Slattery, an Australian Youth Ambassador for Development working with SEFOPE. "Here in Maliana, we





## ILO YOUTH EMPLOYMENT PROGRAMME

Of the world's estimated 591 million unemployed people in 2010, 12.7 per cent – about 75.1 million – were between 15 and 24 years of age. In low-income economies, this grim unemployment picture is further aggravated by the large number of youth engaged in poor-quality and low-paid jobs, often in the informal economy.

Through a global network of employment specialists, the ILO Youth Employment Programme (YEP) provides assistance to countries in developing consistent and coordinated policies and programmes on youth employment. This integrated approach combines macro-economic policies and targeted measures which address labour demand and supply, as well as the quantity and quality of employment.

had more than 20 applicants. We just put the advert up around town. Candidates filled in a form and provided a CV and Cardoso was selected as the best candidate.”

The ILO YEP Programme and its technical assistance to SEFOPE is presently supported through the Australian Government–ILO Partnership Agreement. The programme has been made possible through the Timor-Leste Government's Employment and Vocational Training Fund, which has supported a variety of community activities.

The ILO and SEFOPE have worked closely together since 2008, when a five-year, US\$11.3 million programme on YEP was launched with the support of the Australian Government Aid Program, AusAID. The programme strengthens the community with employment skills training, while building the capacity of the national administration and other institutions.

### Opportunities for youth

“Before we support our clients, especially youths, we first identify potential business ideas. Then we call upon communities to submit applications, candidates are interviewed and proposals developed with the help of trainers,” said Alexandrina Verdial de S. Gama, Chief of SEFOPE's Department of Self-Employment Promotion.

“JOIN offers opportunities for youths in Timor-Leste, where unemployment is high. Many young people do not continue their studies after they finish secondary school, so they lose opportunities to engage in gainful employment, which are few and far between,” she added.

“BEFORE WE SUPPORT OUR CLIENTS, ESPECIALLY YOUTHS, WE FIRST IDENTIFY POTENTIAL BUSINESS IDEAS”

“Part of my training was business training including marketing and promotion,” said Ms Cardoso. “I prepared some pamphlets, went to the local army and police offices and offered them a special discount. It actually worked and I got quite a lot of business!”

Ms Cardoso now has many repeat customers, raising her income to \$100 a month – a great start for a business in a country where about 40 per cent of the population live on less than a dollar a day.

Every month, the young hairdresser puts her earnings into her newly-opened bank account, keeping a little for herself. She also helps support her family, including sending her younger brother to school. The rest is injected back into the business. With her skills and support of SEFOPE, she plans to build up the business further, so she can have a brighter future.

“I feel really happy. Although I've faced some difficulties, I didn't feel nervous or anything. I just tried to stand up for myself and support myself. My family was very happy when I started this business,” she said. ■



# After the Great Deluge

## Rebuilding lives and livelihoods in Asia

**Emergency relief aid is the priority in the immediate aftermath of a catastrophe, but recovering jobs and livelihoods are an important part of reconstruction. Through labour-intensive infrastructure rehabilitation projects and other kinds of job creation, the ILO helps disaster victims rebuild their lives. Shukuko Koyama, Crisis Specialist in the ILO Regional Office for Asia and the Pacific in Bangkok, reviews 10 years of ILO involvement in post-disaster reconstruction in the region.**

Liu Xiaorong lost her husband in the 2008 Sichuan Earthquake in China. Her house was destroyed as well as the family's small lodging business.

"After I buried my husband, I felt that there was no longer meaning in my life," she recalls. "For months afterwards, I neither wanted nor had the ability to do anything."

But Ms Liu had a college-age son to support. She started doing sewing jobs and finally managed to borrow some money from friends and relatives to buy a small car and started working as a taxi driver. But driving an unregistered taxi was only a stop-gap measure.

Ms Liu signed up for training offered by the ILO Livelihood Recovery Project. She learned management skills including how to calculate costs, lower expenses, and make a profit. After completing the course she borrowed money to open a restaurant.

"Without the training I would not have been able to run a restaurant," she says. At the end of the first month the restaurant was not profitable but gradually things improved and Ms Liu's business is now doing so well that she can support her son's university tuition.

Ms Liu was one of the beneficiaries of ILO post-natural disaster assistance. For many disaster victims, left devastated, homeless and jobless, finding decent work is not only a matter of rebuilding their livelihoods but also regaining their dignity. One displaced survivor of the Great East Japan Earthquake in March 2011 said that he would "go insane without having any work to do".

### Asian and Pacific region most prone to disaster

Asia and the Pacific is the region most prone to natural disaster. Between 1980 and 2009, 45 per cent of the world's natural disasters occurred in this region, with a similar loss in GDP. Globally, of every 10 people who were killed, injured or displaced by natural disasters, more than eight were in Asia and the Pacific.

"Natural disasters cause not only loss of lives and tremendous physical damage but loss of employment and livelihoods too. Without the ability to support themselves individuals and their communities cannot rebuild," explains Sachiko Yamamoto, ILO Regional Director for the Asia and the Pacific Region. "Job creation and livelihood recovery issues should not be treated as an after-thought when creating disaster relief plans."

For the last 10 years the ILO has engaged in post-disaster reconstruction in a number of countries in the Asia and the Pacific region, using an employment-led approach to recovery.

The 2004 Indian Ocean tsunami affected many countries in the region including Indonesia, Sri Lanka and Thailand. In its aftermath the ILO provided a range of employment-related assistance. This included establishing emergency employment services to match unemployed people with work opportunities, providing short-term technical and vocational skills training, and helping with enterprise development.





*Not long after the Tsunami hit land across the Indian Ocean on 26 December 2004, the ILO swung into action. Offices in Bangkok, Colombo, Jakarta, New Delhi and elsewhere, along with colleagues in Geneva, worked with national authorities and the United Nations and its specialized agencies to assist the relief efforts and begin mobilizing for the long reconstruction period ahead.*

In 2006, following the devastating earthquake in East Java, Indonesia, the ILO supported recovery work by providing intensive courses on concrete mixing and masonry work to enable local people to rebuild their homes.

After Cyclone Nargis in May 2008, the ILO undertook a labour-intensive infrastructure project in Myanmar (as part of its mandate to work against forced labour), to maximize local job opportunities and demonstrate good employment practices.

## **ILO response in flood-hit Pakistan**

Last October, the ILO launched a “Cash for Work” project for the flood-affected people in the Sindh region in Pakistan. The labour-intensive employment programme will help in clearing the access to villages and health-care

facilities as well as restoring the water supply reservoirs in the two worst affected districts.


Since the 2005 earthquake in Pakistan, the ILO has responded positively to various crises that the country has encountered. ILO projects generated 150,000 days of work for women and men, helped to restore 100 kilometres of roads, trained 18,000 disaster-affected people in new skills, and rehabilitated more than 4,000 disaster-affected children from child labour.

“Allowing people to regain their self-reliance and dignity is a vital part of sustainable social reconstruction,” Ms Yamamoto concludes. “After disasters international assistance should aim to not only rebuild societies, but to build better ones. That requires decent work – work that is productive and comes with conditions of freedom, equity, with security and human dignity,” she adds. ■

# Gender equality is key to workplace responses to HIV and AIDS







Gender inequality and HIV/AIDS are inextricably linked. Women account for just over 50 per cent of all people living with HIV. Last October, the ILO published a guidance tool for those who are committed to promoting gender equality, empowering women and to halting and reversing the spread of HIV/AIDS.

**World of Work** spoke with Adrienne Cruz, co-author of the new ILO publication, about the link between gender and HIV/AIDS.

**What is the link between gender inequality and HIV risks and vulnerabilities?**

**Adrienne Cruz:** Societal gender norms related to “feminine” and “masculine” roles, expectations and behaviours strongly affect women’s and men’s access to HIV information and services, their attitudes and sexual behaviour, and how they cope should they or a family member be living with HIV. Much has been written on the links between gender inequality and HIV/AIDS. However, despite the fact that workplaces offer a unique and potentially effective context for responding to the epidemic, guidance on how to do this in a gender-responsive way is scarce. This guide intends to fill that gap.

**Who is more likely to be infected by HIV – women or men?**

**Adrienne Cruz:** According to the 2010 edition of the UNAIDS *Global Report*, of the some 33.3 million people globally living with HIV in 2009, just over half or 15.9 million were women. However infection rates among women are rising in several countries, as transmission patterns shift from high-risk groups to the general population where increasing numbers of vulnerable women and girls are becoming infected.

➤ In sub-Saharan Africa, more women than men are living with HIV. Women and girls' vulnerability to infection remains particularly high in this region, where 76 per cent of all HIV-positive females live. In some other regions, men are more likely to be infected than women, with concentrated epidemics involving men who have sex with men or injecting drug users. And a *UNAIDS Action Framework* report published in 2009 found that globally some 5 to 10 per cent of people living with HIV are men who have sex with men, of whom the majority also have sex with women.

#### **What are some gender-related HIV risks and vulnerabilities for women and girls?**

**Adrienne Cruz:** Women, especially adolescents, are biologically more at risk of HIV infection than men and twice as likely to contract the virus through unprotected sex. Subordination in marriages or relationships, in which women are often expected to be passive and ignorant about sexual practices, greatly diminishes their ability to negotiate condom use for safer sex – or to refuse unsafe sex. Violence against women and girls, or the threat of it, has been shown to increase their risk of HIV infection.

Economic dependency on men diminishes women's ability to negotiate safer sex, as well as often preventing them from paying for health services including HIV testing or seeking treatment. Women and girls are more affected by the burden of caring for family members who are sick, which increases their unpaid workload while diminishing their access to schooling or income-generating activities. And discriminatory property, inheritance, custody and support laws deprive many women of financial security, which forces some into sex work and some girls and boys into commercial sexual exploitation.

#### **What are some gender-related HIV risks and vulnerabilities for men and boys?**

**Adrienne Cruz:** Men and boys are subjected to societal expectations of proving their “masculinity” which can make them more prone to high-risk behaviours such as increased rates of alcohol and substance abuse, as well as casual and/or multiple sexual partners. In many countries HIV/AIDS services are provided primarily through family planning, prenatal and child health clinics, which are usually designed to deliver services based on the assumption that only women have reproductive health responsibilities.

In certain sectors of economic activity where men dominate, such as transport or mining – and especially if separated from their families in men-only housing – working conditions may increase HIV risk. Boys from families where one or both parents have died due to HIV-related illness may be taken out of school to become the “breadwinner” and forced into child labour which especially in its worst forms heightens their HIV risk. In many countries sexual relations between men are outlawed or surrounded by stigma, discrimination and taboos; as a consequence these men have a heightened HIV risk as they are less likely to have access to or seek prevention and treatment services.

#### **What about transgender persons?**

**Adrienne Cruz:** Transgender persons have a gender identity that is different from their sex at birth; transgender people may be male-to-female (female appearance) or female-to-male (male appearance). Fear of stigma and discrimination prevents many transgender persons from getting tested for HIV, disclosing



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their HIV status, and seeking and accessing HIV counselling and treatment services. Male-to-female persons especially face high HIV risks, as they are often victims of the harshest forms of discrimination and stigma. Because transgender persons' behaviour does not confirm with societal gender norms, they are also highly vulnerable to gender-based violence, which increases their exposure to HIV infection.

#### **Why is it important that workplace initiatives on HIV/AIDS be gender-responsive?**

**Adrienne Cruz:** The June 2009 International Labour Conference (ILC), in its Resolution concerning gender equality at the heart of decent work, identified HIV/AIDS as one of the major challenges to achieving gender equality in the world of work. Recommendation No. 200 concerning HIV and AIDS and the World of Work, adopted by the ILC in 2010, and the 2001 ILO Code of practice on HIV/AIDS and the world of work provide guidance on workplace policies and stress the importance of promoting gender equality and responding to the gender dimensions of HIV/AIDS.

Any world-of-work initiative – especially in the context of HIV/AIDS – that does not explicitly address gender dimensions or identify proactive strategies to promote gender equality and women's empowerment will in the great majority of cases only reinforce existing unequal power relations between women and men, and boys and girls. In fact, gender-blind interventions can even exacerbate inequality.

A gender-responsive approach helps to address the root causes of HIV risks and vulnerabilities, including socio-cultural norms related to women and men's sexual behaviour. The guide contains step-by-step practical checklists that highlight issues to take into account when planning a gender-responsive project. ■

### **ELEMENTS OF A GENDER-RESPONSIVE HIV/AIDS WORKPLACE POLICY**

#### **• General introduction**

It can include a statement such as: "This company recognizes the seriousness of HIV/AIDS and its impact on women and men workers and the workplace as a whole... The purpose of this policy is to facilitate consistent and equitable access for men and women workers, their families and dependants, to HIV prevention, treatment, care and support services. This policy has been developed and will be implemented with the active involvement of women and men workers at all levels..."

#### **• Policy framework and general principles**

This part can include principles such as gender equality and equitable employment opportunities and treatment, and a statement such as: "This company does not discriminate or tolerate discrimination against employees or job applicants on any grounds including sex, sexual orientation, and real or perceived HIV status."

#### **• Specific policy provisions**

This part can include statements such as: "This company does not tolerate any type of violence or harassment in the workplace, including sexual violence and sexual harassment... Because women often face greater HIV-related risks and vulnerabilities, emphasis will be placed on empowering both women and men workers with regard to their sexual and reproductive health, rights and responsibilities, while encouraging men workers to be equally involved in the HIV response..."

*Guide to mainstreaming gender in workplace responses to HIV and AIDS, International Labour Office, Geneva, 2011.*

# News

➔ Decent work in Africa: Time for a new vision

➔ 200 million young Africans, 200 million opportunities: Joint Initiative on Job Creation for Youth in Africa

➔ Restructuring in the chemical industry

➔ An interview with Jayati Ghosh, winner of the ILO Decent Work Research Prize



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## Decent work in Africa: Time for a new vision

**African leaders, labour ministers, social partners, experts and development partners from 54 countries came together in Johannesburg from 11 to 14 October 2011 to discuss ways to accelerate the implementation of the ILO's Decent Work Agenda for Africa 2007-15 and respond efficiently to a jobless economic recovery on the continent.**

The 12th African Regional Meeting was held for the first time in South Africa at a critical time when African economies have been resilient to the global financial and economic crisis. However, the rebound of economic growth across the region has still not managed to reduce poverty, unemployment and underemployment.

The conference was attended by President Jacob Zuma of the Republic of South Africa and Minister Mildred Oliphant, South African Minister of Labour as well as President Teodoro Obiang Nguema Mbasogo of the Republic of Equatorial Guinea and current Chairperson of the African Union, Mr Gilbert Fossoun Hounbo, Prime Minister of the Republic of Togo and Mr Juan Somavia, Director-General of the International Labour Office.

"Africa has weathered the global economic and financial crisis better than other continents. It is growing again, exports are soaring and foreign





investment is flowing in,” ILO Director-General Juan Somavia, told the meeting that started on Tuesday 11 October in Johannesburg.

However, Mr Somavia also told the delegates that more needed to be done to create decent jobs and reduce poverty. According to the head of the ILO, this was especially important against a background of the crisis in the euro area, Africa’s main trading partner, and with global growth in the second half of 2011 significantly down, leading to worries of a new global recession.

President Jacob Zuma, who attended the opening session, underscored the importance of the ILO’s Decent Work Agenda in leading to sustainable development. He said that his Government’s policies “clearly spell that our most effective weapon in our campaign against poverty is the creation of decent work... We expect to see results in terms of human development as well as infrastructure in the long term.”

“The global growth model developed in the last 30 years has not served Africa or the world well as demonstrated by the current crisis. It is not efficient in generating sufficient productive, formal, decent jobs, in reducing inequality, in improving working conditions, in sharing benefits. It wound up producing an unfair, unbalanced and unsustainable globalization,” warned the ILO Director-General.

Mr Somavia called for a change of course and outlined six policy challenges, including the need for a more efficient growth and employment strategy; the promotion of small and medium enterprises (SMEs) who play a key role as an engine of growth, job creation and sustainable livelihoods; the promotion of productive investments in the real economy; the promotion of internationally agreed labour standards; the need for and feasibility of social protection programmes; and the promotion of decent employment opportunities for youth. ■

# 200 million young Africans, 200 million opportunities Joint Initiative on Job Creation for Youth in Africa

**The youngest population in the world comes from Africa. Young people make up more than two-thirds of this region's population, yet they are more likely than adults to be unemployed. In response to this crisis, a joint initiative was launched at the ILO's 12th African Regional Meeting held in Johannesburg, South Africa, in October 2011.**

Four organizations joined forces to support national governments in their efforts to address the growing problem of youth unemployment in Africa: the African Development Bank (AfDB), African Union (AU), United Nations Economic Commission for Africa (UNECA) and the International Labour Organization (ILO).

The initiative will be formally endorsed by African Heads of State and Governments at the AU Summit in Addis Ababa,

Ethiopia, which is scheduled to take place in January 2012.

In some countries on the African continent, such as Morocco, South Africa and Tunisia, youth unemployment rates are up to three times higher than the rates for adults. This serious jobs gap needs to be addressed rapidly or otherwise it could translate into social tensions as recently witnessed during the Arab Spring.

"Youth is a vital force of society. We need a paradigm shift: we must take charge of our own destinies as Africans... Young people must be given opportunities to be exposed to and obtain

professional experience. We are at the forefront of changing Africa and the world," said Mr Ben Duntoye, President of the Pan African Youth Union.

"The majority of youth in Africa are employed in informal jobs. Young women are twice as likely as young men to be jobless. This joint initiative will address both the unemployed as well as young people who are in precarious and informal employment, with the aim of helping them to transition to more productive jobs which offer a more secure future," said Ms Azita Berar Awad, Director of the ILO's Employment Policy Department. ■



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# Restructuring in the chemical industry

**Some 90 government, employers' and workers' delegates from more than 40 countries discussed restructuring in the chemical and pharmaceutical industries and ways to make it sustainable through improved industrial relations at a meeting in Geneva from 24 to 27 October.**

The ILO Tripartite Meeting on Promoting Social Dialogue on Restructuring and its Effects on Employment in the Chemical and Pharmaceutical Industries provided governments, employers and workers in the chemical industry with examples of good industrial relations practices in the context of restructuring, and gave guidance on measures to improve employer-employee relations in the industry.

An ILO report for the meeting<sup>1</sup> highlights the strategic importance of the chemical industry to national economies. In 2009, world chemical sales were estimated at US\$2,700 billion. The ILO estimates that there are about 20 million people employed in the global chemical, pharmaceutical and rubber and tyre industries today.

The global economic crisis led to significant job losses in the sector in Western Europe and the

United States. In the 27 member States of the European Union, employment decreased from 3 million in 2005 to 2.8 million in 2008.

However, in 2009, employment recovered attaining 3 million again, and by the first quarter of 2010 it even reached 3.1 million. The crisis resulted in further deterioration in employment in the United States' chemical sector: between 2008 and 2009, nearly 70,000 jobs were lost, accounting for 5.1 per cent of the total workforce in the sector.

The report examines the impact of restructuring strategies on people and employment. Between 1987 and the third quarter of 2009, a total of 2,203 mergers and acquisitions (M&A), worth more than US\$1.6 trillion, have taken place in the chemical and pharmaceutical industries worldwide.



▶ At the same time, global employment in the chemical industry has become concentrated in fewer countries, including the 27 Member States of the European Union, Brazil, China, India, Japan, Mexico, Republic of Korea, Russian Federation and United States. These countries account for nearly 60 per cent of total employment in the industry.

### Long working hours – high pay

With respect to working conditions, the report notes long working hours as the norm in the chemical industry. Although weekly working time has been reduced in many countries over the past decade, chemical workers still worked more than 40 hours a week on average in 2008. In some countries, chemical production workers exceeded 50 hours a week.

According to the report, longer working hours may be related to high pay in the industry. However, chemical workers in some emerging economies earn much less than many workers employed in other industries and service sectors.

The report identifies a shortage of skilled workers and scientists as a major challenge for

the chemical industry in recent years. The lack of scientists has prompted migration among developed economies, as well as between developed and developing economies. Many chemical firms are taking positive action to train workers using their own resources.

As the globalization of the chemical industry advances, the report points to the role of global social dialogue forums in enabling workers and their representatives to discuss not only corporate structural change, but also a range of business and employment issues at the transnational level of the chemical firm concerned. ■

<sup>1</sup> *Restructuring, employment and social dialogue in the chemicals and pharmaceutical industries*. Report for discussion at the Tripartite Meeting on Promoting Social Dialogue on Restructuring and its Effects on Employment in the Chemical and Pharmaceutical Industries (24-27 October 2011), International Labour Office, Geneva, 2011.

[http://www.ilo.org/sector/activities/sectoral-meetings/WCMS\\_160744/lang--en/index.htm](http://www.ilo.org/sector/activities/sectoral-meetings/WCMS_160744/lang--en/index.htm).

## An interview with Jayati Ghosh, winner of the ILO Decent Work Research Prize

**Decent Work Research Prize laureates Professor Jayati Ghosh and Professor Eve C. Landau addressed the Governing Body of the International Labour Organization (ILO) last November, calling for economic policy reforms based on decent work to meet current challenges in global labour markets. The Indian economist Jayati Ghosh was also among the thousands of people at the annual International Labour Conference in Geneva. *World of Work* spoke to Ms Ghosh, who is a professor at the Jawaharlal Nehru University in India and the Executive Secretary of the International Development Economics Associates (IDEAs).**



**What needs to be done to ensure that growth delivers quality jobs?**

**Jayati Ghosh:** First of all we really need a redirection of economic policy. If you look at the successful developing economies, mostly



the strategy has been to depend on exports for growth, even when you have a relatively large potential domestic market. The basic focus has always been to try and export more. Once you're doing that, you really have to keep your wages down; as you have to keep your costs down. So your purpose is not to let domestic demand grow, because once you do that it inhibits your capacity to be a very competitive exporter. So you get low exchange rate policies, low-wage policies, and basically you don't let productivity increases translate into wage increases.

This is true of China but it's really what the others are aiming for. And the other example is Germany, which is presented as the big success. I really think that for a sustainable pattern we need to shift towards a wage-led, consumption-led growth in most of these countries, if you look at the large, potentially very, very rapidly growing countries. Not just the BRICS countries, but also Argentina, Mexico, Indonesia – these all have huge potential, large populations, and a real scope for shifting towards a wage-led, employment-led growth.

#### **Does it work for the least developed countries (LDCs)?**

**Jayati Ghosh:** Absolutely. People assume there's nothing you can do but export. That's not true. The problem with most LDCs is that they're not able to diversify in a way that they can even export. If they shift to manufacturing, they're undercut by the Chinese; when they do primary commodities, we all know what the problems are: there's a current boom but it's very volatile. Depending on the size of the population, a large part of sub-Saharan Africa has a real scope for finding markets, based on wage-led and employment-led growth in the region. In South Africa, you can do this in a much more significant way. There's a huge potential for this. It will mean relying a bit more on the regional markets rather than just your own domestic market.

#### **How do you convince governments and donors not just to sign on to the Decent Work Agenda but to really implement it?**

**Jayati Ghosh:** The first point is that whenever you say that we need wage-led growth, people say that with globalization it's no longer possible. That's a big mistake. What you find is there are limits being reached in all kinds of areas. The US market is no longer going to be the engine of global growth. We have to find other sources of dynamism in the global economy. There is huge potential dynamism in countries with large populations where basic needs are not met. Even the private sector is interested; it need not be just the public sector that does it.

### **ILO Director-General announces early departure**

Last September, ILO Director-General Juan Somavia announced that he will bring forward the date of his departure from his post to the second half of 2012 due to strong personal reasons that require him to be closer to his family. In a letter to the Officers of the Governing Body, the Director-General informed them of his decision to leave on 30 September 2012. The announcement was made in late September 2011 to allow the ILO enough time to set in motion the process to elect his successor. Somavia's third term as Director-General was due to last until March 2014.



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The Director-General said that he feels the "inner need" to take this step because, after nine years as Chile's Ambassador to the United Nations in New York and the thirteen years he has been at the helm of the ILO, he believes it has now become necessary for him to "return home" to be near those close to him. The Chilean Somavía is the first representative from a developing country to head the ILO. He gave life to the concept of "decent work", and placed it at the heart of the ILO's agenda. Since then, the ILO and its policy recommendations have been getting increasing political support.

These are areas where potentially the market is huge if the public sector steps in to provide reasonable infrastructure. You need a decent all-weather road to every settlement, you need electricity in every household, you need sanitation, you need water, you need the basics such as food and access to health facilities. Once you improve social spending, you are already creating a market.

#### **Can you give us an example?**

**Jayati Ghosh:** Take the case of my country, India, where 40 per cent of rural households don't have electricity and one-third of the villages don't have all-weather roads. We have hugely under-supplied education, health and sanitation. Just supplying those adequately means a massive increase in employment, and therefore large positive multiplier effects of the spending of the people who get this employment. When they'll be spending in those areas, there will be jobs created, both directly and indirectly. It's not just a "good" thing to do in welfare terms; it makes good, sound macroeconomic sense. ■



# Around the

## HIV/AIDS guidelines for postal sector

On 1 November 2011, the Universal Postal Union (UPU), UNI Global Union and the ILO launched new Guidelines on HIV and AIDS for the Postal Sector. The initiative is part of a global campaign by UPU, ILO, the United Nations Programme on HIV/AIDS (UNAIDS), and UNI Global Union, which aims at spreading the HIV-prevention message through the postal networks and developing HIV workplace policies that provide training to all postal staff about the importance of prevention, and protect and assist employees living with the virus. It is expected that these Guidelines will help employers and workers in the postal sector to develop and implement workplace HIV/AIDS policies and programmes. It will also assist in promoting and implementing the ILO Recommendation concerning HIV and AIDS and the World of Work (No. 200), 2010 – the first international labour standard on HIV and AIDS, protecting human rights at work and calling for measures to be taken to prevent HIV-related discrimination and stigma.



## Social dialogue in Brazil

Brazil has launched a series of conferences on job creation and decent work in an effort to promote social dialogue on a scale that is unprecedented anywhere in the world. These state conferences will culminate in the formulation of proposals and the appointment of delegates for the National Conference on Employment and Decent Work, which has been convened by the Government of Brazil and is to be held in Brasilia in May 2012. The state conferences were preceded by dozens of municipal conferences on the same subject.

## The Director-General addresses the European Parliament

On 14 September, ILO Director-General Juan Somavia told members of the European Parliament in Strasbourg that the time had come to “place the real economy in the driver’s seat of the global economy, with a financial system at its service... This means putting productive investment in the real economy at the heart of policy-making; an enabling environment for sustainable enterprises; and less availability of unproductive and risky financial products.”

The ILO Director-General said it was time to recover the trust of people, especially the younger generations, and to address the rising inequalities, not only in terms of income and wealth, but also in terms of education, health, housing and access to credit. Dealing with short-term challenges required fiscal consolidation that was socially responsible. He particularly underlined that crises should not be taken as an excuse to weaken basic labour rights and the application of ratified ILO conventions. Mr Somavia cited the example of Greece, where unions have submitted information to the ILO on alleged violations of its conventions, adding that the ILO’s tripartite members had asked him to send a high-level mission to Greece.

Mr Somavia said the ILO and the European Union were cooperating on child labour, labour migration, trade and employment, but said in other areas increased cooperation would be beneficial. In this respect, Mr Somavia referred to the recommendation of the European Policy Crisis Committee on closer cooperation between the ILO, the EU and the IMF in financial assistance programmes. “Cooperation between the EU and the ILO can also be beneficial to your member countries struggling to overcome deep economic and financial crises leading to severe austerity measures and conditionalities,” he said.



# Continents

## Boosting employment-intensive investments in Africa

Last September, ministers from 13 African countries attending the 14th Regional Seminar for Labour Based Practitioners called on the ILO to boost its cooperation with other international partners to support employment-intensive investments in infrastructure and other sectors. In a statement issued at the end of a ministerial meeting held during the 14th Regional Seminar, the ministers requested that the ILO continue to engage with partners such as the International Monetary Fund (IMF), the World Bank, the European Union and the G20, and to strengthen its provision of technical advisory support on best practices, capacity building and knowledge sharing. The Seminar was organized by Ghana's Ministry of Roads and Highways, Ministry of Local Government and Rural Development, and the Ministry of Employment and Social Welfare, in collaboration with the ILO's Employment Intensive Investment Programme (EIIP).



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## Call for global cooperation to tackle jobs deficit

In a statement issued to the International Monetary Financial Committee and Development Committee last September, ILO Director-General Juan Somavia warned that the world economy is again facing risks of a financial crisis and an economic recession which could further strain an already critical employment situation. He called for a "decisive global cooperation" to tackle the massive jobs deficit and to avoid sliding into a possible recession. According to Somavia, "it would be a serious mistake to misread the critical moments we are living through as primarily a crisis of confidence of financial markets. On the contrary, there is a growing feeling in many quarters that our multilateral governance frameworks and even many national political systems are not coping well with the power of financial operators." Mr Somavia said the priority now was "to put in place policies and measures that stimulate investment in the real economy" and to carry out reforms to the global financial services industry that "are essential to reverse the dysfunctional policies that led to unsustainable debt-financed operations by governments, households and enterprises".

## Combating child and forced labour

The United States Department of Labor (USDOL) has signed two cooperative agreements granting the ILO US\$ 17.5 million to support activities to combat child and forced labour around the world. The first agreement – named Global Action Program on Child Labour and worth US\$ 15 million – will support activities in 41 countries and 5 regions. A separate US\$ 2.5 million project on Global Evaluation and Monitoring will aim to increase the knowledge base on effective interventions that can be replicated and up-scaled within and across countries. Both new projects will be implemented by the ILO through its International Programme on the Elimination of Child Labour (IPEC), while an important share of the research-based activities and outputs will be conducted through Understanding Children's Work (UCW), a joint ILO-UNICEF-World Bank research initiative. The ILO's Special Action Programme to Combat Forced Labour (SAP/FL) will support the forced labour related activities.

# Media Shelf



## World of Work Report 2011. Making markets work for jobs

International Institute for Labour Studies.  
ILO, Geneva, 2011.  
ISBN 978-92-9014-974-3  
US\$50, €35, CHF50

This year's report provides a comprehensive analysis of recent social unrest and trends in labour markets. It highlights the risks of an employment double-dip associated with ongoing strategies which put too much emphasis on the short-term preoccupations of financial markets. It also shows that policies focusing on jobs and real investment would boost recovery prospects while at the same time addressing the root causes of the global financial crisis.

The report shows that a sustainable job-rich recovery is possible - provided that the factors that led to the crisis are tackled.



## Social Protection Floor for a Fair and Inclusive Globalization: Report of the Advisory Group chaired by Michelle Bachelet

ILO, Geneva, 2011.  
ISBN 978-92-2-125337-2  
US\$45, €35, CHF40

This report, prepared under the guidance of Ms Michelle Bachelet and members of the Advisory Group, shows that the extension of social protection, drawing on social protection floors, can play a pivotal role in relieving people of poverty and deprivation. It can in addition help people adapt their skills to overcome the constraints that block their full participation in a changing economic and social environment, contributing to improved human capital development and stimulating greater productive activity. The report also shows how social protection has helped to stabilize aggregate demand in times of crisis and to increase resilience against economic shocks, contributing to accelerate recovery towards more inclusive and sustainable development paths.



## Key Indicators of the Labour Market (KILM). Seventh edition (includes a trilingual CD-ROM in English, French and Spanish)

ILO, Geneva, 2011.  
ISBN 978-92-2-125377-8  
US\$275, €230, CHF275

*Key Indicators of the Labour Market* (KILM) is a wide-ranging reference tool that offers the general user instant and uncomplicated access to data and analysis on the world's labour markets. Harvesting information from international data repositories as well as regional and national statistical sources, the KILM offers data for over 200 countries from 1980 up to the latest available year.

With three formats available – print, interactive software (CD-ROM) and an online database – accessing the country-level data for the 18 key labour market indicators, as well as the accompanying analysis, is now easier than ever.



## Making Globalization Socially Sustainable

Edited by Marc Bacchetta and Marion Jansen.  
ILO, Geneva, 2011.  
ISBN 978-92-2-124583-4  
US\$50, €42, CHF50

Globalization is widely seen as a powerful engine that has the potential to promote growth and development. For many years, however, concerns have also been raised about the effects of globalization on jobs and wages. This has led to questions about the social sustainability of globalization. Jointly published by the ILO and the WTO, with funding by the International Chamber of Commerce, this publication consists of contributions by leading academic experts who analyse the various channels through which globalization affects jobs and wages.

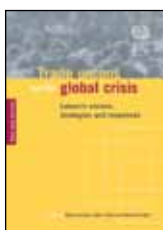


## Shaping Global Industrial Relations: The impact of International Framework Agreements

Edited by Konstantinos Papadakis. Co-published with Palgrave Macmillan.  
ILO, Geneva-London, 2011.  
ISBN 978-92-2-124587-2  
US\$110, €85, CHF110

In recent years, many multinational enterprises have adopted corporate codes of conduct with social provisions. Increasingly, they are now signing international framework agreements (IFAs) with global unions representing workers by sector of activity. In addition to regulating labour-management relations across global value chains, these agreements aim to promote compliance with ILO core labour standards.

This second volume in the new series *Advances in Labour Studies*, assesses the phenomenon of IFAs, examining their impact around the world as well as their effectiveness in fostering labour – management dialogue.



## Trade Unions and the Global Crisis: Labour's Visions, Strategies and Responses

Edited by Melisa Serrano, Edlira Xhafa and Michael Fichter.  
ILO, Geneva, 2011.  
ISBN 978-92-2-124926-7  
US\$45, €35, CHF45

If the recent global economic crisis has debilitated labour in many parts of the world, many segments of the trade union movement have been fighting back, combining traditional and innovative strategies and articulating alternatives to the dominant political and economic models. The book makes a stimulating contribution to the continuing debate on labour's role as an economic, political and social force in building a more democratic and just society.





### Ergonomic Checkpoints in Agriculture

Prepared by the International Labour Office in collaboration with the International Ergonomics Association. ILO, Geneva, 2011. ISBN 978-92-2-125448-5 US\$45, €40, CHF40

Agriculture is one of the most hazardous sectors in both developing and developed countries. Increasing attention is being given to applying practical actions in rural and agricultural settings to reduce work-related accidents and diseases, improve living conditions and increase productivity. This manual is intended to present practical and concrete guidance on easy-to-implement ergonomic improvements, most particularly in developing countries. The result of long-term collaboration between the ILO and the International Ergonomics Association, the manual compiles 100 illustrated examples of practical ergonomic improvements that can be achieved at low or no cost.



### Guidelines for Port State Control Officers Carrying out Inspections under the Work in Fishing Convention, 2007 (No. 188)

ILO, Geneva, 2011. ISBN 978-92-2-125357-0 US\$30, €22, CHF25 Also available in French and Spanish.

Those who work on fishing vessels often face extraordinary and unpredictable hazards, frequently working long hours in harsh conditions. The Work in Fishing Convention, 2007 (No. 188), aims to ensure that these seafarers have decent conditions of work on board, including occupational safety and health protection, and medical care and social security. The Convention also provides that living and working conditions on fishing vessels may be inspected while such vessels are in foreign ports. Guidelines for port State control officers carrying out inspections under the Work in Fishing Convention, 2007 (No. 188) is an important international resource for the implementation of these port State responsibilities and for the harmonization of inspections of foreign fishing vessels.



### China: From an Active Employment Policy to Employment Promotion Law: Coping with economic restructuring and labour market adjustments

ILO, Geneva, 2011. ISBN 978-92-2-125442-3 US\$28, €20, CHF25

China has enjoyed spectacularly high GDP growth rates for over more than three decades, thanks to the massive economic, social and institutional reforms put in place during a period of intensifying globalization. The reforms, influenced by China's accession bid to the WTO, took on the challenge of developing a socialist market economy whilst increasingly integrating it with the global economy. This study provides a unique account of China's move towards increased participation in the market economy and how the Government coped with the massive labour adjustments that came with the restructuring process.



### International Journal of Labour Research

• Crisis: Causes, Prospects and Alternatives. Vol.III/1, July 2011.

ISSN 2076-9806. US\$42, €30, CHF45 Also available in French and Spanish.

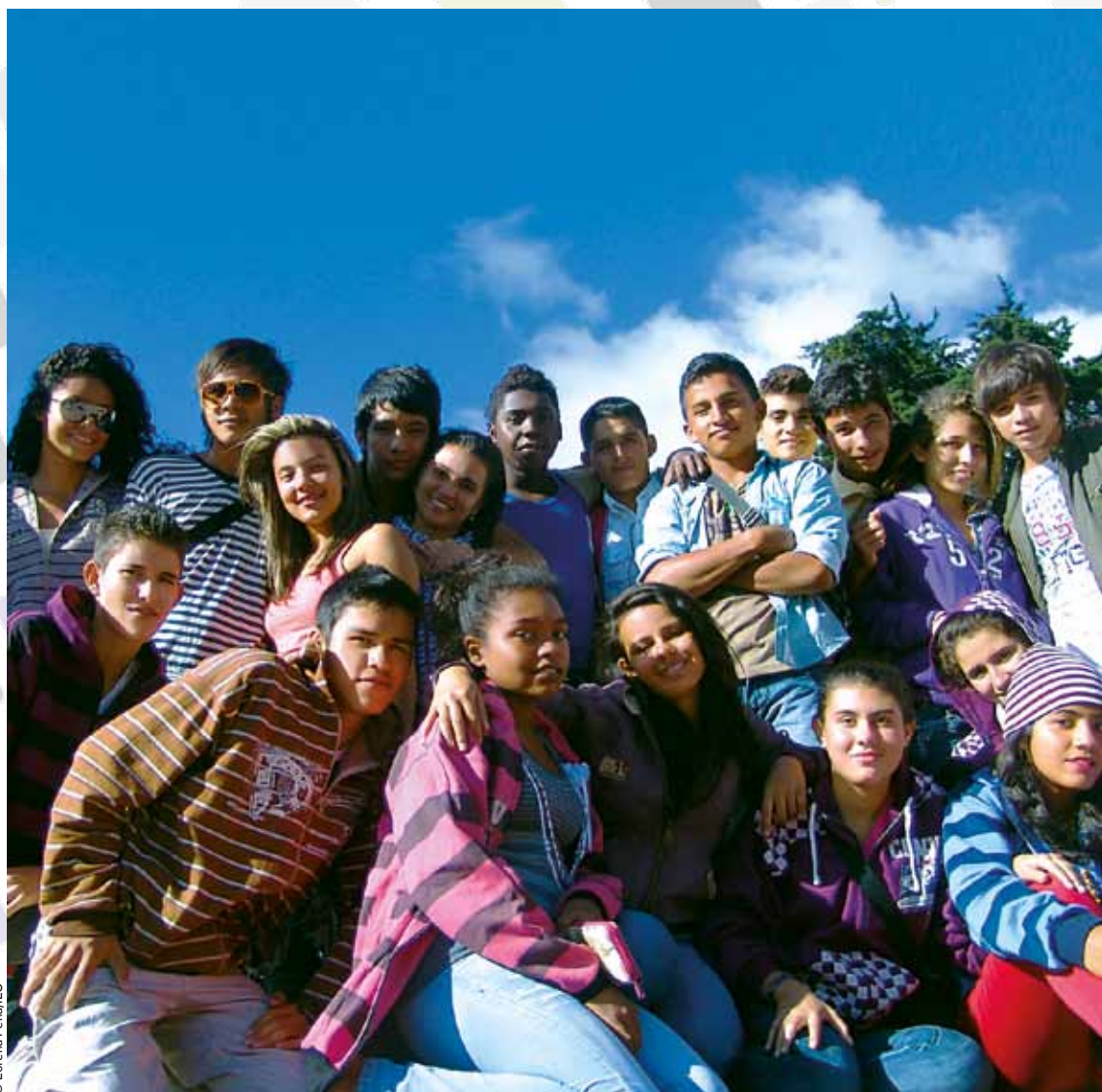
The crisis of 2008 revealed the fault lines in the world economy for all to see. At the 99th International Labour Conference, the ILO committed itself to intensifying its efforts to define new paths for macroeconomic policy. The contributions to this issue are a small step in this direction. They are mostly drawn from the Global Labour University conference on "Labour and the Global Crisis: Sharing the Burden. Shaping the Future" held in Berlin in September 2010, which brought together young trade union activists from around the world as well as a new generation of academic researchers. Together, the participants endeavoured to distil the lessons of the crisis for the labour movement and to define alternative ways forward.

• Towards a Sustainable Economic Recovery: The case for wage-led policies. Vol.III/2, December 2011.

ISSN 2076-9806. US\$42, €30, CHF45 Also available in French and Spanish.

While much attention has been deservedly given to the financial roots of the current economic crisis, the role of wages as a cause as well as a solution has yet to be fully understood. To help fill this gap, this issue of the *International Journal of Labour Research* is largely dedicated to this topic. Contributors look at the policy roots of growing wage inequality, the secular decline in the wage share of national income in recent decades, and how these developments are intertwined with the financial crisis.

# ILO Youth Employment Programme (YEP)



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The **ILO Youth Employment Programme (YEP)** supports governments, workers' and employers' organizations in addressing the global development goal and national challenges of providing young people with decent work opportunities. This is accomplished through an integrated approach, combining technical assistance to improve policymaking and strengthening labour market institutions, with direct interventions and pilot projects to demonstrate the effectiveness of youth employment policies and programmes.

For further information please visit: [www.ilo.org/youth](http://www.ilo.org/youth)