



International
Labour
Organization

Lessons Learned and Good Practices from the ILO Aceh Programme

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1.

Introduction

The tsunami of 26 December 2004 wreaked death and suffering across the Indian Ocean. It killed 186,983 people. More than two-thirds of them, 130,736, died in Indonesia. In Aceh province, only 150 kilometres from the epicenter of the earthquake that triggered the tsunami, the wave barreled over 800 kilometres of coastline. Nias Island, part of neighbouring North Sumatra province, was severely affected as well, and was jolted again by the earthquake of 28 March 2005 (One-year report of BRR and partners; Office of the Special Envoy for Tsunami Relief).

As relief operations began, the toll not just in lives but also in livelihoods became clear. The ILO estimated that unemployment in Aceh could jump from 6.8%, or 250,000 people, to some 30.0%, or 600,000 people (ILO Jakarta Special Edition, April 2005). Some 130,000 farmers, 300,000 fishermen, and 170,000 small business owners and employees were estimated to have lost their livelihoods. In Aceh and Nias, 141,000 houses and 2,240 schools were destroyed; 3,229 fishing boats were damaged or lost (Tsunami Special Envoy). Villages emerged from the wave reduced to their foundations. Bright green fields turned dun.

This damage made the relevance of employment to the recovery clear from the start. The ILO realized that tsunami response called for urgent action to help affected people find work and to help relief agencies find

workers; to deliver skills training in areas in demand for the recovery; to improve the capacity of local organizations in employment-related matters; and, most generally, to promote equitable and sustainable socio-economic development. This suggests the dual role that the ILO has played: helping individuals gain skills and employment and facilitating the broader relief efforts of various agencies.

In this work the ILO supported and received support from various institutions. These included its tripartite constituents – the government, workers' organizations, and employers' organizations – and other partners. These public and private institutions have varying levels of capacity and are in great need of assistance. While the tsunami's effects on individuals and their assets are well-known, its impact on these institutions, which are vital to long-term development in Aceh and Nias, is not. Their loss of human resources has significantly reduced their institutional capacity, already low prior to the tsunami, to carry out both normal and relief functions.

These shortcomings of capacity and knowledge created difficulties for international agencies seeking local implementing partners. For the ILO, low capacity among tripartite constituents to address overwhelming labour and employment challenges hit especially hard. The ILO generally engages with such institutions to build their capacity over time.

Since the tsunami, the ILO has indeed strived to improve the capacity of these organizations. But the need for jobs was urgent. The ILO sought immediate results. Therefore, in addition to collaboration with social partners as appropriate, it established other partnerships and implemented some projects directly.

Engagement with local institutions has been challenging but crucial to ensure impact after international relief is completed. Aceh has changed radically in recent years. The tsunami has come and gone and peace has taken hold. A province that previously had little contact with international development institutions is now open to external support. The tsunami and reconstruction effort have brought the world's attention and resources to Aceh. The ILO and other international development agencies have an unprecedented chance to help local tripartite constituents and other partners build a strong foundation for recovery and development.

Some 20 months after the tsunami, the recovery phase is ceding to reconstruction, a process expected to last officially until 2009. The ILO now maintains an integrated programme in Aceh and Nias with a variety of projects working together to boost employment and livelihoods. Many projects have ended, though others continue. The organization is seeking to consolidate its gains in building the capacity of local institutions to continue supporting decent work and livelihoods after its own programme concludes. Learning from the Aceh programme, it is also looking for techniques to help it respond quickly and effectively to future crises.

The time is right, therefore, to extract lessons learned from the ILO's Aceh Programme and propose good practices for future ILO crisis responses. This report aims to do so. It results from a desk review of documents produced by the Aceh programme; interviews with Aceh-

and Jakarta-based staff; consultations with implementing partners, beneficiaries, and others involved in the projects in Aceh; and visits to project sites. The intended audience comprises officials of the ILO and other international organizations working in post-crisis situations, public and private donor agencies, Indonesian government institutions and non-governmental organizations, and all those interested in promoting employment and socio-economic development after crises. Through this publication, the ILO seeks to advance further discussion on employment in recovery and reconstruction work in post-crisis situations.

The report contains five parts. After this introduction, section two summarizes the ILO's Aceh programme, including its history and development, strategic framework, place in the UN context, structure, geographical scope, and funding. In section three, the report describes the projects executed under the ILO programme's six components, including the ILO approach and methodology behind them. Section four reviews the results and achievements of the ILO's work in text and numbers, including a general assessment of progress toward ILO goals and more specific outputs. Finally, section five illustrates lessons learned, both narrow and broad, from the ILO Aceh programme. It also proposes good practices for all agencies addressing employment concerns in future crisis situations.

This report is not an exhaustive description of all ILO activities in Aceh. Comprehensive reports are available covering individual components and the overall Aceh programme. This document, instead, aims to present lessons learned and good practices from the ILO's integrated programme in Aceh and Nias.

2.

Programme Summary

A. History and Development

The ILO's Aceh programme grew out of a series of early steps after the tsunami. The first was participation alongside other international agencies in damage assessments and strategic planning for emergency response, rehabilitation, and reconstruction. ILO experts in employment, skills, and livelihoods completed these exercises under the leadership of BAPPENAS, the Indonesian National Development Planning Agency, and the World Bank.

Though planning for employment-related programmes was challenging because of low quality data and a lack of detail in Indonesia's 2004 labour force survey, the ILO recommended several guiding principles. The principles formed the beginnings of an integrated ILO response to the tsunami. They cover various areas of the ILO's mandate and suggest a wide-ranging programme adapted to local needs. The principles are listed in the Appendix.

Fundamental Elements of the ILO Aceh Programme

Soon after the tsunami, the ILO suggested five immediate areas of focus to help affected people regain at least a minimal livelihood. These were:

- Emergency employment services
- Employment-intensive infrastructure investment
- Community-based and short-cycle training
- Entrepreneurship promotion
- Children's special needs

Based on joint assessments conducted with officials from the Ministry of Manpower and Transmigration (DEPNAKERTRANS), the ILO formed proposals and implemented activities in these areas during the first three months after the tsunami.

Starting in April 2005, the ILO sought to focus on longer-term livelihood recovery through employment in Aceh and Nias. The strategy built on the results of initial ILO projects, plans of other agencies, and the Indonesian government's master plan adopted on 15 April. Three objectives have guided the ILO's Aceh programme since that time:

- Getting people back to work
- Empowering the socially disadvantaged
- Helping the Acehnese and Nias economies recover

A key characteristic of the ILO's strategic framework is its inclusion of various elements of the ILO's mandate under a single integrated programme. In pursuing the goal of job creation, the ILO also seeks to foster dialogue among stakeholders in the labour market and to uphold international labour standards, including in occupational health and safety and in the elimination of child labour.

C. ILO in the UN Context

This wide mandate speaks to the ILO's international role as the UN specialized agency for labour and employment issues. The ILO is far from the biggest UN agency in Aceh and Nias. The dizzying array of UN actors offers the ILO many opportunities for collaboration and resources mobilization. At the same time, it poses challenges for visibility and acknowledgement of the ILO's contribution.

The ILO carries out its mandate on employment and labour within the framework of UN operations in Aceh and Nias. By comparison to the size of other UN programmes, the ILO Aceh Programme is relatively small. Yet it has collaborated with and supported the work of other UN and non-governmental organizations. In so doing, it has been able to gradually attract greater attention to employment and labour issues in crisis response operations.

The ILO in Aceh and Nias works on two tracks. First, the ILO has sought to integrate its activities into those of partner UN agencies, thus adding employment support to men and women who received some other crisis-response support. In the UN Joint Programme in Meuraxa, the ILO and UN HABITAT set up a home-based business module programme for beneficiaries of UN HABITAT-built homes. The beneficiaries receive new houses, business skills training, and access to quality and affordable loan programmes from a local microfinance institute which has been

supported by the ILO. Such an approach takes account of the multiple needs of tsunami victims, particularly in housing and livelihoods. In Nias, also under the UN Joint Programming framework, the ILO collaborates with FAO to strengthen community and private sector participation in the revival of the fishery sector.

The ILO's direct support to recovery and reconstruction efforts stretches beyond the UN community to national and international NGOs. Many organizations have received funds for construction work without sufficient allocation for skills training and occupational safety and health. The ILO's mobile construction training efforts and employment services filled in these voids and the results have been excellent, including improvement in housing quality as in the case of the ILO-UPLINK partnership.

The second track has involved the ILO's capacity building efforts in facilitating good governance in post-crisis employment practices in accordance with Fundamental Principles and Rights at Work. The focus is on building the ability of local government, workers and employers to effectively manage labour relations to appease labour tensions arising in the construction sector. In Aceh, agencies undertaking construction work faced difficulties not only because of the shortage of labour but also because of the challenges of setting up sound employment practices that foster efficiency and productivity. During the emergency response, protection of workers was not the priority, to the detriment of workers who were themselves tsunami victims. In response to the request for technical support from the provincial Manpower Office in Aceh, the ILO produced guidelines on relevant national labour laws and organized a workshop series on labour compliance to educate the human resources units of organizations operating in Aceh.

E. Programme Funding

Cumulative funding for the ILO programme totalled around US\$18 million as of September 2006. The ILO's own resources are part of this total. Substantial funding has come from the UN Development Programme's (UNDP) Emergency Response and Transitional Recovery (ERTR) programme. Other donors include the Governments of Australia, Canada, Finland, Ireland, the Netherlands, New Zealand, and the United States; the UN Office for the Coordination of Humanitarian Affairs

(OCHA); the International Confederation of Free Trade Unions (ICFTU); the British Trade Union Confederation (BTUC); and two private companies, MIGROS and ADECCO. At the end of 2005, the UNDP-managed Multi Donor Fund for Aceh and Nias (MDF) approved additional funding of US\$6.4 million to extend the ILO's local resource-based infrastructure rehabilitation.

Table 1 shows cumulative donor funding for each component:

Table 1

Components	Funding Amount (US\$)
Employment Services	2,296,727
Vocational Training	1,511,657
Enterprise Development	1,933,469
Local Resource-based Rural Infrastructure Rehabilitation	2,600,760
Child Labour	1,500,000
Local Economic Strategy	3,013,422
Total	12,856,0351

A list of all projects completed or underway in the ILO Aceh Programme appears in the Appendix.

3.

Practices and Approaches

A. Overview and Highlights of the Six ILO Components

Under the strategic framework of six components and three cross-cutting themes, the ILO has executed several projects. These are often linked with each other, enabling the delivery of comprehensive services to beneficiaries or partner organizations for more effective job creation. This section provides an overview of the six ILO components and the management approach of the ILO's integrated programme. It also illustrates the ILO approach, methodology, and reasoning behind these efforts.

1. Employment services

This aims to help jobseekers find appropriate employment or skills training and to help employers find workers with the necessary skills. This involves matching demand for and supply of labour. Post-disaster reconstruction is an apt context for employment services; people who lost their livelihoods are seeking work, and organizations require thousands of workers to rebuild. An efficient employment services operation can find jobs for those who may otherwise be unaware of opportunities. By referring workers to international reconstruction actors and providing training to upgrade skills the ILO has helped advance emergency and recovery operations.

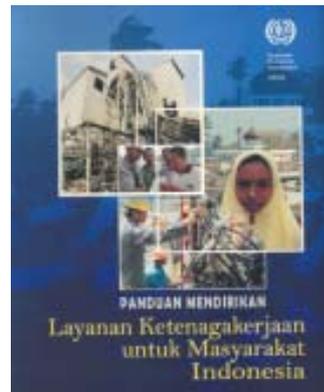


Photo 1: Panduan Mendirikan Layanan Ketenagakerjaan untuk Masyarakat Indonesia

In this work, the ILO has built on its previous experience and its "Guidelines for Establishing Emergency Public Employment Services," which it translated into Bahasa Indonesia (Panduan Mendirikan Layanan Ketenagakerjaan untuk Masyarakat Indonesia) after the tsunami. Working with local and provincial offices of DISNAKER, the ILO has sought to improve employment services throughout Aceh. A key activity has been the creation of a database of jobseekers who register through ILO-DISNAKER employment services centres. The component has also trained DISNAKER staff in the use of the database, bolstered labour market information through support to the 2005 population census, launched an internship programme for young engineering graduates, and educated workers on workplace-related topics. The ILO is now preparing to hand over its joint employment services centres to DISNAKER Banda Aceh, which will maintain them starting in January 2007.

2. Vocational training

This is a vital part of any strategy to promote employment and put the Acehese and Nias economy on a sound footing. Agencies and their reconstruction money have poured into Aceh, offering tremendous employment opportunities in construction and related trades. But construction work is not for everyone. The Acehese economy was traditionally founded on fishery, agriculture, and trades. The ILO Aceh Programme's vocational training component has gradually changed its focus over time. During the emergency and recovery phases it focused on short-cycle skills training. More recently, the component has included skills-upgrading programmes in construction-related quality assurance skills and improvement for Aceh's vocational training system.

The short-cycle skills training equipped workers with basic construction skills such as masonry, concrete mixing, and debris removal. Upon completion of the course, the trainees could participate in public clearing and construction of the much-needed houses right away. As the tsunami caused massive damage to public facilities, the renovation of office buildings and training facilities created many short-term jobs. The ILO organized skills upgrading programmes for those working on such projects. Furthermore, many young workers and new university graduates in Aceh lack sufficient work experience and other skills such as English ability, basic computer skills, product design, and familiarity with international and national standards and norms needed to take advantage of the job booms in Aceh. The ILO has organized an internship programme that both enhances Acehese workers' employment opportunities and eases a shortage of higher-skilled workers in the construction sector.

A large number of houses needed to be built in Aceh and the construction boom started in the first quarter of 2005. Workers with limited skills and a lack of construction standards

resulted in the need to tear down many houses and dissatisfaction in the community with their quality. The ILO vocational training team paired up with UNHABITAT and UPLINK to deliver mobile construction training to workers, construction supervisors, and homeowners. These initiatives have been well received and yielded great improvement in the quality of the houses to the satisfaction of homeowners.

As women tend to lose out in construction jobs, a two-pronged approach was adopted. Concrete block making courses that led to the establishment of businesses targeted women who were interested in ventures in nontraditional areas.

Sewing, handicrafts, and cooking classes were organized to upgrade women's existing skills.



Photo 2: BRR-ILO Training in Curriculum Development, Banda Aceh, July 2006

In the delivery of these trainings, the vocational training component partnered with BLK and KLK, the vocational training centres of DISNAKER, and with trade unions, BAPPENAS, UNHABITAT, UPLINK, and other organizations. For most skills, the ILO built the capacity of local trainers, some of whom were associated with other organizations. The trainers then went on to conduct training sessions, which were sometimes financed by the ILO and sometimes by the organizations needing to train their workers.

A three-decade-long conflict had limited Aceh's development of a market economy and its efforts in workers' training. Vocational training has also suffered from a transition to a decentralized government system with increased local autonomy. Training facilities are outdated and have not benefitted from industry's inputs, which are necessary for a market-responsive skills training programme.

Occupational safety and health were forgotten. Together with BLK Banda Aceh and DEPNAKERTRANS, the ILO conducted an audit of the BLK Banda Aceh training programme and recommended strategies to improve the management and quality of training organized by BLK Banda Aceh.

3. Enterprise development and microfinance

Work in these areas aims to equip those who wish to start, restart, or expand their businesses with the practical knowledge to do so effectively, and to help them obtain the capital they need. Aside from the booming construction sector, opportunities exist for small retail and other businesses catering to workers and returning tsunami victims. Many residents are relaunching enterprises they owned before the tsunami, while others are starting afresh. In both cases, the ILO seeks to impart business skills that will improve businesses' income generation and hiring potential. It also provides grants and links beneficiaries with microfinance institutions to help get their ventures off the ground.



Since March 2005 the ILO has conducted Training of Trainers (ToT) from business development service providers with its Start Your Business (SYB) tools. The trainers, often associated with various aid agencies, have then been delivering SYB training to entrepreneurs around Aceh. The ILO has also begun adapting its Generate Your Business Idea (GYBI), Improve Your Business (IYB), and Know About Business (KAB) tools to the Aceh context. This will allow the further strengthening of the ILO's partners that provide services to beginning entrepreneurs, enlarging the overall impact on job creation. In microfinance, the ILO has adopted a "high growth quick impact" approach. After surveying the microfinance service providers in Aceh, the ILO found a lack of financial products that meet the needs of micro and small entrepreneurs, who often lack collateral. It conducted classroom training in collaboration with the government agency PNM, but the effect was limited. The ILO therefore launched intensive, on-site technical assistance to one Islamic microfinance cooperative, BQB. The ILO has helped BQB open new branches, develop strategic plans, greatly expand its loan portfolio, and implement collateral substitute products. Promotion of the latter has included collaboration with Mercy Corps, which maintains a guarantee fund to which the ILO has contributed.

Women's entrepreneurship development (WED) is the third element of this component. In this area a key focus has been the construction sector. Traditionally, women in Aceh do not work in this sector. However, its abundant opportunities, and the urgent need for women to generate income, opened the door for innovative ILO efforts. The ILO decided to support female entrepreneurs in the production of cement blocks as one part, among others, of its WED efforts. It has done

Photo 3: SYB Training of Trainers, Banda Aceh, July 2006

so through a combination of vocational training, SYB training, grants, and the facilitation of orders from reconstruction actors. This is both a prime example of integration in the ILO's Aceh programme and an illustration of its commitment to breaking gender barriers and promoting the socio-economic well-being of women. A further activity to support and promote women's entrepreneurship was a women's entrepreneurship awards ceremony, held on International Women's Day, 8 March 2006. The ILO, in partnership with the employers' organisation APINDO and with some involvement of the association of businesswomen IWAPI; Mercy Corps; BQB; UNIFEM; and BRR, the Indonesian government's rehabilitation and reconstruction agency, gave awards for the best service and non-service businesses and for the best woman entrepreneur with a disability. In April 2006 an association building working was conducted and a study on factors affecting women entrepreneurs starting or expanding their businesses in Aceh was undertaken from April to June 2006. Finally, in September 2006, the ILO launched a trade fair for women entrepreneurs in collaboration with IWAPI.

4. Local resource-based infrastructure rehabilitation

This has focused on road rebuilding in Aceh and Nias to generate short-term employment and accelerate aid delivery and economic recovery. The stretches of road destroyed or damaged by the tsunami hamper the movement of people and goods and thus the delivery of relief and the recovery of the affected areas. Many roads were also poorly maintained before the tsunami. With long experience in using local workers in such situations, the ILO has carried out projects to provide jobs through labour-based methods of road repair while strengthening the capacity of local

contractors and public works officers. Immediate and long-term benefits include job creation, instruction in sound techniques, demonstration of transparent bidding procedures, and cost-effectiveness.

The ILO received funding from UNDP-ERTR and OCHA for its pilot rehabilitation projects starting in July 2005 and September 2005, respectively. By June 2006, a total of 18 kilometers of rural roads were fully rehabilitated. About 28,000 worker-days of employment were created, and over 500 men and women were hired. In the implementation of these pilot projects, the ILO built strong partnerships with district Public Works Offices in Aceh Besar and Gunungsitoli, (Gunungsitoli two words or one - it's different throughout the text?) thereby strengthening the capacity of district Public Works officials to manage local resource-based road work. In December 2005, the ILO in partnership with

UNDP received US\$6.4 million from the Multi-donor Fund for Aceh and Nias to scale up the project.

Starting in July 2006, therefore, the ILO has expanded its work to five districts: Aceh Besar, Bireuen, Pidie, Gunungsitoli, and Teluk Dalam. In this expansion phase, the work will continue its focus on generating local employment while enhancing district Public Works offices' road contracting system. Close



Photo 4: Local Resource-based Rural Road Works, Gunung Sitoli, March 2006

collaboration with KDP is envisaged to pilot a community-managed road maintenance system.

5. Child labour prevention

This concerns a core area of the ILO's mandate and responds to the need to protect the most vulnerable members of a society. Though child labour exists in many contexts and for many reasons, crises like the tsunami can increase its occurrence. Families who have lost breadwinners or livelihoods often push children to earn income. This disrupts their education, exposes them to health and safety hazards, and violates international standards. Crisis situations therefore require extra vigilance to provide children and their families with the tools they need to avoid child labour.



Photo 5: Children in Life Skills Training Class, Aceh Besar, April 2006

The ILO has pursued its work in Aceh and Nias with the advice of the existing Indonesia National Steering Committee on Child Labour, comprising representatives from the government, trade unions, employers' organizations, universities, and national NGOs. In Aceh, the ILO has collaborated with local government departments, UNESCO, UNICEF, Save the Children, and other partners. It has implemented prevocational skills training for 15-18-year-olds in such skills as gardening, automobile repair, sewing,

furniture making, screen printing, handicrafts, hair-cutting, English language, and computer use. Additionally, the ILO has worked with the Ministry of National Education to help teachers deliver remedial educational for 15-18-year-olds who failed the Indonesian national examination. These activities aim to prepare Acehese and Nias youth for better job opportunities and thus sustainable local economic development.

6. Local Economic Recovery (LER) and Local Economic Development (LED)

These are ILO methodologies that use extensive consultations with communities to identify their most pressing needs and the most salient opportunities to power job creation and economic growth. The overall goal is to spark economic activities that may be small at first but can lay necessary groundwork for broader long-term economic development. LER works in crisis-affected villages. It relies on community meetings, consultations with formal and informal leaders (such as in local governments and mosques in Aceh), and contact with local groups and associations to find economic activities that can satisfy immediate livelihood needs. After choosing beneficiaries in cooperation with the community who wish to start such activities, the ILO provides SYB training and grants. LED is slightly different from LER. It assesses local economic advantages with the aim of identifying and supporting key sectors that can carry the economy in the medium and long terms.

Starting in June 2005, the ILO began making contact with local government officials, the employers' association APINDO, and local fishermen's organizations to plan a pilot LER project. Preparatory work included an institutional mapping and economic survey of Aceh province with the Economics Department of Syah Kuala University. The ILO then executed a pilot LER project in the tsunami-affected village of Lambada Lhok near

Banda Aceh. This helped launch some 36 small businesses, but many were clustered in only a few industries, leading to gluts. In the next LER project, in the village of Lempeudeya, the ILO fostered a greater diversity of businesses, ranging from palm-thatch weaving to haircutting, and encouraged the community to select beneficiaries from among its most vulnerable members. At the same time, the ILO supported social activities to rebuild community spirit and a sense of belonging as a healing process for returning victims.

Aceh. In the latter, the ILO has donated home-based business modules to selected beneficiaries of homes built by UNHABITAT. These beneficiaries have been required to complete SYB training and receive a microfinance loan from BQB. Finally, the ILO is now developing six training modules for employees of KDP, a district-level development programme of the Indonesian government supported by the World Bank. This represents a crucial local manifestation of efforts in Geneva and Washington to establish links between the ILO's LED approach and the World Bank's Community Driven Development approach.

Crosscutting: Gender Equality Promotion

Beyond the specific WED projects in the enterprise development and microfinance component, the theme of gender equality has run throughout the ILO programme. With a gender specialist based in Banda Aceh, the ILO has worked to make its services, from registration for jobseekers to construction training, open to women. Special efforts are sometimes required, such as women-only community meetings or women-only registration days. But the ILO considers such efforts essential parts of its tsunami response programme. These dovetail with the ILO's policy advocacy for gender mainstreaming in Aceh and Nias. By providing its expertise on labour and employment issues, disaggregated data from the labour market, and examples of how to foster the equal participation of women in reconstruction, the ILO encourages all agencies to focus on gender in their tsunami response efforts.



Photo 6: Local Advantage Comparative Appraisal Workshop, Nias, June 2006

Businesses are now being launched as part of a third LER project in the village of Weuraya.

LED activities have focused on the tourism sector on Sabang Island, the fishing sector on Nias Island, and food processing and enterprises in Aceh Besar. Other activities under this component have included LED initiatives as part of UN Joint Programmes on Nias and in the Meuraxa district near Banda

4.

Results and Achievements

This section assesses in general terms the ILO's progress toward its three goals in Aceh: getting people back to work, empowering the most vulnerable, and helping the Acehnese and Nias economy recover. In the next section, tables of lessons learned and good practices list more specific achievements in providing assistance to individuals and building the capacity of communities and partner institutions.

Progress toward ILO Goals

As recovery gives way to longer-term reconstruction in Aceh, the ILO and many other international actors are taking stock. To what degree have they helped the people of Aceh and Nias recover and provided local government institutions and NGOs with needed expertise and tools? Where have they fallen short and how should they focus their ongoing efforts?

The ILO has made strides toward its three goals, but it has not achieved them all. There was no expectation that it could in less than two years. The programme is not closed. But making the most of the time and resources that remain requires a frank assessment of what the ILO has and has not accomplished. This way, it can redouble efforts in the areas required to ensure a durable impact that will benefit Aceh and Nias in their long-term development.

The ILO has certainly helped Acehnese people get back to work. It has placed many directly in jobs through its employment services programme, and has trained many others in skills that make them more attractive to employers. Moreover, the ILO's local resource-based road rehabilitation projects, drawing on the organization's wide experience with this methodology, have provided jobs to tsunami-affected people while repairing vital infrastructure.

The impact on job creation of other projects is less clear. LED and LER projects and entrepreneurship development efforts have succeeded in helping communities identify their needs, supporting those wishing to start businesses, and bringing traditionally marginalised groups (mainly women) into the fold. However, as the LER and LED projects focus mainly on micro and small enterprises, they seem to take more time to implement and have created fewer jobs. A small café or shop benefits both its owner and the community it serves, but it does not require many employees. Also, entrepreneurship development projects are often based on Training of Trainers (ToT). In a perfect world this method affords the ILO a wide impact at a low cost. But in practice it is hard to follow up with those trained to ensure that they are continuing to train others with the ILO's materials. The women's entrepreneurship projects to help women launch brick making businesses have faced similar challenges. The

number of beneficiaries is relatively small, and women's commitment can falter as orders lag and the ILO is unable to monitor their activities (especially outside Banda Aceh).

The record is also mixed on the ILO's second goal, empowering the vulnerable. This has principally meant helping women earn income, preventing child labour, and using participatory means to identify entrepreneurs most in need of support. These efforts have had some success. The ILO has supported students who failed the national examination so they have a better chance in the labour market. It has also supported prevocational training and the dissemination of information on child labour in tsunami-affected communities, including IDP camps. As regards women, the ILO has earned praise from the UN coordination office, UNORC, for its gender sensitivity. Projects to support female entrepreneurs have helped women earn income from the construction boom in Aceh at the same time as they illustrate women's ability to do non-traditional work. But as noted, the numbers are small and the follow-up is difficult.

The ILO has also sought to empower vulnerable people through its LER and LED methodology. In this work, it has partnered with local NGOs, helped communities identify their most pressing needs, and generally catalyzed a process of inclusive planning among the people of tsunami-affected communities. The LER and LED methodologies emphasize consultation and participation at every step. Logically, at the end the communities must have a strong say in which individuals will benefit from ILO support to start businesses. But this means that the ILO may not reach the poorest. Some entrepreneurs who received SYB training and start-up grants appeared to have fairly large houses and other sources of income. The LER and LED projects have made many strides in empowering devastated communities to work together for their own development. With some fine-tuning

such projects may be better able to reach the neediest in the future.

The ILO's progress on its third goal, helping the Acehese and Nias economy recover, is the hardest to gauge. The ILO has no measure of its programme's effects on macroeconomic indicators such as unemployment, women's participation in the labour force, incidence of child labour, or per capita income. As noted throughout this report, the ILO and other international actors have also had difficulties engaging with local and national institutions that can promote economic growth over time. However, it seems clear that ILO projects to rehabilitate roads, provide skills training, boost small businesses, identify key sectors for growth, and link jobseekers with employment have helped the Acehese and Nias economy recover. As a niche player in the tsunami response effort, the ILO seems to have effected modest but positive change.

From this assessment a discussion of the future naturally follows. More work is clearly needed to leave behind a strong local capacity for decent work and development. Therefore, the ILO is seeking to continue capacity building in Aceh and Nias of tripartite constituents and other partners. It is also continuing a local resource-based road rehabilitation project and other efforts. Still, capacity building should be the focus moving forward as the urgency of relief and recovery fades. The ILO's Aceh Programme has already tallied many achievements. But the programme realizes that it must boost efforts to strengthen tripartite and other partners if its impact is to outlast its physical presence.

5.

Lessons Learned and Good Practices

This final section gives analytical illustrations of ILO efforts to create jobs, protect the vulnerable, and help economies recover. As shown throughout this report, the ILO has used innovative approaches and so to revive basic economic processes to facilitate more general economic recovery. In this section, six case analyses present good practices and lessons learned. These are two sides of the same coin. The latter should flow from the former as an institution takes account of areas where it could improve. The good practices

and lessons learned here are intended to give guidance for employment promotion in future crisis responses. They acknowledge both the shortcomings and strengths of the ILO's work. In many cases, its experiences have been common to other organizations operating in Aceh and Nias and in crisis-affected areas around the world. This analysis therefore aims to allow the ILO and other organizations to anticipate employment challenges in crisis response and improve their ability to meet such challenges in the future.

Case Analysis A: Local Resource-Based Infrastructure Rehabilitation

Post Crisis Scenario:

Natural disasters and political conflicts often isolate people, communities, and service-providing institutions from growth-oriented economic systems. Prolonged isolation, therefore, breeds poverty and vulnerability. In Aceh and Nias, roads that were bad before the tsunami simply disappeared afterward. For aid to be delivered and for the economy to recover, road networks were in dire need of quick repair. Furthermore, conditions made the use of advanced technology not only costly but also generally infeasible.

The ILO adopted a local resource-based approach to allow the restoration of roads for the flow of economic and humanitarian services. Simultaneously, the ILO's local resource-based infrastructure rehabilitation generated short-term jobs, immediate income, and local capacity to build good roads and create local employment far beyond the recovery phase.

With a budget of US\$ 1 million from UNDP-ERTR and OCHA, the ILO restored 18 kilometers of roads, created 28,000 worker-days of employment, and generated insights for promoting medium-term development. Roads in Aceh and Nias also suffered from the lack of a cost-effective road contracting system. Maintenance was not considered a design factor and pricing did not benefit from a transparent process. Road workers and small contractors did not have the necessary skills. ILO post-crisis interventions have addressed structural issues such as institutional capacity to manage roadwork and employment generation. The ILO will continue this initiative with funding from the Multi-donor Fund for Aceh and Nias until 2008.

Key elements

- ◆ Job creation for men and women: construction relies on local workers and materials. Local procurement means that jobs are created not only on the road itself but also in the production of supplies.
- ◆ Comprehensive approach including transfer of good road-building and contract management techniques to Public Works officials, contractors, and workers; labour-based construction methods; transparent bidding procedures; and training for workers, contractors, and public works officials.
- ◆ Strategic value: improved roads, as well as other infrastructure such as bridges and drainage and irrigation canals, provide access to crisis-affected communities, not only helping residents resume economic activities but also facilitating the delivery of further relief.
- ◆ Gender sensitivity: women are encouraged to participate and have indeed performed many construction tasks as there are many aspects of infrastructure work that can be suitable for women's skills levels. This creates jobs for women and demonstrates their ability to work in areas considered out-of-bounds.

Capacity building: local public works officers are trained in appropriate construction technology that can yield good roads and good jobs, now and in the future. Local contractors are also trained in contract management and technical topics.

Concrete outputs

- ◆ 18 kilometres of rural roads rehabilitated.
- ◆ 28,000 worker-days of employment generated, with 500 men and women workers participating in actual road works and production of materials for road repair.
- ◆ Twelve local contractors awarded contracts for road rehabilitation.
- ◆ Technical training on local resource-based road contracting delivered to 19 engineers from the Public Works department of Aceh Besar district and 23 supervisors from local contractors.

Lessons learned

- ◆ Standardized, practical tools for skills (re)training in construction and infrastructure work enable timely crisis response. Infrastructure tends to be a typical area of work for crisis-affected areas. Though every environment is different, basic skills such as debris removal, concrete mixing, brick layering, and competence in occupational safety and health are likely to be in need in many situations.
- ◆ Local resource-based approaches are applicable to infrastructure rehabilitation after a crisis. However, local officials, contractors, and workers often need to be educated on these approaches and their benefits so they can create employment with the ILO at first and, later, through infrastructure maintenance on their own. They may not favour participating in classroom-type training. Integrating training into actual work through “on-the-job training” and/or mobile training teams would be more effective. This would prevent a loss of incomes for workers and contractors.
- ◆ Skills training requires special expertise. While it is not difficult to identify skilled workers in construction and road-building, identifying those who can teach others effectively is a challenge. Investment in creating a training capacity should be considered.

Good practices

- ◆ Community relations and inter-agency coordination in road works are necessary. In post-crisis situations, high traffic volume to deliver construction and other aid materials can shorten the lifespan of newly rehabilitated roads. Furthermore, community members can become embroiled in small conflicts over road passage, access to personal property, and maintenance. Community leaders play a key role in managing community members’ participation in and contribution to the maintenance of public goods.
- ◆ Develop practical publications on construction issues common after crises. Topics could include skills for construction workers (such as cement mixing and bricklaying), employment services for construction trades, skills certification, quality construction and construction site supervision, and social dialogue and labour relations in the construction sector. By having practical materials on construction skills training ready in advance of any crisis, agencies can implement immediate projects to give workers the skills they need to rebuild their communities.
- ◆ Continue to implement the ILO’s local resource-based approaches based on successful road rehabilitation and job creation in Aceh. However, the ILO could add to its standard methodology more education of local authorities, contractors, and workers to explain what LBIR is, what methods it uses, what it can accomplish, and what it requires from the community. Education is essential to build the capacity of local contractors and officials; only then can they continue using techniques that generate employment when they build or maintain infrastructure in the future.
- ◆ Joint committees with staff from the ILO and local partners can be good mechanisms for community engagement. For example, bidding committees of ILO engineers and local public works officers reviewed bids submitted by contractors and recommended contract awards.

- ◆ Break gender barriers in construction work. Encourage women to participate, including through such initiatives as women-only days on the building site, so they can earn income and play a role in the reconstruction of their communities. This also puts to rest the myth that women are not suitable for construction work.
- ◆ Train all parties in a given context. For example, in its local resource-based infrastructure rehabilitation component, the ILO has trained engineers from local public works offices, contractors, supervisors, foremen, and skilled and unskilled workers. This boosts the quality of work and offers more people a better chance to find jobs into the future. It also minimizes the chance that substandard work on one part of a project will compromise the efforts of trained workers on another part.

Case Analysis B: Women's Entrepreneurship Development in Construction Work

Post-crisis Scenario:

Rebuilding public infrastructure and private homes is a dominant feature of crisis responses. Generating employment opportunities in this work requires a special effort as the construction sector is often not open to women. But a crisis situation also creates an opportunity to re-fashion gender roles in the public and private domains.

In the aftermath of the tsunami, many women became sole breadwinners overnight. Possibly for practical and cultural reasons, many did not proactively search for assistance. Their access to services could be facilitated and their skills re-oriented to boost their employment opportunities in the construction-dominated economy.

The ILO implemented a number of gender-specific measures to ensure that women could benefit from available employment promotion services. The most fundamental intervention by the ILO was to hire gender experts who analysed and identified specific niches in the construction sector where women's participation could be productive. The gender experts designed a specific programme for women entrepreneurship development in the construction sector and built alliances with key local stakeholders to advocate on policy matters and share technical expertise.

With over US\$700,000 from various donors, such as the Governments of the Netherlands, New Zealand, Finland and Ireland and the UNDP-ERTR programme, the Women Entrepreneurship Development initiative created local capacity to train women to manufacture concrete blocks to order for other reconstruction agencies, build the business skills of individual women and support organizations, and effect change in perceptions about women's roles in the economy and about the need for further policy support to women's enterprises. Starting in 2007 and subject to future funding, the ILO will strengthen its support to women entrepreneurs with a view to helping them expand their markets.

Key elements	Concrete outputs
<ul style="list-style-type: none"> ◆ Gender expertise as an integral component in post-crisis response. Two types of interventions are necessary: gender mainstreaming and gender-specific action. ◆ Breaking gender barriers: women are capable of working in traditionally male-dominated sectors, such as rubble clearing, road building, and the production of cement blocks. ◆ Integrated approach: women are provided skills training, business development services (Start Your Business training), start-up support, and facilitated access to microfinance. ◆ Strategic value: women not only generate income through improved skills and business acumen, but also participate in the recovery of their communities by providing badly needed construction materials. ◆ Advocacy is essential: in cooperation with APINDO and other partners, the ILO has conducted such events as the women's entrepreneurship awards ceremony and the women's entrepreneurship trade fair. These boost the confidence of women entrepreneurs and place their concerns on the broader reconstruction agenda. After participating in the awards ceremony, BRR decided to launch its own WED programme. 	<ul style="list-style-type: none"> ◆ 100 jobs for women created within 19 female-headed block making enterprises supported by the ILO. ◆ 18,277 women job seekers registered in the ILO's employment services component. ◆ Career guidance provided to 385 female engineering graduates, and 590 women referred for training in ILO and other programmes. ◆ About 1400 women trained overall in a variety of vocational skills.

Lessons learned

- ◆ With appropriate support, women can play a key role in reconstruction, including in traditionally male-dominated fields. Crises often loosen traditional gender constraints as affected families seek income from any source. Actors should capitalize on this situation to foster profitable livelihood activities for women and help them contribute to rebuilding.
- ◆ Few women may initially participate in such activities as the registration of job-seekers or community planning meetings because of cultural norms. Special efforts are required to ensure their involvement.
- ◆ Many agencies engaged in crisis response are interested in advocating equal access to services for women and men. But they often lack gender expertise and are hence unable to address women's needs. Sharing of gender expertise between agencies and identification of innovative ideas for joint programming should be encouraged.

Good practices

- ◆ Use disaggregated statistics to ascertain the effects of a crisis on women's employment and to understand their backgrounds and aspirations. These are indispensable for project design and building awareness of women's labour market needs and interests.
- ◆ Break gender barriers through skills training and sustained income generation. Cultural repercussions against women taking up jobs they do not traditionally do can be prevented by ensuring that skills training and enterprise support actually lead to sustained income generation. This requires attention to market demand to identify areas amenable to women's participation.
- ◆ Intensive coaching and product quality assurance for women's enterprises are essential for women-owned construction initiatives to break into the male-dominated market.
- ◆ Have gender expertise in place from the very beginning of a crisis response programme to ensure proper gender mainstreaming and quick action to compensate for gender inequalities found in the field. This gives a head start in promoting gender equality and avoids the need to adjust and fix projects already begun.
- ◆ Cultural repercussions against women who take up jobs they do not traditionally perform can be prevented by ensuring that skills training and enterprise support actually lead to sustained income generation. While activities with mixed participation of women and men might be ideal in the long term, in the short term actors must ensure that women are enabled to participate equally in and benefit equally from their activities and projects.
- ◆ Public forums such as International Women's Day, Best Women Entrepreneur Awards ceremonies, and Women's Trade Fairs are good venues to build new alliances and empower women's groups.

**Case Analysis C:
Local Economic Recovery through the UN Joint Programming
Effort in Meuraxa (Meuraxa Home-based Business
Modules)**

Post-crisis Scenario:

Community means more than a cluster of houses. In developing countries, and especially in rural areas, community means a residential and economic arena. A home can be both a workplace and a living space. To restore a local economy and people's livelihoods, people require assistance to access economic facilities, and the community's economic fabric must be repaired to bring back gainful livelihoods for community members.

In the aftermath of the tsunami, the Meuraxa community faced near-total devastation. Houses, public infrastructure, community economic facilities, and economic services all needed rebuilding. It delivered skills training in construction work and business start-up to selected households, constructed a productive space annexed to houses built by UN Habitat, strengthened the participants' access to a local micro financial institution, boosted households' economic enterprises, and recreated a community marketplace. The productive spaces are intended for business activities conducted by the beneficiaries.

Funding for this work was modest, totaling slightly over US\$400,000 drawn from UNDP-managed joint programming, the Government of Finland's contribution to the ILO's local economic initiatives, and UNDP-ERTR. The HBBM will be completed around the end of 2006 and can serve as a model for future replication in Aceh and elsewhere.

Key elements

- ♦ Integration in the UN tsunami response programme: ILO has partnered with the UN Human Settlements Programme (UNHABITAT) as part of the UN Joint Programme in Meuraxa to build home-based business modules for beneficiaries of UNHABITAT homes.
- ♦ Integration of ILO components: the home-based business modules project involves business development (SYB) training, women's enterprise development, microfinance, and Local Economic Development. Beneficiaries have applied for loans from BQB, an Islamic financial cooperative that received intensive technical support from the ILO.
- ♦ Community-based approach: beneficiaries were identified in consultation with communities and formal and informal leaders. Business activities are supported because they are seen as important to meet immediate needs and provide a sound long-term basis for economic growth.
- ♦ Sense of community: Community spirit was revived through social activities, thus giving assurance to tsunami victims that they could return to the community and have their sense of belonging restored.

Concrete outputs

- ♦ 10-15% of UN Habitat's 247 beneficiaries participated in the HBBM programme.
- ♦ Evolving financial services in response to community needs were provided by BQB, a local microfinance institution that received institutional capacity building assistance from the ILO.
- ♦ By December 2007, 42 quality houses with economic spaces will be built and a rural market constructed in Meuraxa.
- ♦ The project has increased the sales volume for women's concrete block making enterprises, whose products were used in the HBBM.
- ♦ Home-based business operators have sufficient basic business skills.

Lessons learned

- ◆ Fostering integration and synergies between ILO projects and components requires constant effort. Management may be integrated under one roof, but implementing joint projects and sharing concrete mutual benefits among projects does not automatically follow.
- ◆ Community engagement requires significant time and energy, but this can pay huge dividends. ILO staff spent countless hours supporting the microfinance cooperative BQB; a national staff member visited its offices almost every day. Another staff member participated in celebrations and meals with communities in Meuraxa. When the ILO gains the trust of partners and community stakeholders, it can increase its impact on job creation and development.
- ◆ Close collaboration with formal and informal community leaders ensures transparency in the distribution of benefits and encourages accountability among the community for its own development. In theory (if not always in practice), it should also help agencies identify the beneficiaries most in need of, and best able to use, their support.
- ◆ Interagency coordination is difficult in post-crisis operations, but it is necessary and must be further encouraged. Difficulties in procuring construction materials and necessary skilled labour delayed construction of the modules annexed to UN Habitat houses. Moreover, the budget allocation for construction of homes did not take account of occupational safety and health and skills building dimensions.

Good practices

- ◆ Keep employment at the center of crisis-response and focus considerable attention on creating synergies between ILO initiatives and between the ILO and other UN agencies. A strategic framework with broad goals is necessary from the start of a crisis response effort and can facilitate sharing of technical expertise for a common goal. The ILO's mandate and expertise in local economic recovery, skills training, occupational safety and health, when coupled with the mandate of other agencies, can form a complete crisis response, including such elements as facilitated resettlement, quality shelter, and gainful livelihoods for men and women affected by the crisis.
- ◆ Select project beneficiaries in close consultation with formal and informal local leaders. In Aceh, these have included local government officials, village heads, mosque leaders, representatives of groups (such as of youth, women, and fishermen), and leaders of the former GAM separatist movement.
- ◆ Know when direct ILO involvement is not needed; sometimes local partners should fly with their own wings. For example, ILO staff did not accompany the staff of BQB, the ILO's microfinance partner, when BQB visited loan applicants in the Meuraxa home-based business module project. The ILO wanted to avoid influencing BQB's decisions and to reinforce the distinction between the ILO's construction of the modules, which is a grant, and BQB's funding, which is a loan.

Case Analysis D: Child Labour Prevention and Youth Employment Promotion

Post-crisis Scenario:

In the aftermath of a disaster children's vulnerabilities are often at their peak. Parents may have perished or be unable to provide protection. Social institutions that often care for children are weak and absent. Schools and other learning institutions often cease operations for various lengths of time.

The Prevention of Child Labour component in the ILO's tsunami response programme is an extension of the already existing National Time bound Programme on the Elimination of Worst Forms of Child Labour .

Children in Aceh and Nias were traumatized by the massive destruction caused by the Tsunami. As it took almost a year for schools to be rebuilt, community centers were created to provide psychosocial counseling, educational, and recreational services. The job boom during the recovery and reconstruction phases could potentially lure youth away from education, thereby compromising their opportunities later in life.

The Prevention of Child Labour component in the ILO's tsunami response programme is an extension of the already existing National Time bound Programme on the Elimination of Worst Forms of Child Labour. The programme in Aceh and Nias combined vocational training, pre-vocational and life-skills training, limited child protection and entrepreneurship awareness development for boys and girls.

Key elements	Concrete outputs
<p>Overall perspective: The ILO programme has supplemented child protection efforts coordinated by other agencies to avoid duplication.</p> <ul style="list-style-type: none"> ◆ Focus on the future: The ILO has sought to keep children in school and prepare youth for better opportunities in the labour market. ◆ Forging partnerships: ILO projects have included building strong alliances with children's organizations involved in the reconstruction of Aceh and Nias. ◆ Using existing resources: A key element has been mobilizing existing ILO national networks and expertise on child labour to assist local organizations in programme design, implementation, and expansion. ◆ Tailoring responses to children and youth: The ILO has created a local enterprise training delivery network and developed youth-oriented business training packages (Know About Business). 	<ul style="list-style-type: none"> ◆ 3,702 children, including 1,645 boys and 2,057 girls, from 16 schools and 5 community learning centers have benefited from life skills and pre-vocational training. ◆ 1,000 children, 60% girls and 40% boys, were supported in retaking the national examination, which they had failed the first time. ◆ Mobile libraries supported by the ILO provided information to 680 children, 69% girls and 31% boys, aiming to prevent child labour.

Lessons learned

- ◆ The issue is not so much combating pervasive child labour but rather helping young people avoid dropping out of school sooner than necessary, regain access to education and training and prepare themselves for entry onto the labour market.
- ◆ Integration of occupational safety and health (OSH) measures in training facilities used by children and youth is of extreme importance.
- ◆ Setting up protection and prevention programmes and mechanisms to safeguard use of child labour in construction activities, as well as building local capacity in this area in early crisis response, paves the way for medium-term development.

Good practices

- ◆ Implementation of a rapid 'remedial education' programme allowed children that failed their national exams because of the disaster to catch up quickly, not losing the school year.
- ◆ 'Child Labour' as an entry point for ILO to deliver integrated support services to young people considerably facilitated integration of the concerns of children and young people throughout the ILO programme.

Case Analysis E: Understanding the Local Labour Market—A forgotten Fact

Post-crisis Scenario:

In the aftermath of crises and natural disasters, the concerns of donors and governments focus on providing humanitarian support to the people. While livelihoods recovery is considered, there is not enough attention to opportunities to support income-generation and fulfill the employment needs of the people so that they can regain their livelihood, dignity and social position. Typically the disaster or crisis has caused a temporary shift in the labour market. A rehabilitation and reconstruction effort creates massive numbers of new but temporary jobs, and wages can become inflated as cash-for-work programmes drive up salaries. Training can become 'supply driven' with allowances being paid in the form of concealed cash handouts.

It is therefore essential to try to get an understanding of demand and supply. A computerised jobseekers database provided a powerful tool for job matching and analysis but such tools are often too sophisticated for the limited local capacity to maintain such systems in the long run.

A traditional data analysis such as a census and labour force survey, for which there are often existing local and national capacities, can be a basis for policy formulation. However, it has to be conducted on a regular basis and perhaps more frequently than in a normal situation to capture changes brought about by humanitarian and recovery activities.

In the absence of detailed labour force surveys it was difficult to closely monitor the labour market. ILO sought to work with the provincial statistics office and the manpower office to analyze and present the scarce information available from a range of sources. A proposal for a jointly managed labour market information system did not receive funding support.

Lessons learned

- ◆ Computerised jobseekers database provided a powerful tool for job matching and analysis but is easily too sophisticated in the face of limited local capacity that would have to maintain such systems in the longer run.
- ◆ A traditional data analysis such as census and labour force survey, which are the areas where there are often existing local and national capacity already can be a basis for policy formulation but it has to be conducted on a regular basis and perhaps more frequent than in a normal situation to capture changes brought about by humanitarian and recovery aid activities.

Good practices

- ◆ Conduct assessments of employment, unemployment, the labour force, and related challenges and opportunities both soon after a crisis and during later project implementation. The ILO first conducted assessments at the request of the Ministry of Manpower and Transmigration, leading to specific proposals for early ILO projects. The ILO also conducted a labour market analysis in December 2005.
- ◆ Use early labour statistics to accumulate knowledge that lays the foundation for a long-term response programme. Such knowledge is essential to establish a strategic framework that can meet immediate job-creation needs and adapt to changing conditions over time. Labour statistics are therefore necessary both for project implementation and integrated programming.
- ◆ An economic territorial analysis to create an understanding of the situation before and during the crisis can pay off in guiding programme action.

Appendix – Supplementary Information on the Aceh Programme

1. The guiding principles recommended by the ILO soon after the tsunami were contained in an-ILO authored chapter entitled “Getting Back to Work” in the “Notes on Reconstruction” report published by BAPPENAS on 19 January 2005. These principles were to:
 - ♦ Maximize local benefits through maximum use of local human and physical resources.
 - ♦ Promote sustainable jobs that can lead to inclusive economic and social development.
 - ♦ Ensure that rehabilitation and reconstruction programmes comply with international core labour standards, national labour regulations, and occupational health and safety standards.
 - ♦ Establish mechanisms for social equity and gender mainstreaming.
 - ♦ Pay special attention to the most vulnerable participants in the labour market, such as women, youth, children, the elderly, the disabled, the homeless, the poor, and female-headed households.
 - ♦ Establish mechanisms to allow participation of local stakeholders in programme planning and implementation, ensuring equal representation of traditionally underrepresented groups.
 - ♦ Enhance the capability of local associations and civil society groups to participate in decision-making about their livelihoods and communities.
 - ♦ Ensure that policies and programmes contribute to defusing armed conflict in Aceh.

2. Table 3 shows all completed and ongoing projects in the ILO Aceh Programme:

Table 3

Technical Cooperation Projects in the ILO Aceh Programme

Project Title and Number	Budget (Donor and US\$)	Timeframe
Emergency Employment Services for Aceh: Phase 1 – INS/05/M01/UND	UNDP: \$152,613	January – December 2005
Employment Services for the People of Aceh – INS/05/M06/AUS	Government of Australia (AUSAid): \$ 382,000	June 2005 – June 2006
Aceh Employment and Livelihoods Training Support – INS/05/M02/NZE	New Zealand (NZAID): \$351,115	May 2005 – December 2006
Employment Services and Livelihoods Support for Aceh Province – INS/05/M51/NET	Government of the Netherlands: \$700,000	April 2005 – April 2006
Entrepreneurship Culture and Business Creation for Youth Employment in Aceh – INS/05/M04/CAN	Government of Canada (CIDA): \$1,025,641	December 2005 – November 2007
Local Economic Recovery: Rebuilding Livelihoods and Employment Opportunities – INS/05/M07/FIN	Government of Finland: \$2,409,637	May 2005 – June 2006
Restoring Livelihoods of the Disaster-Affected Communities through Cooperatives in Nias, Indonesia – INS/05/M08/MIG	MIGROS: \$100,775	August 2005 – December 2006
Women’s Entrepreneurship Development in Aceh – INS/05/M10/IRL	Government of Ireland (Irish Aid): \$304,878	September 2005 – December 2006
Trade Union Rehabilitation through Education and Training – INS/05/M15/TUC	British Trade Union Confederation: \$88,667	December 2005 – December 2006
ADECCO Support to ILO in Aceh: Developing Employment Services and Vocational Training – INS/05/M17/ADE	ADECCO: \$440,000	December 2005 - December 2006
Addendum to the Project of TBP of WFCL – INS/05/P50/USA	US Department of Labor: \$1,500,000	February 2005 – January 2007
Emergency Response and Transitional Recovery Component 1: Employment Services for Aceh – INS/05/M52/UND	UNDP: \$972,115	May 2005 – December 2006

Project Title and Number	Budget (Donor and US\$)	Timeframe
Emergency Response and Transitional Recovery Component 2: Vocational and Technical Training for Aceh – INS/05/M53/UND	UNDP: \$603,245	May 2005 – December 2006
Emergency Response and Transitional Recovery Component 3: Enterprise Development and Micro-finance for Aceh – INS/05/M54/UND	UNDP: \$502,175	May 2005 – December 2006
Emergency Response and Transitional Recovery Component 4: Employment Intensive Infrastructure for Aceh – INS/05/M55/UND	UNDP: \$565,180	May 2005 – December 2006
Skills Development and Vocational Training Project in Indonesia – INS/05/M56/ICF	International Confederation of Free Trade Unions: \$118,630	September 2005 – November 2006
ILO Flash Appeal: Labour-based Rural Roads Aceh – INS/05/M57/OCH	UN Office for the Coordination of Humanitarian Affairs (OCHA): \$506,380	October 2005 – July 2006
Creating Jobs: Capacity Building for Local Resource-Based Road Works in NAD and Nias – INS/51/071/B01/11	Multi Donor Fund for Aceh and Nias: \$1,529,200 (PIP agreement with UNDP)	March – December 2006
ILO Contribution to UN Joint Programme Meuraxa (LED) – INS/05/M18/UND	UNDP: \$210,000	July – December 2006
ILO Contribution to UN Joint Programme Teluk Dalam, Nias – INS/06/M03/UND	UNDP: \$348,700	July – December 2006
Economic Training for KDP Kecamatan Facilitators and UPK Chiefs in the District of Aceh Jaya	Government of Canada (CIDA): \$45,085	August 2006 – February 2007

3. List of publications produced by ILO Aceh Programme:

No.	Title
1.	 <p>Bahasa Indonesia: Panduan Mendirikan Layanan Ketenagakerjaan untuk Masyarakat Indonesia (translation of “Guidelines for Establishing Emergency Public Employment Services”)</p>
2.	 <p>Bilingual: ILO Guide on Responses to Support the Recovery and Reconstruction Efforts in Crisis-Affected Areas in Indonesia</p>
3.	 <p>Bilingual: Creating Jobs: Capacity Building for Local Resource-Based Road Works in Selected Districts in NAD and Nias</p>
4.	 <p>Bilingual: Handbook on the 10 Guidelines for Post-Tsunami Reconstruction Employers</p>
5.	 <p>Bilingual: Impact of the Tsunami and Earthquake of 26 December 2004 on APINDO’s Enterprises in ACEH Province</p>
6.	 <p>Bilingual: Guiding Principles: Disarmament, Demobilization and Reintegration in Aceh : The Case for Sustainable Economic Reintegration</p>

No.	Title	
7.		Bahasa Indonesia: Pengantar Keuangan Mikro di Masyarakat yang Terpengaruh oleh Krisis (translation of “Introduction to Microfinance in Conflict-Affected Communities”)
8.		Bahasa Indonesia: Guarantee Funds untuk Usaha Kecil dan Mikro: Sebuah Pedoman untuk Manajer Penjamin Investasi (translation of “Guarantee Funds for Small Enterprises, A Manual for Guarantee Fund Managers”)
9.		Bahasa Indonesia: Panduan Operasional Pembangunan Ekonomi Lokal dalam Situasi Pasca Krisis (translation of “Local Economic Development in Post-Crisis Situations: Operational Guides”)
10.		Bahasa Indonesia: Leasing untuk Usaha Kecil dan Mikro: Sebuah pedoman untuk merancang dan mengelola skema leasing di negara-negara berkembang (translation of “Leasing for Small and Micro Enterprises: A guide for designing and managing leasing schemes in developing countries”)
11.		Bilingual: ILO Jakarta Special Edition on Indonesia Earthquake and Tsunamis, January 2005
12.		Bilingual: ILO Jakarta Special Edition on Indonesia Earthquake and Tsunamis, Updated version, April 2005
13.		Bilingual: ILO Jakarta Special Edition on Aceh and Nias, Updated version, July 2005

No.	Title	
14.		Bilingual: ILO Jakarta Special Edition on Aceh and Nias, Revised version, November 2005
15.		English: Toward Decent Employment in NAD and Nias
16.		English: Report on Micro-finance Conference, 21-22 June 2005, Banda Aceh
17.		English: ILO Working Paper: Women, Gender and Work in NAD Province
18.		Bilingual: CD-ROM: Back to Work:
19.		Bilingual: CD-ROM: Microfinance and the Reconstruction of Aceh
20.		Bilingual: CD-ROM: English Language Training: "Let's Practice your English"

