

**“PROMOTING GOOD GOVERNANCE  
AND DECENT WORK IN THE  
MEDITERRANEAN  
THROUGH IMPROVED LABOUR  
ADMINISTRATION AND SOCIAL  
DIALOGUE”**

**(INT/08/11/ITA)**

**INDEPENDENT FINAL EVALUATION**

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## Acronyms

<b>ACLAE</b>	Arab Centre for Labour Administration and Employment
<b>ANEM</b>	Agence Nationale de l'Emploi
<b>ANSJE</b>	Agence Nationale de Soutien à l'Emploi de Jeunes
<b>CERPEQ</b>	Centre d'Etudes et de Recherches sur les Professions et les Qualifications
<b>CNAC</b>	Caisse Nationale d'Assurance Chômage
<b>DIALOGUE</b>	Social Dialogue, Labour Law and Labour Administration Branch (ILO, Geneva)
<b>DWCP</b>	Decent Work Country Programme
<b>GFJTU</b>	General Federation of Jordanian Trade Unions
<b>ILC</b>	International Labour Conference
<b>ILO</b>	International Labour Office
<b>LAB/ADMIN</b>	Labour Administration and Inspection Programme (ILO, Geneva)
<b>INTEFP</b>	Institut National du Travail, de l'Emploi et de la Formation Professionnelle
<b>INT</b>	Institut National du Travail
<b>ITA</b>	Italy
<b>ITC</b>	International Training Centre, Turin (Italy)
<b>JGATE</b>	Jordanian Society for the exporters of apparels
<b>LI</b>	Labour Inspection
<b>MoL</b>	Ministry of Labour
<b>OAT</b>	Institut Arabe d'Education Ouvrière et de Recherche
<b>USDOL</b>	US Department of Labour

## **Executive Summary**

### **a) Background**

The objective of the evaluation was to assess the efficiencies and extent of the implementation of the Project “*Promoting Good Governance and decent work in the Mediterranean through improved labour administration and social dialogue*”, (hereafter the “Project”), implemented by the International Labour Office (hereafter, “ILO”).

The evaluation was also asked to assess the impact of the methodological approach applied within the Project for the capacity building of national labour administrations in specific countries in the Mediterranean and Middle-East areas, against the background that it would be developed further for its future use.

Furthermore, the evaluation was also asked to provide evidence on whether or not an extension of the Project and additional funding for the consolidation of the Project results, were justified, in order to consolidate the Project results and ensure the sustainability of its Project impact.

Finally, in light of the realignment from DIALOGUE to LAB/ADMIN, the evaluation was asked to examine the impact of the said realignment, on the Project implementation, by taking into account the respective terms of reference of the two technical units.

In this regard, the purpose of the final evaluation was to:

- a. Determine whether the Project has achieved the immediate stated objectives and to which extent;
- b. Explain any difficulties encountered and identify lessons learned;
- c. Determine to which extent the identified outputs have been achieved and assess the implementation status;
- d. Evaluate the quality of the Project design, Project management and performance monitoring vis- à- vis the achievement of Project immediate objectives;
- e. Assess potential of Project continuation and of a consolidation of Project results achieved towards the fulfilment of the milestones indicated in the P & B 2010-2011 under outcome 11, indicator 11:1: strengthening labour administration in line with international labour standards and the Strategic Policy Framework 2010-15.
- f. Evaluate the efficiency and impact of the methodological approach which was applied within the Project for the capacity building of relevant national labour administrations.

### **b) The Project “Promoting good governance and decent work in the Mediterranean through improved labour administration and social dialogue”**

The Italian-funded ILO Project “Promoting good governance and decent work in the Mediterranean through improved labour administration and social dialogue” supports activities related to the Joint Immediate Outcomes 11 and 12 and development of universal tools. The strategy for delivering these Joint Immediate Outcomes includes

activities requested by the ILO Governing Body, at the global and national levels; helping member States undertake tripartite audits of labour inspectorates and developing national action plans to strengthen inspection services.

### **c) Main Findings and Conclusions**

The ILO Project “Promoting good governance and decent work in the Mediterranean through improved labour administration and social dialogue” has partially met its objectives. In general, it has been implemented in an effective manner at least with regard to the training activities foreseen. Indeed, there have been reasonable deviations from the initial Project description due to political difficulties encountered during the implementation of the Project activities and that were beyond the ILO control.

The ILO and national-level stakeholders showed good participation and ownership, contributing to the results. In particular, the Algerian stakeholders exhibited an excellent participation and their enthusiasm and support for the program contributed to the overall results.

The evaluation did not identify any significant Project deficiencies that could be related to the ILO. The one exception was the under-estimation in the planning phase of the national political scenarios and time needed for the implementation of the Project.

Some specific additional findings are that the Project:

- ✓ has partially met its objectives to promote Good Governance and Decent Work, with some result varying according to the country context;
- ✓ has partially met its objectives to ensure that employers’ and workers’ organisations are in a better position to engage with Government, and promote compliance with legislation;
- ✓ will be affected by the short term nature and lack of follow up to consolidate results, which undermine consolidation of results and sustainability.

As areas of concern, it was challenging to implement the program in certain participating countries (namely Lebanon) within the initial period. As a matter of fact, planning was not realistic and did not take into proper consideration the national and political situation of each country. For this reason, despite the original aim of the Project, this latter mainly provided some training activities to line-managers in the Ministry of Labour of the countries involved in the Project. These training activities were carried out timely in Algeria and Jordan, as in Lebanon they will be carried out in December 2010. In fact, the implementation activities were delayed in Lebanon due to political reasons, but hopefully they are going to take place by the ending of the Project. Some delays may be attributed to insufficient commitment and to a not realistic planning of the Project activities, goals and concrete outcomes; however, the greatest factor appears to be the national political environment that contributed significantly to the delay.

For purposes of evaluating this Project, collection and consistency of data was definitely an added challenge, since each country provides the data in whatever form they maintain it.

Consistency in the types and form of data collected and reported is an area that should be given more attention in future planning.

Sustainability will ultimately be determined by the commitment and efforts made by the government and the social partners (which, ultimately is beyond the ILO's control). Nevertheless, it may be undermined by the short-term duration of the Project and limited capacity of the ILO and governments for follow-up and consolidation of results. There was evidence that sustainability will be enhanced by an additional phase to the Project, focused on additional training. Nevertheless, the ILO made a good contribution to sustainability, through its institutional commitment, the quality of services, training support, and direct involvement of the ILO officials responsible of the Project.

#### **d) Recommendations**

##### **i. Continuation question**

The current Project has produced tangible but incomplete results. The training activities carried out so far require consolidation, and the other components of the Project should be better addressed. In particular, there is a need to assist labour administration officers in carrying out and coordinate training and other related activities throughout the country. Termination of the Project at this moment would undermine sustainability, and may lead the loss of some achievements. The ILO and Italy, therefore, should consider an extension.

If an extension is granted, work should focus on consolidation of the results in the current group of countries.

##### **ii. Project management**

For future implementation, a proper log-frame with indicators and baselines should be developed. The log-frame will also be useful as Project management tool.

A better definition of the objectives in the short, medium and long term should have been provided in advance, even supported by a better analysis of the national labour market and of the political situation of each countries.

##### **iii. Methodological Approach**

Notwithstanding the political situation in the targeted countries prevented from implementing all components of the Project, the methodological approach foreseen might be applied to new countries. However, a few improvements should be taken into consideration, such as:

- a better assessment of the national labour market and the political context of each participating country should be considered in advance in the Project design in order to ensure expectation and a more efficient allocation of the resources;
- a periodic reporting requirement for the countries should be foreseen in order to monitor the implementation of the Project and its consolidation;
- the creation of a dedicated web-site which could facilitate networking and exchanges of documents, best practices, ideas and knowledge should be implemented;
- a national contact person in each country involved should be clearly identified in order to guarantee a smoothly implementation of the Project activities and facilitation among the ILO, Governmental representatives and social partners.

#### **iv. Realignment from DIALOGUE to LAB/ADMIN**

It is noted that the project had been formulated in DIALOGUE, but that when the project was launched, it was under the responsibility of LAB/ADMIN which was created in April 2009. This shift has revealed a positive impact on the implementation of the Project. Indeed, the expertise gathered in the new Program has allowed a more coherent and smooth implementation of the Project itself. The technical competencies of the new Program dealing with social dialogue and labour administration issues permitted to better serve the beneficiaries of the Project. In particular, the beneficiaries received assistance in the capacity building of labour administration with a view to informing and advising on the social dialogue mechanisms and processes.

#### **e) Lessons learned**

The evaluation process identified the following lessons learned on Project design:

1. Capacity development Projects must take a medium terms perspective, regarding both implementation and funding. One year is often too short for interventions that aim to strengthen capacity, and involved changes to systems, procedures, behavior and attitudes. This is particularly the case when a Project also seeks to expand the political commitment of the participating government, and the other social partners in areas characterized by difficult political situations.
2. The national context of each participating country needs to be assessed and considered in the Projects design, to ensure expectations and resources are realistically aligned. Future Project design may be able to weight resource allocations based on assessment results.
3. Building results frameworks into Project design is now a long established standard, to improve planning, implementation and monitoring and assessment. The ILO must build a credible results framework into future design.
4. Web-sites and other global products can facilitate networking and exchanges of ideas and participation. Beneficiaries would have been appreciated networking and exchanges and the technology for providing this for web-sites and global products is available.

## **1. Background and Project Description**

Labour administration has been on the ILO agenda ever since its foundation. Actually, in many countries ministries of labour were settled after the creation of the ILO, which has showed a long-standing commitment to strengthening labour ministries with the overall goal of enabling them to make significant inputs into broader economic and social policy-making as well as carrying out their regular functions with greater efficiency and impact. There is no doubt that the development of labour administration has been strongly influenced by international labour standards as embodied in the ILO Conventions and Recommendations, as ILO Convention No. 150 on Labour Administration.

In the last two decades labour ministries in many countries have responded to contemporary challenges and economic recession by formulating employment policies, providing employment services, enhancing effective labour inspection systems and promoting sound labour-management relations.

Strong and effective labour administration institutions are crucial for promoting good governance and achieving the principles of decent work. However, in some countries, such in Northern Africa and the Arab world, labour ministries suffer from a number of well-known dysfunctions including the lack of human and financial resources, poorly trained personnel and inadequate labour inspection and dispute resolution services. Strong and effective labour administration institutions are crucial for promoting good governance and achieving the principles of decent work, yet many of these institutions among countries in the Mediterranean region are ill-equipped to do so.

In the Arab States, the ILO's Programme and Budget for 2008-09 emphasizes strengthening labour ministry capacity.<sup>1</sup> Improving labour administration services and strengthening their role in social dialogue was also identified as a focus for ILO action in the region.<sup>2</sup> Furthermore, in the context of Arab States DWCPs, two of the main substantive priorities include improving the institutional capacity of labour administrations and creating a more conducive environment for social dialogue.<sup>3</sup>

In Jordan, a 2003 ILO study of that country's labour administration system pointed to the need, as identified by the Ministry of Labour itself, to enhance its institutional capacity and human resources and to improve its ability to manage the labour market and promote employment.<sup>4</sup> While this exercise highlighted institutional weaknesses within the Jordanian Ministry, there have also been encouraging signs of progress. A recent

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<sup>1</sup> ILO: Programme and Budget for the Biennium 2008-09, Geneva, 2007, para. 95.

<sup>2</sup> *Ibid*, para. 96.

<sup>3</sup> ILO: Governing Body Committee on Technical Cooperation, Implementation of Decent Work Country Programmes, GB.300/TC/2, para. 39.

<sup>4</sup> ILO: Technical Memorandum to the Government of Jordan on the assessment of the Ministry of Labour, Geneva, 2003, pp. 8, 9.



ILO/USDOL Project in Jordan is credited with improving the legal framework for social dialogue and strengthening the capacities and negotiating skills of the labour administration staff of the Ministry of Labour and representatives of the employers' and workers' organizations.<sup>5</sup> Subsequently a permanent employer and worker committee was set up to ensure regular social dialogue on national development policies and programmes.<sup>6</sup>

Strong social partners and effective mechanisms for social dialogue cannot be underestimated in their capacity to reinforce the work of labour institutions.

The ILO has been an effective actor among Mediterranean countries when it comes to strengthening the work of labour administrations and that social dialogue practices. The ILO has strengthened this work by supporting country efforts in both domains as reflected by the commitment in its 2008-09 Programme and Budget to promote good governance through integrated approaches including through the promotion of effective labour administration. In particular, the Joint Immediate Outcomes 11 and, in particular, Outcomes 11.1, underline the importance of an efficient and well-coordinated system of labour administration as a key for the formulation and implementation of sound national labour policies and laws. Furthermore, the Joint Immediate Outcomes 12 aims to enhance social dialogue and sound industrial relations. Indeed, these latter represent a crucial instrument of labour market governance and promotion of decent work for all.

The Italian funded ILO Project "Promoting Good Governance and Decent Work in the Mediterranean through improved labour administration and social dialogue supports the activities related to these Joint Immediate Outcomes. In particular, the objective of this Project is to assist selected national labour administrations in the Mediterranean in accordance with the ILO's Labour Administration Convention, 1978 (C. 150) in acquiring and reinforcing the necessary technical, analytical and operational skills to improve national labour market governance and promote the principles of decent work through social dialogue.

This Project's outputs were designed to reinforce the four main labour administration functions as identified by the Convention. These included:

1. labour law and policy
2. labour law and research
3. industrial relations and social dialogue
4. employment and Advisory services

Through a range of interventions relating to the above four elements of ILO Convention 150, and with a particular emphasis on social dialogue and training, this Project aimed to address the problem of weak labour administration institutions in selected countries in North Africa and the Arab States.

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<sup>5</sup> ILO: Decent Work in Asia: Reporting on Results 2001-2005, Geneva, p. 82.

<sup>6</sup> *Ibid.*, p. 84.

## **Project Description**

This Project's objective was to assist selected national labour administrations in the Mediterranean in accordance with the ILO's Labour Administration Convention, 1978 (C. 150) in acquiring and reinforcing the necessary technical, analytical and operational skills to improve national labour market governance and promote the principles of decent work through social dialogue. In particular, the selected countries were Algeria (under the ILO Tunis), Jordan and Lebanon (under the ILO Beirut Office).

The Project activities sought to assist labour administrations and officials from social dialogue secretariats to perform their functions more effectively and with greater impact at every level, including:

- i) at the local level, to raise awareness of the changing needs of their users/clients;
- ii) at the intermediate level, to empower them to adapt to the local environment and to anticipate changes at the national and international levels; and
- iii) at the national level, to enable them to meet the challenges resulting from global economic change, by forecasting long-term developments and devising strategies for the future.

Another component of the Project has been raising the awareness of social partners about the role of labour administration in promoting decent work. Support education and training materials have been used, as part of an educational strategy.

This Project is linked to some specific DWCP's outcomes activated so far only in Jordan, but under approval in the other two targeted countries.

In particular, in August 2006, Jordan approved the first DWCP in the Arab region (2006-09). The Government and the social partners endorsed an implementation plan for the DWCP in May 2007. Among the various areas, labour administration - including labour inspection- and the promotion of social dialogue were prominently emphasised. The activities of the Project will contribute to that implementation plan.

In Algeria, a drafting process is currently taking place for the finalisation of the DWCP. The government and the social partners will benefit from the activities carried out within the Project for further clarifying issues dealing with labour administration and inspection.

In Lebanon, there is a process of developing a DW country strategy which had already started in the middle of 2008. The government and the social partners are currently holding discussions. Among the priorities, the tripartite constituents have mentioned labour administration and labour inspection as a key for better governance. The Project will further assist such a process.

## **2. Purpose and Scope of Evaluation**

The **objective** of this independent evaluation was to assess the efficiencies and extent of the implementation of the Project “*Promoting Good Governance and Decent Work in the Mediterranean through improved labour administration and social dialogue*”, (hereafter the “Project”), implemented by the International Labour Office (hereafter, “ILO”).

In addition, the terms of reference wanted the assessment of the impact of the methodological approach applied within the Project for the capacity building of national labour administrations in specific countries in the Mediterranean and Middle-East areas, against the background that it would be developed further for its future use.

Furthermore, the evaluation was also asked to provide evidence on whether or not an extension of the Project and additional funding for the consolidation of the Project results, were justified, in order to consolidate the Project results and ensure the sustainability of its Project impact.

Finally, in light of the realignment from DIALOGUE to LAB/ADMIN, the evaluation was asked to examine the impact of the said realignment, on the Project implementation, by taking into account the respective terms of reference of the two technical units.

The **purpose** of the final evaluation was to:

- a) Determine if the Projects have achieved the stated immediate objectives and to which extent, explain which difficulties were encountered and identify lessons learned;
- b) Determine to which extent the identified outputs (see Project log frames) have been achieved and assess the implementation status;
- c) Evaluate the quality of Project design, Project management and performance monitoring *vis-a-vis* the achievement of Project immediate objectives; and
- d) Assess potential of Project continuation and of a consolidation of Project results achieved towards the fulfilment of the milestones indicated in the P & B 2010-2011 under outcome 11, indicator 11.1: strengthening labour administration systems in line with international labour standards and the Strategic Policy Framework 2010-15, according to the terms of reference.
- e) Assess the impact of the methodological approach applied within the Project for the capacity building of national labour administrations in specific countries in the Mediterranean and Middle-East areas, against the background that it would be developed further for its future use.

### **3. Evaluation Methodology**

The evaluation methodology was based on the analysis of existing information, data gathered through a preliminary questionnaire survey sent to ILO officials involved in the Project, and participatory data collection.

The evaluation was undertaken in several steps:

Step 1 Preparation: When initiating the evaluation Project documents and other relevant material were studied. Also the design, set-up and implementation of a questionnaire study were done in this initial step.

Step 2 Participation in an ILO workshop in Algiers, 2-5 October 2010. During this workshop the consultant observed the training, interviewed presenters, ILO regional staff as well as participants and representatives from the host government.

Step 3 Interviews in the ILO HQ, Geneva, 7-8 October 2010.

Step 4 Writing report: After returning from the field visits, the evaluator analysed the experiences and material and drafted a report. The draft report was circulated for comments, and then finalised.

A **questionnaire survey** was prepared and sent to Project stakeholders, selecting those who appeared able to respond to the questionnaire in English. The intention with the questionnaire was to both get information about the results and processes of the Project, as well as ideas and recommendations. The questionnaire contained text question regarding all key aspects of the evaluation. The questionnaire form is attached as Annex VII.

The survey included programme and ILO and ITC Turin staff, people that has contributed to the Project as well as beneficiaries. Access to English speaking beneficiaries was limited. Therefore, the majority of the respondents are not beneficiaries. The interpretation of the findings must bear this in mind. The findings represent the views of knowledgeable, but not independent respondents.

The relevant documentation has been set out in the Annexes below. All of the documentation received from the national offices and ILO Headquarters has been reviewed for purposes of this independent evaluation.

For purposes of evaluating this Project, collection and consistency of data was definitely an added challenge, since each country provides the data in whatever form they maintain it. Consistency in the types and form of data collected and reported is an area that could use some attention.

## **4. Presentation of Findings**

### **a) Fulfilment of the objectives**

The Project has the following immediate objectives:

1. Promote Good Governance and Decent Work, with some result varying according to the country context; and
2. Ensure that employers' and workers' organizations are in a better position to engage with Government, and promote compliance with the relevant legislation.

Activities at national level have been supported by:

- i) training material for labour administrators/inspectors in full co- operation with the ITC Turin staff;
- ii) dissemination of experiences through the LAB/ADMIN and ITC Turin websites;
- iii) issuing of comparative publications on developments in the field of labour administration, social dialogue and inspection;
- iv) Technical advisory services in the areas of labour administration, social dialogue and compliance with labour legislation

Despite the ILO technical support, planning was not realistic. Therefore the implementation of the Project in certain participating countries (namely Lebanon) within the initial period proved to be quite challenging

In particular, during the planning phase, the national political scenarios and the time needed in order to achieve the Project's goals and concrete outcomes in those countries was underestimated.

As a result and despite the original aim of the Project and its logical framework, mainly *training activities* were organised for the benefit of national line-managers in the Ministry of Labour as well as for some labour inspectors

Moreover these training activities were carried out timely only in Algeria and Jordan, as in Lebanon they will be carried out (according to the information provided to the evaluator at the time this report has been written) only in December 2010 due to political reasons.

Nevertheless, these training activities along with the awareness-raising activities have been implemented successfully at the national level.

In fact, technical advisory services were provided to the countries covered by the Project in the areas of labour administration, social dialogue and compliance with labour legislation.

Experience from the field visit, interviews and meetings with several key actors, the survey results and the documents of each training activity support this finding. The result of these activities as engaged under the Project, therefore, has made a positive

contribution to the modernisation of Labour administration at least in Algeria and supported the national authorities in taking a more pro-active approach to labour administration. However, the modernisation and the actual moving-towards a more pro-active oriented strategy will take more time and will be influenced by national circumstances.

The activities reached the intended beneficiaries and the target groups at least in Algeria again.

In this country the stakeholders' (government and social partners) commitment was remarkable both in the organization of and in the participation to events such as seminars at national and international level. The response appeared very enthusiastic from the beginning throughout the entire process and remained evident even while conducting this independent evaluation.

In Jordan, the commitment level, although adequate, was not quite as enthusiastic in the beginning, but was maintained to sufficient level to achieve the requirements of the Project.

With specific regard to the workshops, most participants in training were government staff while employers' representatives and trade unions were less involved or not involved at all.

The respondents referred to useful tools, guidelines and better coordination as major accomplishments of the Project but they pointed to the fact that time was very short as well as resources limited.

## **b) Relevance of the Project and Strategic Fit**

The Project was relevant according to findings from interviews, the survey as well as from the documents reviewed. All the Project countries covered by the Project have had significant gaps in their Labour Administration system. The Project has not been able to address all the gaps which were identified at the beginning of the project itself due to instable political situations and to a short time period.

At this regard, it should be recalled that the Project developed out of a need to establish a sound system of labour administration and social dialogue as means to implement decent work and good governance. The resurgence of Labour Administration was felt internationally although ILO member states wanted more focus to be placed on the subject matter. This would have fallen in line with domestic interests as many ILO countries have placed Labour Administration as a priority portion of DWCP. Even in the countries covered by the Project the importance of strengthening Labour Administration has been fully recognized.

Indeed, this Project is linked to some specific DWCP outcomes activated so far only in Jordan, but under approval in the other two targeted countries.

In particular, in August 2006, Jordan approved the first DWCP in the Arab region (2006-09). The Government and the social partners endorsed an implementation plan for the

DWCP in May 2007. Among the various areas, labour administration - including labour inspection- and the promotion of social dialogue were prominently emphasised. The activities of the Project will contribute to that implementation plan.

In Algeria, a drafting process is currently taking place for the finalisation of the DWCP. The government and the social partners will benefit from the activities carried out within the Project for further clarifying issues dealing with labour administration and inspection.

In Lebanon, there is a process of developing a DW country strategy which had already started in the middle of 2008. The government and the social partners are currently holding discussions. Among the priorities, the tripartite constituents have mentioned labour administration and labour inspection as a key for better governance. The Project will further assist such a process.

As already mentioned, it was challenging to implement the program in certain participating countries (namely Lebanon) within the initial time period.

Nevertheless, these activities have still been very important and strongly appreciated in the three countries covered by the Project, since all of them lacked proper training actions. The need for training, as well as the interest that ILO trainings activities were received with, demonstrates there was a demand for the Project and it was relevant.

Other important activities carried out during the Project have concerned providing technical advisory services in the areas of labour administration, social dialogue and compliance with labour legislation. Even these activities have been received with great enthusiasm and support.

### **c) Validity of the Project**

Findings from the survey, field visit and studying documents show that the strategies, at least objective ones, and assumptions appear appropriate for achieving the envisaged results. However the impact of the political scenarios on the Project should have been taken into account and therefore could have been better managed by the ILO Headquarters and the national office.

It appears that there was government support at least in Algeria and in Jordan. With specific regard to Lebanon, although there were no direct impediments produced by the government, the political environment did have an impact.

In Algeria, the activities were well adapted to the needs of the country, in part because the national offices were the key facilitators of the activities. With the use of the materials provided by Headquarters, they were able to implement the Project in the manner appropriate for their country; but still maintaining sufficient consistency.

In particular, the ILO Training information and documentation that was provided to the national offices for use in training, was well put together and provided the necessary consistency across the national offices. No specific recommendations for changes to

the documentation. However, some follow-on activities, namely the documentation will need to be maintained and updated as changes or updates occur under the Project. A maintenance schedule should be identified and a versioning should be incorporated to ensure that the appropriate materials are being utilized at any given time.

As the national offices training flyers, notification and related materials are concerned, it should be noted that, in general, this information provided by the national offices is good and certainly accomplished the goal of notifying stakeholders of the training that was taking place. Consideration should be given in future for possibly establishing standard forms for communication. That way the communication is more consistent from the ILO Headquarters and utilized across all of the national offices.

**d) Implementation status, Project progress and effectiveness and efficiency of resources use**

It appears that the training planned Project activities have been implemented in line with the original document. However, there are some follow-on activities that should still take place to appropriately compile and document the Project. Specifically, the outputs across the project taking into consideration the materials and information that was collected from and any developed by the national offices should be consolidated for project documentation purposes, but also to develop a single consistent approach for future project use.

To fully determine the quantity and quality of the collective outputs, the compilation activities mentioned above must occur. From the outputs reviewed for purposes of this evaluation, they appear sufficient; however, the Project may want to consider ensuring consistency of outputs from the national offices by providing templates and by directing the national offices to provide outputs in a specified manner so that they are more easily compiled, measured and evaluated.

The major obstacles to the Project implementation included:

- a) ***Challenges in securing sufficient resources:*** although there was no quantifiable impact to Project implantation, this was noted several times as being a concern going forward. Additional support is needed by the national offices. Specifically, with regard to personnel and financial support to carry the Project forward, there should have been (or be if the Project is going to continue) at least one dedicated individual assigned to each of the national offices to support the ILO Project and related activities.
- b) ***Political activities, mainly in Lebanon.*** Although implementation was achieved, the political environment in Lebanon was a factor that could have had a more serious impact and posed a more substantial obstacle to Project implementation and its timetable.

However, the Project has been appropriately responsive to the national offices' needs at least through implementation. Nevertheless, the ILO Headquarters should consider additional support that could be provided to the national offices going forward. More specifically, perhaps a key contact or key coordinator assigned to each of the national offices should be considered.



Project approaches have demonstrated success based on independent survey results, as well as in-person and telephone interviews. Project outcomes, timely and successful implementation are also indicators of success in the Project approach.

Key recommendations for continuing the Project would be:

1. The Project should be extended to allow appropriate consolidation and documentation of Project results and outcomes;
2. Consideration should be given to on-going training materials updates to ensure information is always current;
3. Consideration should be given to making sure that the information relative to the Project is consistent across the national offices;
4. Perhaps the use of templates by the national offices provided by the ILO Headquarters for conducting the training session and capturing the outcomes, would be beneficial when compiling and evaluating the data;
5. Consideration should be given for providing a key contact or coordinator assigned specifically to each of the national offices to assist with the Project going forward;
6. Consideration should be given to full transitioning from Project to Program in support of steady-state activities.
7. In future, greater attention should be given at the outset of Project development, to the potential impact of the political environment of the national offices.

Without any doubts the Project has contributed to the better understanding and therefore application of the ILO Standards, in particular in the field of labour administration and inspection (ILO No. 150 and 81), because due attention has paid to awareness and materials produced for training. At least in Algeria, the national and international seminars organised on the above Conventions involved all key stakeholders.

Further, the documents produced by the ILO Headquarters can be used as reference materials to support on-going understanding and better application of the Standards. However, it is important that training continues, especially as new individuals become stakeholders within the national offices. At this regard, it should be considered that the financial resources originally given by the Donor and still not used, would be reassigned to allow the continuation of this Project.

Appropriate consolidation of Project results is in itself a good governance practice and therefore warrants attention via this Project.

Since some funding is still available, it should be recommended to reallocate them in order to continue the Project activities and strengthen the outcomes and the results.

**e) Effectiveness of management arrangements**

From a general point of view, ILO field offices and ILO Headquarter support in political and technical assistance has been appropriate during the implementation of the Project.

In particular, the backstopping from the ILO experts was very efficient. Their intervention at the occasion of the seminars and workshops held in Algeria were very much appreciated by the participants. The evaluator noticed an excellent cooperation by the

field offices and the ITC staff. The latter was actively involved in the seminars and workshops on good administration organized for the benefit of the national civil servants.

Regarding the situation in the three different countries, it can be noticed that in Algeria political and technical support has been more than adequate.

In Jordan administrative support appears to have been a bit challenging and could be increased to provide better on-going support .

Finally, in Lebanon, the political environment has been very challenging and this has eventually weakened the relationship among different stakeholders and with the ILO.

#### **f) Impact orientation and sustainability**

The national partners (at least in Algeria and in Jordan) are willing to continue with the Project. They feel strongly that the Project has given an important contribution to the setting-up of the national ownership and awareness in the field of Labour Administration. The ownership and awareness was particularly exhibited through the attention and importance placed on the Project and implementation by the ILO Headquarters and the national offices.

As already underlined, the training component has been the most important aspect of the Project. It is likely to be sustained so long as the ILO Headquarters and the national offices continue to place focus on it. There is some concern that the materials may become out-dated if they are not properly maintained and updated. Also, it is important for the national offices to ensure that all new stakeholders receive appropriate training.

The results are tied to the national offices, however, there needs to be some requirement of accountability to the ILO Headquarters to provide appropriate governance and oversight of the activities that occur within the national offices relative to the Project requirements. The national offices may have some resource challenges in maintaining the results on-going.

The Project has definitely helped to establish clear processes and practices, as exhibited through the manner in which the national offices carried out the Project activities. Perhaps one of the biggest impacts is the change in attitudes relative to ownership of practices and standards. People appear to better understand that they are responsible for the outcomes of the Project and on-going awareness.

The ILO made a good contribution to sustainability, through its institutional commitment, the quality of services, training support, and direct involvement of the ILO officials responsible of the Project.

Whereas sustainability remains with the commitment and efforts made by the relevant governments and social partners (which ultimately is beyond the ILO's control, there is a need to consolidate, compile and document the outcomes.

Therefore the Project should be continued for an additional period of time in order that its outcomes can have a lasting and on-going impact.

## 5. Conclusions and Recommendations

### a) Conclusions

The ILO Project “Promoting good governance and decent work in the Mediterranean through improved labour administration and social dialogue” has partially met its objectives. In general, it has been implemented in an effective manner at least with regard to the training activities foreseen. Indeed, there have been reasonable deviations from the initial Project description due to political difficulties encountered during the implementation of the Project activities and that were beyond the ILO control.

The ILO and national-level stakeholders showed good participation and ownership, contributing to the results. In particular, the Algerian stakeholders exhibited an excellent participation and their enthusiasm and support for the program contributed to the overall results.

The evaluation did not identify any significant Project deficiencies that could be related to the ILO. The one exception was the under-estimation in the planning phase of the national political scenarios and time needed for the implementation of the Project.

Some specific additional findings are that the Project:

- ✓ has partially met its objectives to promote Good Governance and Decent Work, with some result varying according to the country context;
- ✓ has partially met its objectives to ensure that employers’ and workers’ organisations are in a better position to engage with Government, and promote compliance with legislation;
- ✓ will be affected by the short term nature and lack of follow up to consolidate results, which undermine consolidation of results and sustainability.

As areas of concern, it was challenging to implement the program in certain participating countries (namely Lebanon) within the initial period. As a matter of fact, planning was not realistic and did not take into proper consideration the national and political situation of each country. For this reason, despite the original aim of the Project, this latter mainly provided some training activities to line-managers in the Ministry of Labour of the countries involved in the Project. These training activities were carried out timely in Algeria and Jordan, as in Lebanon they will be carried out in December 2010. In fact, the implementation activities were delayed in Lebanon due to political reasons, but hopefully they are going to take place by the ending of the Project. Some delays may be attributed to insufficient commitment and to a not realistic planning of the Project activities, goals and concrete outcomes; however, the greatest factor appears to be the national political environment that contributed significantly to the delay.

For purposes of evaluating this Project, collection and consistency of data was definitely an added challenge, since each country provides the data in whatever form they maintain it. Consistency in the types and form of data collected and reported is an area that should be given more attention in future planning.

## **b) Recommendations**

### **i. Continuation question**

The current Project has produced tangible but incomplete results. The training activities carried out so far require consolidation, and the other components of the Project should be better addressed. In particular, there is a need to assist labour administration officers in carrying out and coordinate training and other related activities throughout the country. Termination of the Project at this moment would undermine sustainability, and may lead the loss of some achievements. The ILO and Italy, therefore, should consider an extension.

If an extension is granted, the work should focus on identifying ways of measuring on-going governance and consolidation of the results in the current group of countries.

Termination of the Project at the end of December 2010 may lead to loss of Project effectiveness and valuable accomplishments. The ILO should consider asking the donor for an extension of the Project to address and finalize the aforementioned activities. In addition, the survey respondents recommend a continuation of the Project with a view to further strengthening the labour administration system.

The next steps to building a sustainable program is to properly document the Project, identify any enforcement mechanisms that may be necessary, and develop a comprehensive scheme of reporting that will provide sufficient oversight and on-going review of the program.

### **ii. Project management**

For future implementation, a proper log-frame with indicators and baselines should be developed. The log-frame will also be useful as Project management tool.

A better definition of the objectives in the short, medium and long term should have been provided in advance, even supported by a better analysis of the national labour market and of the political situation of each countries.

Particular emphasis should be placed on resource allocation to ensure on-going ability to sustain the program in each of the core countries as well as other member States within the Mediterranean.

### **iii. Methodological Approach**

Notwithstanding the political situation in the targeted countries prevented from implementing all components of the Project, the methodological approach foreseen might be applied to new countries. However, a few improvements should be taken into consideration, such as:

- a better assessment of the national labour market and the political context of each participating country should be considered in advance in the Project design in order to ensure expectation and a more efficient allocation of the resources;
- a periodic reporting requirement for the countries should be foreseen in order to monitor the implementation of the Project and its consolidation;
- the creation of a dedicated web-site which could facilitate networking and exchanges of documents, best practices, ideas and knowledge should be implemented;
- the material from other quality providers of good governance and labour inspectorate knowledge, like the networking partners of LAB/ADMIN as well as extending its activities to the ITC should be made easily accessible to the visitors through a dedicated web site. The web site should facilitate networking and exchanges of best practices, ideas and knowledge. This would maximize the ILO approach to promote good governance and decent work in ILO member States, this also in line with increasing attention given by the ILO constituents to the topic of labour administration and inspection that will discussed at the next ILC in June 2011.
- a national contact person in each country involved should be clearly identified in order to guarantee a smoothly implementation of the Project activities and facilitation among the ILO, Governmental representatives and social partners.

### **iv. Realignment from DIALOGUE to LAB/ADMIN**

It is noted that the project had been formulated in DIALOGUE, but that when the project was launched, it was under the responsibility of LAB/ADMIN which was created in April 2009. This shift has revealed a positive impact on the implementation of the Project. Indeed, the expertise gathered in the new Program has allowed a more coherent and smooth implementation of the Project itself. The technical competencies of the new Program dealing with social dialogue and labour administration issues permitted to better serve the beneficiaries of the Project. In particular, the beneficiaries received assistance in the capacity building of labour administration with a view to informing and advising on the social dialogue mechanisms and processes.

## **6. Lessons learned and good practices**

The evaluation process identified the following lessons learned on Project design:

- Capacity development Projects must take a medium terms perspective, regarding both implementation and funding. One year is often too short for interventions that aim to strengthen capacity, and involved changes to systems, procedures, behavior and attitudes. This is particularly the case when a Project also seeks to expand the political commitment of the participating government, and the other social partners in areas characterized by difficult political situations.
- The national context of each participating country needs to be assessed and considered in the Projects design, to ensure expectations and resources are realistically aligned. Future Project design may be able to weight resource allocations based on assessment results.
- Building results frameworks into Project design is now a long established standard, to improve planning, implementation and monitoring and assessment. The ILO must build a credible results framework into future design.
- Web-sites and other global products can facilitate networking and exchanges of ideas and participation. Beneficiaries would have been appreciated networking and exchanges and the technology for providing this for web-sites and global products is available.

## ANNEX I

### COMPLETED AND PLANNED ACTIVITIES WITHIN THE *PROJECT* AND THEIR SHORT DESCRIPTIO

Within the context of the ILO project « *Promoting Good Governance and Decent Work in the Mediterranean through Improved Labour Administration and Social Dialogue* », financed by the Italian Government four major events have been organised in the relevant countries, namely:

1. A seminar on ***Building modern and effective labour administration and labour inspection systems for good governance*** (Turin, 26 April – 7 May 2010).
2. A workshop on ***Labour Administration and Good Governance*** (Amman, 22 September 2010).
3. A sub-regional seminar on ***Recruitment and job placement and its impact on the Labour Market***(Algiers, 3-4 October 2010).
4. A workshop on ***Promoting Good Governance, Strengthening and Modernizing Labour Administration*** (Algiers, 5-6 October 2010).
5. Technical advisory services were provided to the countries covered by the Project in the areas of labour administration, social dialogue and compliance with labour legislation.

At the time the present evaluation is written a seminar on *Labour Administration and Good Governance* is planned in Lebanon on 6-7 December 2010

**N.B.** A short description of all above mentioned events as kindly provided by ITC/ILO follows.

## 1. Seminar on “Building modern and effective labour administration and labour inspection systems for good governance”

Turin, 26 April -7 May 2010

*Language:* Arabic

*Venue:* ITC/ILO, Turin (Italy)

*Countries:* Algeria, Jordan, Lebanon, Iraq, Morocco, Palestine, Syria, Tunisia, Yemen

### INTRODUCTION AND BACKGROUND

The achievement of Decent Work for men and women is based on the full respect of fundamental rights and principles at work; eight ILO conventions have been identified as "fundamental", covering subjects that are considered fundamental principles and rights at work: freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced or compulsory labour; the effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation. These principles are also covered in the ILO's Declaration on Fundamental Principles and Rights at Work (1998).

In the same perspective, the ILO's Governing Body designated four conventions as "priority" instruments, due to the function they can play in helping member countries to promote and enforce fundamental rights:

- ❖ Labour Inspection Convention, 1947 (No. 81);
- ❖ Labour Inspection (Agriculture) Convention, 1969 (No. 129);
- ❖ Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144);
- ❖ Employment Policy Convention, 1964 (No. 122).

In fact, in order to design and implement standards at work, there is a need of a comprehensive employment policy, a strong labour administration with an effective system of labour inspection, covering also the agriculture sector, and sound social dialogue, involving the social partners in all the process.

This course, jointly organized with the ILO LAB/ADMIN Programme, follows the strategic approach defined by the ILO for the promotion of the fundamental principles and rights; it deals with the main functions and roles of a modern labour administration system, with a particular focus on labour inspection and the effective involvement of social partners.

In many countries, in particular developing countries, labour administration – and, in particular, labour inspection - lacks resources for coping with its key roles and functions. The economic development model largely adopted in the last decades has tended to further reduce its functions and effectiveness in the promotion of compliance.



The current crisis has put into evidence the importance of good governance of the labour market and of a sound legal framework.

In this framework, labour administration and labour inspection are again capturing the interest of the international community, and this momentum should be taken by member states to analyze, redesign and strengthen their systems.

The ILO and its Training Centre are supporting member states to face this challenge by providing an overall training curriculum to build the institutional capacity of labour administrations and, in particular, their labour inspectorates .

## OBJECTIVES

At the end of the course, participants will be able to:

- ❖ Appreciate the concept of “System” of labour administration, as defined in C.150 in the perspective of good governance
- ❖ Be familiar with the main Conventions and Recommendations concerning Labour Administration, Labour Inspection, Labour Policies and Social Dialogue
- ❖ Use these conventions as tools and reference for strengthening and/or re-designing national labour administration and labour inspection systems
- ❖ Analyze and discuss the key functions and roles of labour administration
- ❖ Analyze and discuss trends, functions and roles of labour inspection
- ❖ Analyze and discuss good practices
- ❖ Compare the situation and challenges in the participating countries and build a network for continuing experience sharing and knowledge building after the course

## PARTICIPANTS

This course is aimed at the senior officials and managers of Labour Administration and Labour Inspection systems from Algeria, Jordan and Lebanon.

## CONTENTS

### I. Labour Administration and its key functions

- ❖ Introduction
- ❖ Historical Overview
- ❖ The concept of Labour Administration System
- ❖ Key roles and functions of Labour Administration: Labour Standards, Employment, Research
- ❖ New challenges for Labour Administration: Informal Economy, Migrant workers, Employment relationship and undeclared work, HIV/AIDS

- ❖ Gender mainstreaming in Labour Administration
- ❖ Organization of a national system of Labour Administration: The central body, Co-ordination among ministries, Co- ordination with agencies, Functions, Delegated to social partners, Territorial coordination
- ❖ The importance of qualified human resources

## II. Focus on Labour Inspection

- ❖ Policy and procedures
- ❖ Strategies of compliance
- ❖ Cooperation and partnership
- ❖ Inspection of working conditions
- ❖ Inspection of employment relationships
- ❖ Inspection of occupational safety and health
- ❖ Vulnerable Groups
- ❖ Labour Inspection Visit
- ❖ Tools of the labour inspectorate

## METHODOLOGY

The course will adopt adult learning approach, using participatory learning methods, such as group work, practical exercises (individual, in pairs and in small groups), study visits, video-conferences and structured experience sharing.

Permanent reference to the specific national context and challenges will be made throughout the course, in order to link the theoretical inputs to concrete possibilities of application and adaptation.

## LANGUAGE

The course will be conducted in Arabic. Simultaneous interpretation into Arabic is foreseen for those sessions which will be delivered in English.

Time	Monday 26	Tuesday 27	Wednesday 28	Thursday 29	Friday 30
9:00 – 10:30	<b>Administrative Arrangements</b>  <b>Opening Ceremony:</b>  <i>Giuseppe Casale, , Daniela Bertino, Jeannette Shalabi, Felix Martin Daza</i>  <b>Course Presentation</b>	EXERCISE  Labour Administrationsystem	<b>Labour Administration and Industrial Relations</b>  <i>A.Sivananthiram</i>	<b>Employment Services</b>  <i>Mostefa Boudiaf</i>	<b>Introduction to Labour Inspection</b>  <i>Videoconference</i>  <i>Maria Luz Vega</i>
10:30 – 11:00	Coffee break	Coffee break	Coffee break	Coffee break and <b>GROUP PHOTO</b>	Coffee break and
11:00 – 12:30	<b>The role of Labour Administration in promoting good governance</b>  <i>G. Casale</i>	<b>Labour Administration and Labour Law</b>  <i>Alagandram Sivananthiram</i>	<b>Labour Administration and Industrial Relations</b>  <i>A.Sivananthiram</i>	<b>Employment Services</b>  <i>M.Boudiaf</i>	<b>GROUP WORK</b>
12:30 – 14:00	Lunch	Lunch	Lunch	Lunch	Lunch

Time	Monday 3	Tuesday 4	Wednesday 5	Thursday 6	Friday 7
8:30 – 10:00	<p><b>Overview of Labour Inspection in the Arab region</b></p> <p><i>M. Kchau</i></p>	<p><b>Strategies of compliance</b></p> <p><i>D.Bertino – F.MartinDaza</i></p>	<p><b>Tools for the Labour Inspectorate</b></p> <p><i>F.Martin Daza</i></p>	<p><b>Capacity Building Strategies</b></p> <p><i>D.Bertino</i></p>	<p><b>Groups Presentations and Feed Back</b></p> <p><i>D. Bertino F.MartinDaza</i></p> <p><i>A. Al-Wreidat</i></p>
10:00 – 10:30	Coffee break	Coffee break	Coffee break	Coffee break	Coffee break
10:30 – 12:00	DISCUSSION	GROUP WORK	EXERCISE	<p><b>GoodPractice: The INTEFP - France</b></p> <p><i>J-D. Cristoforetti</i></p>	<p><b>Closing Remarks</b></p> <p><i>D. Bertino/ A. Al-Wreidat/ F.Martin Daza</i></p>
12:00 – 13:15	Lunch	Lunch	Lunch	Lunch	Lunch
13:15 – 14:30	<p><b>Inspection of working conditions</b></p> <p><i>D.Bertino</i></p>	TheLabourInspectionVisit	Occupational Safety and Helth	<p><b>Good Practices in the Arab Region</b></p>	<p><b>Conclusions Evaluation</b></p>

	<i>EXERCISE</i>	<i>F.Martin Daza</i>	<i>F.MartinDaza</i>	<i>Amin Al-Wreidat</i>	
14:30 – 14:40	Coffee break	Coffee break	Coffee break	Coffee break	Coffee break

## 2. Workshop on Promoting Good Governance, Strengthening and Modernizing Labour Administration

22 - 23 September 2010

Amman, Jordan

### INTRODUCTION

Good governance of the labour market is a major factor for a lasting economic and social development of a country. Labour administration and labour inspection have enjoyed an increasingly high profile in recent years, both nationally and internationally. Much of the increased interest is from governments as the labour administration in a globalized world became a key actor in the elaboration and implementation of government's economic and social policies.

Labour administration is a major source of information in its fields of competence for government, employers and workers; it is an active intermediary in the prevention and settlement of labour disputes; it is an informed observer of the trends in society by virtue of its special links with the social partners; it is a provider of effective solutions to the evolving needs of its users; it bears responsibility for an increasing part of public expenditure. Yet employers and workers are also calling for better resources for Ministries of Labour and inspectorates to make Decent Work a reality. The ILO and its International Training Centre in Turin (ITC/ILO)<sup>7</sup> aim at assisting constituents in promoting Decent Work through the strengthening of labour administration machinery, including labour inspection, and making them more effective. The 2008 ILO Declaration of Social Justice for a Fair Globalization has reaffirmed the need to "*strengthen the ILO's capacity to assist its members' efforts to reach the ILO's objectives in the context of globalization... and of promoting social*

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<sup>7</sup> Labour Administration and Inspection Programme (LAB/ADMIN) and Social Dialogue, Labour Law and Labour Administration Programme in Turin.

*dialogue and tripartism as the most appropriate methods for (among other)...the building of effective labour inspection systems."*

ILO Convention No. 150 on Labour Administration and Recommendation No. 158 provide a key reference not only to create an efficient Labour Administration, but also to design and implement a Labour Administration "System" which is coherent and effective.

The workshop will provide an opportunity to reflect on the challenges of Labour Administration and on experience sharing.

## **ORGANISATION AND FUNDING**

The workshop is jointly organized by the International Training Centre of the ILO in Turin, the LAB/ADMIN Programme in Geneva and in collaboration with the Ministry of Labour and with the ILO Regional Office. It is part of the ILO project « *Promoting Good Governance and Decent Work in the Mediterranean through Improved Labour Administration and Social Dialogue* », financed by the Italian Government.

## **OBJECTIVES**

At the end of the workshop participants will be able to:

- ❖ Define the notion of "labour policy"
- ❖ Differentiate Labour Administration from Labour Administration System (referring to C.150 and to R.158)
- ❖ Discuss the potential of a modern, coherent and coordinated labour administration system
- ❖ Analyse labour administration key functions, relative to national context, and compare them to other countries practices
- ❖ Identify good practices
- ❖ Discuss the challenges for Labour Administration

## **PARTICIPANTS' PROFILE**

The workshop is aimed at Senior Labour Administration officials, responsible for the following functions:

- ❖ Labour Inspection
- ❖ Labour Legislation
- ❖ Labour Relations, Social Dialogue and Conflict resolution
- ❖ Conciliation and mediation of Labour Disputes
- ❖ Employment Services

- ❖ Planning
- ❖ Research and studies
- ❖ Statistics

## CONTENT AND STRUCTURE

Refer to the detailed workshop programme.

## LANGUAGE

The workshop will be held in English and Arabic, with simultaneous translation.

## VENUE

The workshop will be held in a hotel in Amman (Jordan).  
Detailed information will be sent to the selected candidates.

### Programme

22 September	
08:30 - 09:00	Welcome of participants
09:00 - 09:30	<b>OPENING</b>
09:30 - 09:45	Workshop programme, objectives and experts
09:45 – 11:00	<p><b>Labour Administration Role and Functions</b></p> <p>The reference normative framework (C.150, R.158)</p> <p>The notion of Labour Administration « System »</p> <p><i>D.Bertino</i></p>



11:00 - 11:30	COFFEE BREAK
11:30 – 12:30	<b>Services for the Employment</b> <i>MostefaBoudiaf</i>
12:30 - 13:30	LUNCH
13:30 – 14:00	<b>Services for the Employment</b>
14:00 – 15:15	The role of Labour Administration in <b>Promoting Social Dialogue</b> <i>Daniela Bertino</i>
15:15 - 15:45	COFFEE BREAK
15 :45 –16:30	The case of Spain, <i>José Antonio Zapatero</i>
16:30 – 17:00	Discussion

### 23 September 2010

08:30 – 09:30	<b>Trends in modernizing and strengthening labour inspection</b> <i>Malcolm Gifford</i>
09:30 – 10:20	The case of Spain, <i>José Antonio Zapatero</i>
10:20 -11:00	Discussion
11:00 - 11:20	COFFEE BREAK
11:20 - 13:00	<b>Policy and strategies on OSH</b> <i>Malcolm Gifford</i>
13:00 - 14:00	LUNCH
14:00 - 14:30	<b>Capacity building strategy</b> <i>Daniela Bertino</i>
14.30 – 15:10	The case of Spain, <i>José Antonio Zapatero</i>

15:10 - 15:40	COFFEE BREAK
15:40 - 16:30	<b>Labour Administration and Inspection in Jordan; challenges and forward looking strategy</b>  Discussion, conclusions and recommendations
16:30 – 16:45	Evaluation
16:45 – 17:00	Distribution of Certificates and Closing

### 3. Sub -Seminar on *Recruitment and job placement and its impact on the Labour Market*

Algiers, 3-4 October 2010

The seminar has been jointly organised by the Ministry for Labour, Employment and Social Security, the LAB/ADMIN Programme in Geneva, in collaboration with the ILO regional Office of Tunis.

More than two hundred sixty registered participants attended the opening ceremony in representation of the entire Algerian civil society. The number of journalist (more than 50) was also impressive and indeed the national television as well as all national newspaper reported about the event.

The ILO representatives explained the importance of good governance in public administration as enshrined in the relevant ILO conventions. Then the Ministry of labour, Employment and Social Security, Mr.Tayeb LOUH focused on the challenges of the Labour market at international and national level as well as on the “action plan” recently adopted by the Algerian government in order to foster job promotion and fight against unemployment.

The seminar itself was attended by 59 registered participants in representation of the Algerian General Direction for Employment, Labour Inspection Department, Employment National Agency, trade unions, employers’ associations.

Delegates from the following Arabic countries were also present: Morocco, Tunisia, Lybia, Mauritania, Jordania, Lebanon but also members of the *Centre Arabe pour l’Administration du Travail et l’Emploi de Tunis*, the *Organisation Arabe du Travail*, *l’Union Syndicale de*

*TravailleursMagrébins, l'UnionMaghrébine du Patronat*(See Annex 2).

After an intense debate and exchange of national experiences, the participants focused on:

- ❖ the development of human resources through vocational training;
- ❖ the need to foster entrepreneurship and workers adaptability taking into due account the specificities of the labour market of developing countries.
- ❖ the improvement of the efficiency of labour institutions;
- ❖ the promotion of access to the world of work for specific target groups (young people, long-term unemployed);
  
- ❖ the identification of new sources of jobs through co-operation and partnership between employment public services and all labour stakeholders and their representatives (private and public companies, universities, trade unions, employers' associations).

Particular interesting were the intervention on entrepreneurship and adaptability, as well as on the needs of targeted groups like graduated people.

On the basis of the above debate, remarkably the participants have been able to adopt several **recommendations** (see annex II), among others:

To enhance the economic as well as the social role of Labour Administrations in conformity with the relevant international labour conventions

To satisfy the needs of social partners

To face the challenges due to globalization, new technologies, new types of management and the needs of good governance

To take in due account the goals of the Global Compacts and those of the Arabic employment Agenda

To reinforce the technical co-operation between the ILO and the OAT in order to reinforce public employment services

To foster life long job promotion as a factor of social cohesion in conformity of the OMD;

- ⇒ To develop co-ordination and partnership between public and private employment services, social partners and all relevant stakeholders
  
- ⇒ To reinforce public employment services providing them the human resources, the technical skills, and the money necessary to better regulate labour market.
  
- ⇒ To adopt both active and passive measures for unemployed people, job seekers, and other targeted groups.

- ⇒ To create employment observatories in order to better analyse the evolution of the labour market in the Arabic countries

4. Workshop on *Promoting Good Governance, Strengthening and Modernizing Labour Administration*

Algiers, 5-6 October 2010

The workshop has been jointly organized by the International Training Centre of the ILO in Turin, the LAB/ADMIN Programme in Geneva and in collaboration with the Ministry of Labour and with the ILO regional Office.

More than 30 high labour administration officials took part to the workshop. Among others those belonging to the following department: labour inspection, labour legislation, labour relations, social dialogue, employment services, conciliation and mediation of labour disputes, and planning.

The workshop gave the opportunity to reflect on the challenges of Labour Administration, to understand the historical and political background of the relevant ILO Conventions, and therefore to better implement them at national level.

In particular the participants have been invited to:

- ⇒ Define the notion of “labour policy”
- ⇒ Differentiate Labour Administration from Labour Administration System (referring to C.150 and to R.158)
- ⇒ Discuss the potential of a modern, coherent and coordinated labour administration system
- ⇒ Analyse labour administration key functions at national level

The participants could also share their professional experience with colleagues coming from Spain and France in order to identify better practices, different approaches and solutions to the same problems.

### **Programme**

**5 Octobre 2010**

08:30 - 09:00	Accueil des participants
09:00 – 09:30	<p><b>OUVERTURE</b></p> <p style="text-align: center;"><i>Représentant du Ministère</i></p> <p style="text-align: center;"><i>Giuseppe Casale, Directeur LAB/ADMIN, BIT</i></p> <p style="text-align: center;"><i>Mohammed Kchau, Directeur, ACLAE</i></p> <p style="text-align: center;"><i>Daniela Bertino, Centre de Turin (CIF/OIT)</i></p>
09:30 – 09:45	<p>Présentation des participants et de l'équipe de formation</p> <p>Présentation du programme et des objectifs de l'Atelier</p>
09:45 – 10:30	<p><b>Rôle et fonctions de l' Administration du Travail</b></p> <p>Le concept de "Politique du Travail"</p> <p>Le cadre normatif de référence (C.150, R.158)</p> <p>Le concept de "système" d'Administration du Travail</p> <p style="text-align: center;"><i>Giuseppe Casale, MoussaOumarou</i></p>
10:30-11:00	<p>Restitution des réflexions de l'Atelier sur <i>L'intermédiation de l'emploi et son rôle sur les marchés du travail</i></p> <p>Mohamed Kchaou</p>
11.00-11:30	PAUSE CAFE
11:30 – 12:30	Discussion
12:30 – 13:30	DEJEUNER
13:30 – 14:00	<p>Fonctions de l'Administration du Travail:</p> <p><b>L'Inspection du Travail</b></p> <p>Introduction au sujet</p> <p style="text-align: center;"><i>MoussaOumarou, Daniela Bertino</i></p>

14:00 – 15:50	Expériences pratiques  Raimundo Aragón Bombín, Espagne  André Cano, France  Expert, Algérie
15:50 - 16:10	PAUSE CAFE
16:10 – 17:00	Discussion

### 6 Octobre 2010

08:30 – 09:30	Fonctions de l'Administration du Travail:  <b>Promouvoir le dialogue social</b>  Exercice et Introduction au sujet  <i>Daniela Bertino</i>
09:30 – 11:00	Expériences pratiques  Expert, Algérie
11:00 - 11:20	PAUSE CAFE
11:20 - 12:00	Fonctions de l'Administration du Travail:  <b>Les services pour l'emploi</b>  Introduction au sujet  <i>Mostefa Boudiaf</i>
12:00 – 13:10	Expériences pratiques  André Cano, France  Expert, Algérie
13:10 - 14:10	DEJEUNER
14:10 - 14:40	Discussion et Questions – réponses

14.40 – 15:40	L'Administration du Travail en Algérie; les défis à aborder et la stratégie mise en marche  Travail en groupe
15:40 - 16:00	PAUSE CAFE
16:00 - 16:30	Présentation et discussion
16:30 – 16:45	Evaluation
16:45 – 17:00	Remise des certificats et Clôture

5. Technical advisory services were provided on ad hoc basis to the tripartite constituents of Algeria, Jordan and Lebanon on different issues such as: international labour standards and their compliance; tripartism and social dialogue; employee participation in enterprises; main principles of labour inspection (notably Convention Nos. 81 and 129); labour inspection and informal economy; the role and relevance of national labour policy; the role of labour administration functions in employment policy; the use of information technology in labour administration and inspection.

## ANNEX II

### RECOMMANDATIONS ISSUES DES TRAVAUX DU SEMINAIRE SOUS-REGIONAL SUR «L'INTERMEDIATION DE L'EMPLOI ET SON ROLE SUR LES MARCHES DU TRAVAIL»

Algérie, 3 et 4 octobre 2010

Le Centre Arabe pour l'Administration du Travail et l'Emploi de Tunis, en collaboration avec le Ministère du Travail, de l'Emploi et de la Sécurité Sociale de l'Algérie et le Bureau International du Travail (BIT), a organisé un séminaire sous-régional sur « l'intermédiation de l'emploi et son rôle sur les marchés du travail » à Alger, les 3 et 4 octobre 2010.

Cette rencontre, dont l'ouverture a été présidée par son Excellence Monsieur Tayeb LOUH, Ministre du Travail, de l'Emploi et de la Sécurité Sociale de l'Algérie, a été animée par des experts du BIT et des pays participants sur les différents thèmes inscrits au programme.

Les participants ont également présenté leurs expériences nationales en matière d'intermédiation sur le marché de l'emploi.

Des exposés et du débat, il est ressorti un certain nombre d'orientations portant sur l'amélioration de l'intermédiation sur les marchés du travail à travers :

Le développement des services publics de l'emploi ;

Le renforcement de la coopération et du partenariat entre les services publics de l'emploi et les différentes parties intervenant sur le marché du travail ;

L'amélioration de l'adéquation formation – emploi ;



La prise en charge des problèmes spécifiques des demandeurs d'emploi en difficulté d'insertion dans la vie active, et en particulier les jeunes diplômés.

**Les participants ont adopté les recommandations suivantes :**

Le développement du rôle économique de l'administration du travail en plus de son rôle social, conformément aux normes internationales du travail et pour répondre aux nouveaux besoins des partenaires sociaux et contribuer ainsi à la réalisation du travail décent ;

La prise en considération par l'administration du travail des défis actuels et futurs imposés par la mondialisation, les nouvelles technologies, les nouveaux types de management et les exigences de la bonne gouvernance ;

La prise en considération par l'administration du travail des objectifs du pacte mondial pour l'emploi et de l'agenda arabe de l'emploi ;

Le renforcement de la coopération technique de l'OIT et de l'OAT pour le renforcement des services publics de l'emploi et l'amélioration de leurs prestations ;

La promotion de l'emploi durable comme facteur de cohésion sociale et de lutte contre la pauvreté, conformément aux objectifs du millénaire du développement (OMD) ;

Le développement de la coordination et du partenariat entre les services publics et privés de l'emploi, les partenaires sociaux et les autres parties concernées dans l'élaboration, la mise en œuvre et l'évaluation des politiques de l'emploi en vue de répondre au mieux aux besoins socio-économiques;

Le renforcement des capacités d'intervention des services publics de l'emploi en leur conférant les moyens humains, techniques et financiers nécessaires pour une meilleure régulation du marché du travail;

Le développement du rôle de la société civile dans la promotion de l'emploi et la lutte contre la pauvreté;

Le renforcement des actions d'accompagnement personnalisées au profit des demandeurs d'emploi en vue de mettre en adéquation leurs profils avec les offres du marché du travail ;

La garantie par les autorités publiques de la transparence du marché du travail en vue d'assurer une équité et une égalité des chances dans le recrutement ;

La mise en œuvre de la nomenclature arabe des professions pour faciliter l'échange d'informations et les flux de qualifications entre les pays de la région ;

Le développement des connaissances sur les tendances du marché du travail pour améliorer les services d'orientation professionnelle et de la planification des formations en vue de faciliter l'insertion dans la vie active ;

La mise en place d'observatoires de l'emploi dans les pays arabes aux niveaux national et régional pour un meilleur suivi de l'évolution des marchés de l'emploi de la région et l'ajustement des politiques et des programmes d'emploi ;

La mise en réseau des services publics de l'emploi des pays arabes permettant l'échange d'expériences et le renforcement de la coopération dans les domaines d'intérêt commun ;

L'ouverture et/ou le développement de l'intermédiation du marché du travail au secteur privé dans un cadre de complémentarité avec les services publics de l'emploi en vue de prendre en charge l'ensemble des prestations ;

Le renforcement du contrôle des agences privées de l'emploi par les autorités publiques pour garantir la transparence des prestations et le respect de la législation en vigueur ;

Le développement des formations d'adaptation assurées au milieu professionnel pour améliorer l'employabilité des demandeurs d'emploi ;

La mise en place d'un dispositif développé de formation continue au profit des travailleurs en difficulté pour la préservation des postes d'emploi et l'adaptation des compétences aux nouvelles exigences du marché du travail ;

La prise en considération de l'approche genre dans l'élaboration et la mise en œuvre des politiques et programmes de promotion de l'emploi en vue d'assurer l'égalité des chances et de traitement entre les deux sexes face à l'emploi ;

L'encouragement du recours aux services de l'emploi à distance et de l'intermédiation numérique, en leur conférant un cadre juridique et organisationnel, à l'instar des autres outils d'intermédiation de l'emploi.

Aux termes des travaux, les participants ont exprimé leurs vifs remerciements et leurs considérations aux différentes parties ayant contribué à l'organisation du séminaire compte tenu de l'importance de son thème et du grand profit tiré de ses travaux : le Centre Arabe pour l'Administration du Travail et l'Emploi de Tunis, le Ministère du Travail, de l'Emploi et de la Sécurité Sociale de la République d'Algérie et le Bureau International du Travail (BIT).

Ils ont tenu à faire part de leur profonde considération à son Excellence Monsieur le Ministre du Travail, de l'Emploi et de la Sécurité Sociale d'Algérie, et à travers lui au Gouvernement et au peuple algériens pour l'accueil de la rencontre et les facilités apportées et qui ont contribué à son plein succès.

## ANNEX III

### LIST OF PARTICIPANTS

(Per event in chronological order)

TURIN (ITALY)

Seminar on

*Building Modern and Effective Labour Administration and Labour Inspection Systems*

26 April 2010 – 7 May 2010

⇒ Fom Algeria:

Mr. Mahmoud BENSAID

Ministère du Travail, de L'Emploi et de la Sécurité Sociale

Chef d'Etudes à l'inspection Générale du Travail

Mr. Mohamed BOUCEKKINE

Ministère du Travail, de L'Emploi et de la Sécurité Sociale / Inspection Général du Travail

Mr. Chabane BOUDJELIDA

Ministère du Travail, de L'Emploi et de la Sécurité Sociale

Inspecteur Régional du Travail à Annaba

Mr. Boufatah TARGUI

Ministère du Travail, de L'Emploi et de la Sécurité Sociale

Directeur de l'Administration et de la Formation à l'Inspection Général du Travail

Mr. Miloud TIN

Ministère du Travail, de L'Emploi et de la Sécurité Sociale

Inspecteur Régional du Travail à Ouargla

⇒ From IRAQ :

Mr.Salih Mahdi Abed AL-BAIDHANI  
Ministry of Labor and Social Affairs  
Assistant Director of Inpection Dep. / Labour & Vocational Training office

⇒ From Jordan

Ms. Yasmeen ABU HAZIM  
Ministry of Labour /Amman Labour Inspection Directorate  
Labour Inspector - Labour Relations Dept

Mr.Minwer ABUALGANAM  
Ministry of Labour / Labour Inspection  
Chief/Labour Inspection

Mr. Mohammad AL-FOQHA  
Ministry of Labour  
Director - Amman Employment Directorate

Mr. Fayez AL-JBOUR  
Ministry of Labour  
Head of Legislation and Conventions Section, Legal Department

Mr. Ibrahim AL ZOUBI  
Ministry of Labour  
Director - Amman Labour Inspection Directorate

⇒ From Lebanon

Mr. Najah CHAMOUN  
Ministry of Labour  
Labour Inspector

Mr. Merheb CHEDID  
Ministry of Labour  
Labour Inspector

Mr. MerhebChedid

Ministry of Labour  
Labour Inspector

Mr. Maher EL GHOUL  
Ministry of Labour  
Labour Inspector

Mr. Ibrahim KIWAN  
Ministry of Labour  
Labour Inspector –Engineer

Mr. Ali MEHDY  
Ministry of Labour

⇒ From MOROCCO

Mr. Lhoussaine TAHIRI  
Ministère de l'Emploi et de la Formation Professionnelle  
Délégué Régional de l'Emploi du Ministère de l'emploi et de la Formation Professionnelle

⇒ From PALESTINE

Mr. FirasMousa Mahmoud ABU HAMMAD  
Ministry of Labour / Ramallah Labour Directorate  
Director/Inspection & Safety at Work Dept

⇒ From TUNISIA

Mr. Mohamed SASSI  
Ministère des Affaires Sociales et de la Solidarité et des Tunisiens a l'Etrangers  
Chêf de Division de l'inspection du Travail de la Manouba

⇒ From YEMEN

Mr. TawfikYahya Mohammed AMER  
Ministry of Social Affairs &Labour  
Director General of Labour Inspection

#### LIST OF RESOURCE PERSONS & STAFF

##### ⇒ Consultants

Mr. AlagandramSivananthiram  
International Consultant  
Geneva – Switzerland

Mr. Kchau, Mohamed  
Directeur  
ACLAE

Mr. Jean Daniel Cristoforetti  
INTEFP

Mr. Amin Al-Wreidat  
Director  
CTA ILO

##### ⇒ ILO Geneva

Mr. Giuseppe Casale  
Director – LABADMIN

Ms. Maria Luz Vega  
LABADMIN

##### ⇒ International Training Centre of the ILO

Ms. Daniela Bertino  
Manager / Social Dialogue Technical Programme

Mr. Mostefa Boudiaf

Senior Programme Officer / Employment & Skills Development technical Programme

Mr. Felix Martin-Daza

Programme Officer / Social Protection Technical Programme

Mr. Nicolas Serrière

Programme Officer / Employment & Skills Development Technical Programme

Ms. Mayada Ghulam

Programme Assistant, Programme Development & Regional Cooperation (PRODEV)

Ms. Paola Costantini

Programme Secretary, Social Dialogue Technical Programme



**AMMAN, JORDAN**

Workshop on

***Promoting good governance, strengthening and modernizing labour administration***

22 – 23 September 2010

**Ms.Yasmeen ABU HAZEEM**

Ministry of Labour

Labour Inspector/ Industrial Relations Section

**Mr.Mostafa ABU NAWWAS**

Jordan Chamber of Commerce, Director of the Office of the President

Director of the Office of the President of Jordan Chamber of Commerce

**Mr.Farhan IFRAM**

Jordanian Society for the exporters of apparels (JGATE)

JGATE Chairman

**Mr.J'afar AL AWAMLEH**

Ministry of Labour

Director of Salt Labour Directorate

**Dr. Salem AL ADHAILEH**

Ministry of Labour

Head of Karak Employment Section

**Ms.Kholoud AL BDOOR**

Ministry of Labour

Safety and occupational health Inspector/ Maçan

**Ms.Najah AL BURIQI**

Ministry of Labour

Employment Officer of Zarqa Employment Directorate

**Mr.Abd el Hameed AL HARAISHA**

Ministry of Labour / AlMafrqaLabour Directorate

Director ofJerashLabour Directorate

**Mr.A'afet AL NOAIMAT**

Ministry of Labour

Director of Amman Labour Directorate

**Mr.Ra'fat AL NAWAISEH**

Ministry of Labour

Director ofSahabLabour Directorate

**Mr.Jameel AL QARIOTE**

Ministry of Labour

Director ofRusaifaLabour Directorate

**Mr. Hussein AL QURA'AN**

Ministry of Labour

Director of NorthShouniLabour Directorate

**Mr.Wa'el AL SARAIREH**

Ministry of Labour

Director of KarakLabour Directorate

**Mr.MahmoodAL DABBAS**

GFJTU GENERAL FEDERATION OF JORDANIAN TRADE UNIONS

Member of the Board of Management at the Association of Road Transport

**Mr. D. Ahmad AL SHWABKEH**

GFJTU GENERAL FEDERATION OF JORDANIAN TRADE UNIONS

Expert in the General Federation of Trade Unions

**Mr.Sa'eed JASSAR**

Ministry of Labour / JarashLabour Directorate

Director ofRamthaLabour Directorate

**Mr.AtifIssaSaleem BATARSEH**

Ministry of Labour

Director ofMafrqLabour Directorate

**Ms.Amal BNI AWWAD**

Ministry of Labour

Director of MafraqLabour Directorate

**Ms. Violet TOROSSIAN**

JGATE Administrative Manager

**Mr.Mekhled MALAHMA**

Ministry of Labour

Director of Sahab Employment Directorate

**Mr.Ishaq AL ARABIYAT**

Jordan Chamber of Industry

**Mr. Mohammad KHOURMA**

Jordanian Society for the exporters of apparels (JGATE)

Vice Chairman

**ALGIERS (ALGERIA)**

Sub-regional seminar on *Recruitment and job placement and its impact on the Labour Market*

3-4 October 2010.

*Au titre de la Direction Générale de l'Emploi et de l'Insertion*

**ANNANE SaTd**, Directeur Général de l'Emploi et de l'Insertion

**BENTAHA Mohand Ouali**, Directeur de la Promotion de l'Emploi et de l'Insertion

*Au titre de l'Inspection Générale du Travail :*

**BENAICHOUCHE Nasr Eddine**, Inspecteur de Wilaya du Travail de Tiaret

**BENMEZIANE Ali**, Inspecteur de Wilaya du Travail de Djelfa

*Au titre des Directions de l'Emploi de Wilaya :*

**DJIDA Salah**, DEW d'Alger

**BRAHIMI Abderrachid**, DEW de Boumerdes

**GACEM Mohamed**, DEW de Tipaza

*Au titre de l'Agence Nationale de l'Emploi:*

**CHIBANE Aziza**, Directrice Générale, ANEM

**ZOUAOUI Abdelhamid**, Directeur centra), ANEM

**ALLEM Fadila**, Chef de l'Agence de l'Emploi de Wilaya de Sétif

**BENSLIMANE Mounia**, Chef de l'Agence de l'Emploi de Wilaya d'Alger

**BOUBEKEUR Mohamed**, Chef de l'Agence de l'Emploi de Wilaya d'Annaba

**MELLAT Mohamed**, Chef de l'Agence de l'Emploi de Wilaya d'Ain Témouchent.

*Au titre de l'Agence Nationale de Soutien à l'Emploi de Jeunes :*

**CHAALAL Med Tahar**, Secrétaire Général, ANSEJ

**BOUZAR Rachid**, Directeur central, ANSEJ

*Au titre de la Caisse Nationale d'Assurance Chomage :*

**TALEB Ahmed Chaouki**, Directeur Général, CNAC

**ZANOUN Ali**, Directeur central, CNAC

*Au titre des Organisations Syndicales :*

**Achour TELLI**, Secrétaire National de l'UGTA

*Au titre des Organisations Patronales :*

**ZIANI Lamia**: CIPA

**AKHROUF Abdelmoumène** : CNPA

**BOUABES Nadir** : UNEP

*Au titre des Délégations des pays Arabes participants :*

le Royaume du Maroc

3

la République de Tunisie

2

la Grande Djamahiria Arabe Socialiste de Libye

2

la République Islamique de Mauritanie

2

le Royaume Hachémite de Jordanie

2

*Au titre du Centre Arabe pour l'Administration du Travail et l'Emploi de Tunis :*

**Mbhammed KCHAOU**

*Au titre de l'Organisation Arabe du Travail le Caire:*

1 Représentant

*Au titre de l'Institut Arabe d'Education Ouvrière et de recherche (OAT) Alger:*

1 Représentant

*Au titre de l'Union Syndicale des Travailleurs Maghrébins :*

1 Représentant

*Au titre de l'Union Maghrébine du Patronat :*

1 Représentant

*Au titre des Experts étrangers :*

Giuseppe CASALE, BIT - Genève

Moussa OUMAROU, BIT - Genève

Jean Paul BARBIER BIT- Genève

Nour Eddine BENKHALIL -Maroc

Miloudi EIGHOBENTINI -Tunisie

Slimane AHMIA -Expert OAT

Mohamed MANI, ANETI- Tunisie

*Au titre des Experts Algériens :*

Chafir AHM-I-NE- Professeur université Alger-Algérie

Zaki RIABI - Directeur Général du Centre d'Etudes et de Recherches sur les Professions et les Qualifications (CERPEQ)-Algérie

*Au titre du Secrétariat Technique*

DJIDEL Hamida : Sous directrice (DGEI)

Djamila HADJADJ, Saliha BESTANI, Nour EI Houda KHELILI, DERRADJI AOUADI Youcef,

ADGHIGH Azeddine et BENSALAH Ali Cadres au niveau des structures du Ministère

**Totaigénéral : 61**



**II. Workshop on Good Governance and Modernization of Labour Administration (Algiers, 5 and 6 October 2010)**

**A. Speakers**

**Ministry of Labour, Employment and Social Security, Algiers.**

**Mohamed Khyatt**

Secrétaire Général

**Ahmed Bourbia**

Directeur des Relations de Travail

**Brahim Benameur**

Directeur Général

INT - Institut National du Travail

**Akli Berkati**

Sous Directeur des Relations Professionnelles

Administration Centrale de l'Inspection Générale du Travail

**Said Annane**

Directeur Général de l'Emploi et de l'Insertion

**Mahmoud Bensaïd**

Chef d'Etudes, Inspection Générale du Travail

**ACLAE**

**Mohammed Kchaou** : Directeur ACLAE, Algérie

**ILO –Geneva- Switzerland**

**Giuseppe Casale**

Directeur, LAB/ADMIN

**Oumarou Moussa**

Directeur Adjoint, LAB/ADMIN

**International Training Office, Turin, Italy**

**Daniela Bertino**

Responsable du Programme Dialogue Social, Législation, Administration et Inspection du Travail

**Mostefa Boudiaf**

Responsable principal de Programmes au Département Emploi et Développement des Compétences

**Alessandro Cardon**

Assistant de Programme Dialogue Social, Législation, Administration et Inspection du Travail

**International Consultants**

**Raimundo Aragon Bombin**

Directeur Général de l'Inspection du Travail, Espagne

**André Cano**

Directeur de l'Institut National du Travail, de l'Emploi et de la Formation Professionnelle – INTEFP, France

**B. Participants**

**ALGERIA**

	Name:	<b>M. Ahmed BOURBIA</b>	<b>1</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Direction des Relations de Travail	

**ALGERIA**

	Name:	<b>M. Hamid RARRBO</b>	<b>2</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Direction des Relations de Travail	

**ALGERIA**

	Name:	<b>Mme Saida KIESS</b>	<b>3</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Direction des Relations de Travail	

**ALGERIA**

	Name:	<b>M. Ahmed MERCHICHI</b>	<b>4</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Direction des Relations de Travail	

**ALGERIA**

	Name:	<b>M. Abdelali DROUA</b>	<b>5</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Direction des Relations de Travail	

**ALGERIA**

	Name:	<b>Mlle. Amel BOUKERBOUA</b>	<b>6</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Direction des Relations de Travail	

**ALGERIA**

	Name:	<b>Mlle Bahia YEKKENE</b>	<b>7</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Direction des Etudes Juridiques et de la Coopération	

**ALGERIA**

	Name:	<b>M Brahim KHIREDINE</b>	<b>8</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Direction Générale de l'Emploi et de l'Insertion	
	Poste:	S/Directeur des Programmes de Promotion de l'Emploi	

**ALGERIA**

	Name:	<b>M Med CharefEddine BOUDIAF</b>	<b>9</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Direction Générale de l'Emploi et de l'Insertion	
	Poste:	DEW de Bishkra	

**ALGERIA**

	Name:	<b>M Smail SAAOUI</b>	<b>10</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Direction Générale de l'Emploi et de l'Insertion	
	Poste:	DEW de Bouira	

**ALGERIA**

	Name:	<b>M Yahia BABEKER</b>	<b>11</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Direction Générale de l'Emploi et de l'Insertion	
	Poste:	DEW Ouargla	

**ALGERIA**

	Name:	<b>Mohamed Djamel AISSAT</b>	<b>12</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Direction Générale de l'Emploi et de l'Insertion	
	Poste:	DEW de Blida	

**ALGERIA**

	Name:	<b>M Akli BERKATI</b>	<b>13</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Administration Centrale de l'Inspection Générale du Travail	
	Poste:	Sous Directeur des Relations Professionnelles	

**ALGERIA**

	Name:	<b>M Rabah MEKHAZNI</b>	<b>14</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Administration Centrale de l'Inspection Générale du Travail	
	Poste:	SDNM	

**ALGERIA**

	Name:	<b>Mme Baya OUAMER</b>	<b>15</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Administration Centrale de l'Inspection Générale du Travail	
	Poste:	SDFD	

**ALGERIA**

	Name:	<b>M Mahmoud BENSAID</b>	<b>16</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Administration Centrale de l'Inspection Générale du Travail	
	Poste:	Chef d'Etudes	

**ALGERIA**

	Name:	<b>M Mohamed BENKRAMA</b>	<b>17</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Inspection Générale du Travail	
	Poste:	Inspecteur Régional du Travail d'Alger	

**ALGERIA**

	Name:	<b>M Mohamed BOUSSEKINE</b>	<b>18</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Inspection Générale du Travail	
	Poste:	Inspecteur Régional du Travail d'Oran	

**ALGERIA**

	Name:	<b>M Chaabane BOUDJLIDA</b>	<b>19</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Inspection Générale du Travail	
	Poste:	Inspecteur Régional du Travail d'Annaba	

**ALGERIA**

	Name:	<b>M Miloud TINA</b>	<b>20</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Inspection Générale du Travail	
	Poste:	Inspecteur Régional du Travail de Ouargla	

**ALGERIA**

	Name:	<b>M Ali BOUKRID</b>	<b>21</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Inspection Générale du Travail	
	Poste:	Inspecteur de Wilaya du Travail de Médéa	

**ALGERIA**

	Name:	<b>M Mohamed BENDIB</b>	<b>22</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Inspection Générale du Travail	
	Poste:	Inspecteur de Wilaya du Travail de Mascara	

**ALGERIA**

	Name:	<b>M Mohamad GUETTAF</b>	<b>23</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Inspection Générale du Travail	
	Poste:	Inspecteur de Wilaya du Travail d'El Bayadh	

**ALGERIA**

	Name:	<b>M Othmane MOKHTARI</b>	<b>24</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Inspection Générale du Travail	
	Poste:	Inspecteur de Wilaya du Travail de TiziOuzou	

**ALGERIA**

	Name:	<b>M Abdellah DIF</b>	<b>25</b>
	Institution:	Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Inspection Générale du Travail	
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**ALGERIA**

	Name:	<b>M Ammar GOMRI</b>	<b>26</b>
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**ALGERIA**

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## ANNEX IV

### EVALUATIONS GIVEN BY THE PARTICIPANTS THEMSELVES

**SUB regional seminar on « l'intermédiation de l'emploi**

**et son rôle sur les marchés du travail »**

**(Algiers, 3 - 4 october 2010)**

**Nombre de participants: 51**

**Nombre de réponses: 30**

Eléments de l'évaluation		Evaluation		Enseignements
		Degré	Nombre de réponses	
1	Organisation du Séminaire	Excellente	10	La quasi-unanimité (90 %) estime que l'organisation était excellente ou bonne
		Bonne	17	
		Moyenne	3	
		Faible	0	
2	Durée du Séminaire	Suffisante	17	La majorité (57%) estime que la durée était suffisante
		Insuffisante	13	
3	Programme du Séminaire	Excellent	7	La quasi-unanimité (93%) considère que le programme était excellent ou bon
		Bon	21	
		Moyen	2	
		Faible	0	



4	Niveau des exposés	Excellent	5	La grande majorité (83 %) estime que le niveau des exposés était excellent ou bon
		Bon	20	
		Moyen	5	
		Faible	0	
5	Y a-t-il d'autres thèmes à ajouter au programme ?	Oui	15	Egalité entre oui et non
		Non	15	
6	Le séminaire a-t-il réalisé ses objectifs ?	Oui	27	la quasi-unanimité (90 %) estime que le séminaire a réalisé ses objectifs
		Non	3	
7	Le degré du profit tiré du séminaire pour le travail	Excellent	8	la quasi-unanimité (93 %) estime que le profit était excellent ou bon
		Bon	20	
		Moyen	2	
		Faible	0	
8	Y a-t-il besoin de tenir d'autres séminaires complémentaires ?	Oui	24	La grande majorité (80 %) estime nécessaire de tenir d'autres séminaires complémentaires
		Non	6	

## ANNEX V

### TERMS OF REFERENCE FOR FINAL EVALUATION

#### **ILO Project “Promoting good governance and decent work in the Mediterranean through improved labour administration and social dialogue” (INT/08/11/ITA)**

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#### **I. INTRODUCTION AND RATIONALE OF EVALUATION**

The objective of the evaluation is to assess efficiency and extent of the implementation of the project mentioned above. It would be particularly important to evaluate the efficiency and impact of the methodological approach which was applied within the project for the capacity building of national labour administrations in other countries in the Mediterranean context, against the background that it would be developed further for its future use.

In addition, there is the expectation that the evaluation will provide evidence that an extension of the project under allocation of additional project funds would impose itself, in order to consolidate the project results which were already achieved, as the project did not last long enough to ensure sustainability of project impact.

This would be an important step for the countries covered by this project to strengthen their labour administration machineries, which in most cases continues to be a national strategic objective in the biennium 2010-2011. Moreover, this would be an important cornerstone for the development of a real programme for countries worldwide, which aims at strengthening national law enforcement machineries in a sustainable manner. This is a crucial condition for ensuring decent working conditions globally.

Furthermore, it is noted that the project had been formulated in DIALOGUE, but that when the project was launched, it was under the responsibility of LAB/ADMIN which was created in April 2009. In this connection, it is of interest to the Office that the evaluation will examine the impact, on the project implementation, of the said re-alignment, taking into account of the respective terms of reference of the two departments.

A final evaluation is also compulsory part of ILO policy in the field of technical cooperation<sup>8</sup>.

#### **II. PROJECT BACKGROUND AND DESCRIPTION**

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<sup>8</sup>GB 294/PFA/8/4 and IGDS No. 75, Version 1.

## **1. The project**

The project aims at promoting good governance through the strengthening of labour administration and labour inspection services in the following countries: Algeria, Jordan and Lebanon.

The project has been carried out at national and at global level. They included several stages:

In a first stage labour administration needs were examined through a workshop held in Turin (ITC, ILO) with a view to pointing out the weaknesses of the systems.

In a second stage, an action plan was designed and endorsed, containing concrete actions to be taken, in response to the weak points identified. Such actions included activities such as training, the development of national training plans and strategies, of labour administration/inspection tools, development of material to be used by the constituents in local languages.

Another component of the projects has been awareness raising of social partners on the role of labour administration with the help of developed awareness raising material for social partners as well.

Activities at national level have been supported by the development of global products. Those included amongst others the development of training material for labour administrators/inspectors in full cooperation with the ITC Turin, the dissemination of experiences through the LAB/ADMIN and ITC Turin web sites, the issuing of comparative publications on developments in the field of labour administration and inspection, and so on.

Due to the political different scenarios, the project started its activities in April 2009 and will end in December 2010.

## **III. PURPOSE**

The purpose of the final evaluation is to:

- a) Determine if the project has achieved the immediate objectives and to which extent, explain which difficulties were encountered and identify lessons learned;
- b) Determine to which extent the identified outputs (see project log frames) have been achieved and assess the implementation status;
- c) Evaluate the quality of project design, project management and performance monitoring vis a vis the achievement of project immediate objectives;
- d) Assess potential of project continuation and of a consolidation of project results achieved towards the fulfilment of the milestones indicated in the P & B 2010-2011 under outcome 11, indicator 11.1: strengthening labour administration in line with international labour standards and the Strategic Policy Framework 2010-15.
- e) Evaluate the efficiency and impact of the methodological approach which was applied within the project for the capacity building of national labour administrations in other countries in the Mediterranean context.

#### IV. SCOPE AND EVALUATION CRITERIA

The evaluation will be carried out as a final external evaluation at the occasion of termination of the above mentioned project. It will take place from October to November 2010.

The evaluation will examine the following key evaluation criteria and will be centered around the following questions:

1. Relevance of the project and strategic fit:
  - ❖ *What have been the major results/accomplishments of the project?*
  - ❖ *To what extent has the project achieved the immediate objectives and reached their beneficiaries and target groups?*
  - ❖ *Was there adequate stakeholder commitment for implementation?*
2. Validity of the project (incl. strategy, objectives and assumptions)
  - ❖ *Were the project strategies, objectives and assumptions appropriate for achieving planned results?*
  - ❖ *Were the activities appropriately adapted to the needs of the country?*
  - ❖ *Did the government support these objectives over the life of the project?*

3. Implementation status, project progress and effectiveness:

- ❖ *To what extent have planned project activities/outputs been implemented, in relation to the original project document and to subsequent work/action plans?*
- ❖ *Have the quantity and quality of the outputs produced so far been satisfactory? What obstacles were encountered in project implementation?*
- ❖ *Has the project been appropriately responsive to the needs of the national constituents?*
- ❖ *Have the project approaches demonstrated success?*
- ❖ *Formulate recommendations for the perspective to continue the projects*
- ❖ *Will the project contribute to a better application of international labour Standards, in particular in the field of labour administration and inspection (ILO Convention No. 150 and 81)?*
- ❖ *Is the consolidation of project results via the project extension likely to contribute to a better promotion of good governance through a sound labour administration system?*

4. Efficiency of resource use

- ❖ *Have resources (funds, human resources, time, expertise etc) been allocated strategically to achieve outcomes?*
- ❖ *Have project funds and activities been delivered in a timely manner?*
- ❖ *Have resources been used efficiently? Have activities supporting the strategy been cost effective?*

5. Effectiveness of management arrangements

- ❖ *Has the project received adequate political, technical and administrative support from their national partners?*
- ❖ *Has the project received adequate administrative, technical and- if needed- political support from the ILO office in the field, technical specialists in the field and the responsible technical unit at headquarters?*
- ❖ *Has the project made strategic use of coordination and collaboration with other ILO projects? Was there cross sectoral collaboration with other ILO units/sectors in order to achieve project results, following the approach of the ILO Declaration of Social Justice? Please assess and describe its nature and extent.*
- ❖ *Was backstopping from technical experts from ILO office Geneva efficient? Was there a good cooperation with the field offices? How was ITC Turin involved?*

## 6. Impact orientation and sustainability

- ❖ *Are national partners willing and committed to continue with the project? How effectively has the project built national ownership?*
- ❖ *What project components or results appear likely to be sustained after the project and how? Are results anchored in national institutions and can the partners maintain them financially at the end of the project?*
- ❖ *Has the project successfully built or strengthened an enabling environment (laws, policies, people's attitude)?*
- ❖ *Should there be a continuation of the project to consolidate project/programme achievements through the recently created LAB/ADMIN programme?*

## V. METHODOLOGY

The external evaluator will make use of the sources of information available at HQ and in the field offices.

### 1. Sources of evaluation

#### 1.1 Document review:

The evaluator will review the documents provided by LAB/ADMIN.

#### 1.2 Individual interviews:

Individual interviews will be conducted in Geneva, ITC Turin and in the Alger Office.

#### 1.3 Consultation of the website of the labour administration and inspection programme (LAB/ADMIN)

The consultant will examine the website (<http://www.ilo.org/labadmin/lang--en/index.htm>), in particular as regards the parts on labour administration and inspection.

## **2. Development**

### **Stage I – Preparation of evaluation missions**

In a first stage, the evaluator will study the documents which the ILO will provide to him.

According to the evaluation objectives and upon study of the documents, he will design a more elaborated evaluation strategy including interview questions and protocols, which he will share with the ILO evaluation manager for comments and feedback.

A teleconference or other forms of consultation will take place end of August 2010. This would be the occasion to detail organizational arrangements and to adjust the evaluation questions and methodology, if the case may be. This would also be the opportunity to discuss in more detail roles of the ILO and the evaluator during the evaluation process and deliverables. The evaluator could seek by then the occasion to obtain further information on the project, going beyond the documents submitted, according to the needs of the evaluator.

The evaluation mission will take place in several stages, and with time interruptions. It will include the following steps, which are organized by the ILO and in which the evaluator would be present:

### **Stage II - Visit to Alger Office (2-6 October 2010: 5 days).**

The evaluator will visit the Alger Office, notably Ms. Maria Crisetti. The evaluator will take part in two seminars, which are both scheduled for, respectively, 3-4 and 5-6 October 2010 in Alger. The evaluator will benefit from his attendance to interview labour administrators, workers and employers representatives both at HQ and in the field offices. In addition, at the occasion of this workshop, the evaluator will interview Ms Daniela Bertino, ITC Turin.

### **Stage III - Visit to ILO HQ Geneva (7-8 October 2010: 2 days)**

The evaluator will visit ILO HQ Geneva. He/she will conduct interviews with the ILO responsible officers of the project in LAB/ADMIN. In addition, the evaluator would interview ILO officials from other departments that work closely with LAB/ADMIN.

## **VI. DELIVERABLES**

### **1. Final evaluation report**

The evaluator will prepare one evaluation report to be submitted to the evaluation manager by October 25<sup>th</sup>, 2010. The final version of this evaluation report will be submitted by November 5<sup>th</sup> 2010, reflecting possible comments of ILO received.

The final evaluation report will follow the format below (page lengths by section illustrative only) and be about 20 standard pages in length, excluding the annexes:

1. Title page
2. Table of Contents
3. Executive Summary
4. Acronyms
5. Background and Project Description
6. Purpose of Evaluation
7. Evaluation Methodology used
8. Presentation of findings answering the evaluation questions
9. Findings, Conclusions, and Recommendations  
This section's content should be organized around the evaluation criteria and questions, and include the findings, conclusions and recommendations for each of the subject areas to be evaluated.

The report should include the following annexes:

- ❖ Detailed list with documents
- ❖ List of meetings and interviews
- ❖ Any other relevant documents



## **2. Intermediate oral reports**

After the completion of each stage the evaluator will get in touch with the evaluation manager and report on the outcome. This would be also the occasion to adjust the evaluation methodology if the case may be.

## **3. Summary of the evaluation report**

Upon finalization of the overall evaluation report, the evaluator will be responsible for writing a brief evaluation summary which will be posted on the ILO's website.

## **VII. MANAGEMENT ARRANGEMENTS AND TIMEFRAME**

### **1. Roles**

ILO, through its competent office, is responsible for the arrangement of the meetings within the different stages and field visits, as well as the provision of the necessary documentation, in particular LAB/AMIN, ITC Turin and the Alger Office.

The evaluation manager will continuously give inputs such as reviewing the evaluation questions and interview protocols, commenting on the parts of the evaluation report and, in a general manner, assist in the implementation of the evaluation.

During the evaluation, the evaluator will report to the evaluation manager (and the ILO responsible officer). After each stage (see above) completed the external evaluator will give feed back to the evaluation managers to if there is need for the adjustment of the evaluation process and extent of information received, and report on the outcome of the stage completed.

The evaluator will communicate the parts of the draft evaluation report to the evaluation manager who would circulate them within the ILO for comments.

## 2. Timeframe

The duration of this contract is from October to November 2010. The total number of working days will be of 25 days.

Tasks	Working Days
Preparatory analysis, research and preparation of evaluation process	3 days
Field missions	7 days
Report	15 days
<b>Total</b>	<b>25 days</b>

## 3. Payment arrangements

Total compensation for the evaluation is **18,500 USD** and is divided as follows:

- **8,000 USD** consultancy fee (320 USD per day for 25 working days), which includes the consultancy fee for missions and additional working days.
- **10,500 USD** for travel and DSA (the consultant is responsible for making all travel arrangements).

Upon signature of the contract, the ILO will advance the consultant 8,000 USD to help cover travel arrangements for the evaluation.

The balance (10,500 USD) will be paid to the consultant upon satisfactory delivery of the evaluation report.

The report should be delivered by 5 November 2010.

## ANNEX VI

### LIST WITH PROJECT OUTPUTS/ACTIVITIES

Within the context of the ILO project « *Promoting Good Governance and Decent Work in the Mediterranean through Improved Labour Administration and Social Dialogue* », the following publications were made:

#### Publications

Bulletin de l'Inspection du Travail, Issue, 2. of June 2010, Revue semestrielle de l'inspection générale du travail (Alger)

Fundamentals of Labour Administration, G. Casale, A. Sivananthiran, ILO, Geneva, 2010 (in Arabic)

Strengthening and Re-engineering Labour Administration to promote Decent Work, ILO, ITC-Turin (available in Arabic)

A guide to selected labour inspection systems, G. Casale, G. Arrigo, ILO, Geneva, 2010 (in Arabic)

The role of labour administration in promoting employee participation, G. Casale, G. Arrigo, ILO, Geneva, 2010 (in Arabic), forthcoming publication

#### Events

A seminar on ***Building modern and effective labour administration and labour inspection systems for good governance*** (Turin, 26 April – 7 May 2010).

A workshop on ***Labour Administration and Good Governance*** (Amman, 22 September 2010).

A sub-regional seminar on ***Recruitment and job placement and its impact on the Labour Market***(Algiers, 3-4 October 2010)

A workshop on ***Promoting Good Governance, Strengthening and Modernizing Labour Administration*** (Algiers, 5-6 October 2010).

At the time the present evaluation is written a seminar on *Labour Administration and Good Governance*

## ANNEX VII

### QUESTIONS ADDRESSED TO THE PARTIES INVOLVED IN THE PROJECT

#### I. Preliminary questions to the kind attention of the Evaluation Managers:

(i) the Project:

1. Besides the one contained in the *TOR* is there any other detailed description about the project?
2. Could you please illustrate in details the “action plan”, namely all “concrete actions” (workshops, seminars, and training modules) undertaken within the context of the project ?
3. The only documentation received so far is:
  - a) *Terms of References for Final Evaluation*;
  - b) Programme of the seminars to be held in Algiers from 2 to 6 of October 2010)
  - c) ITC, Strengthening and RE-engineering Labour Administration (Training Modules)
  - d) The Framework of the Labour Administration SystemIs there any other written document to be evaluated?
4. Would you please give a general overview of the main activities carried out in Geneva, in Turin, and at national level in the relevant countries (Algeria, Lebanon, Jordan).
5. What was the response of the relevant national Authorities to the project?
6. What have been the major results/accomplishments of the project so far?

7. In your opinion to what extent has the project achieved the immediate objectives and reached their beneficiaries and target groups?
8. Did the ILO receive enough support (political, institutional) from the relevant national Authorities in order to implement the project?
9. Which kind of (human and financial) resources have been allocated to achieve outcomes?
10. From your point of view what obstacles were encountered in the project implementation?
11. If you were to repeat this project next year what would you change with regard to its content and its implementation?

(ii) the Approach and background information:

A. Collecting information at Headquarters and in the field offices.

1. Besides Geneva, and Algiers are there any other Field Office locations to be considered (Jordan, Lebanon) for the sake of the current evaluation?
2. Would you please provide us with the complete list of key people (names and contact details) who have worked on this project?
3. Would it be possible to have any Structure charts?
4. Who was responsible for the workshop held in Turin? (would you please provide with the name and contact details)

B. Coordinating Interviews

1. Is there a **list of interviewees**? (please provide it with all contact details asap).
2. Will all of the interviewees be available during the Algiers and Geneva visits?
3. Are the individuals named in the travel programme the only individuals to be interviewed?
4. Have all of the individuals been informed that they must remain available during this period for the interviews?
5. Would it be possible to contact them before the planned seminars in Algiers?

**II. Preliminary questions to the kind attention of those responsible for the workshop in Turin.**

1. Would you please provide us with all relevant information and detailed documentation concerning the workshop?
2. Who gave the workshop?
3. Who attended the workshop?
4. What was their status and professional employment?
5. Which organization they belong to?
6. What were the main difficulties, if any, the participants encountered?
7. What was the feedback you received from them?



8. With regard to the ITC training modules, have the national relevant offices successfully completed the exercises in the modules?
9. If yes, have the results been presented in plenary?
10. Is there a transcript available from the workshop?
11. What additional activities, discussions, materials have been developed or provided to help solidify the concepts of the modules?
12. If you were to organize the same workshop next year what would you change?

**III. Preliminary questions to the kind attention of the ILO Officials from Geneva Headquarters involved in the project.**

1. What has been your role in the project?
2. Could you please explain in details the activities that you carried out within the framework of the project?
3. Were the national Authorities and relevant organizations co-operative with you and your colleagues?
4. What was their response to the Project?
5. Has the project made strategic use of co-ordination and collaboration with other ILO Projects?

#### IV. Questions for the national Authorities

1. Within the framework of the project what kind of activities have been organized at the national level (please explain in details any training plan, strategy, etc.)?
2. If any, what kind of new labour administration/inspection tools have been developed?
3. How many people are covered by your office under this Project?
4. What kind of material has being utilized by your office to support ILO Convention No. 150 and Recommendation No. 158 requirements? Please list all materials being utilized on this project.
5. What is the general overall impression of the Project? Is it good, satisfactory or bad?
6. In your opinion what are the strongest and weakest points of the Project?
7. What can be improved in the light of the national needs?
8. In your opinion has the project received adequate political, technical and administrative support also from national partners, namely employers' organizations and trade unions?
9. Is your organization and the national partners willing and committed to continue with the project? How effectively has the project built national ownership?
10. In your opinion has the project received adequate administrative, technical and- if needed- political support from the ILO office in the field?
11. In the future would your administration be in the position to continue the activities carried out beyond the project?

12. What do you think will be the real impact of the project on a) your administration, b) the social partners, c) the workers, d) the citizens.

## ANNEX VIII

### SURVEY RESULTS

#### 2.2 Responses to preliminary questions

The following questions were asked of the Evaluation Managers and key personnel in the national offices via e-mail and via telephone or other means of follow-up communication. The responses were collected, reviewed and analyzed. A summary of the analysis is captured below.

##### 2.2.1 Questions to the Evaluation Managers

*Question:*

- 12. Besides the one contained in the TOR is there any other detailed description about the project?*

**Summary:**

**The TOR is the primary source for Project detail and description.**

*Question:*

- 13. Could you please illustrate in details the “action plan”, namely all “concrete actions” (workshops, seminars, and training modules) undertaken within the context of the project ?*

**Summary:**

Each of the regions conducted similar activities relative to the Project. Essentially, each region conducted a training session, where they utilized the materials provided by the ILO Headquarters, to communicate the Project to personnel and key stakeholders. Aside from the training sessions, general communication that was disseminated and training materials, none of the three (3) regions have engaged in any other substantial activities in support of this project.

*Question:*

14. *The only documentation received so far is:*

*a) Terms of References for Final Evaluation;*

*b) Programme of the seminars to be held in Algiers from 2 to 6 of October 2010)*

*c) ITC, Strengthening and Re-engineering Labour Administration (Training Modules)*

*d) The Framework of the Labour Administration System*

*Is there any other written document to be evaluated?*

**Summary:**

**This is the documentation that was provided by the ILO Headquarters. The regional offices provided the additional documentation on the training that they provided. Other than that, no other special documentation has been developed and therefore was not provided in support of this evaluation.**

*Question:*

15. *Would you please give a general overview of the main activities carried out in Geneva, in Turin, and at national level in the relevant countries (Algeria, Lebanon, Jordan).*

**Summary:**

The activities in Geneva, Turin and at the national level appear to have focused on educating stakeholders about the ILO Project. Therefore, the main activities have involved, ILO headquarters providing the regions with the training materials; the regions producing flyers and other information to advertise the training that they hosted to communicate the training to various stakeholders; review of the training materials with the regional stakeholders.

Some follow-up appears to have been done relative to the stakeholders that attended the training sessions in the various regions to confirm that they found the materials and training session useful and informative.

*Question:*

*16. What was the response of the relevant national Authorities to the project?*

**Summary:**

Overall the national Authorities (Ministries of Labour) found the Project to be well received and the materials provided in support of the Project very helpful. Perhaps the main comment that was made was that there is a need for continued and even greater support of the national offices by the ILO, to ensure that similar programs and initiatives continue and are supported on-going.

*Question:*

*17. What have been the major results/accomplishments of the project so far?*

**Summary:**

The major results of the Project so far are identified as clear communication of the Project, training of the stakeholders within the national offices, and better communication, contact and support between the national offices and ILO Headquarters.

*Questions:*

*18. In your opinion to what extent has the project achieved the immediate objectives and reached their beneficiaries and target groups?*

**Summary:**

The overall feedback from the regional offices (Algeria and Jordan) was that they felt the Project objectives have been met. They are getting good support from the ILO Headquarters. They look forward to even greater support to allow them to provide training and other services to support the program ongoing.

*Question:*

*19. Did the ILO receive enough support (political, institutional) from the relevant national Authorities in order to implement the project?*

**Summary:**

The ILO seems to have received good support from both political and institutional from Jordan and Algiers. The institutional support from Lebanon was good, but took a little while to mature. The political support from Lebanon was a bit tenuous and due to certain political activities actually hindered the initial progress of the program. Nonetheless, the project it is very likely that the project is going to be implemented in all three (3) areas successfully.

N.B. In that regard please note that the ILO – ITC training activities will be carried out only at the beginning of December 2010, ie. some weeks after the delivery of the present evaluation.

*Question:*

20. *Which kind of (human and financial) resources have been allocated to achieve outcomes?*

**Summary:**

The allocation of human and financial resources in support of the Project have been limited. Each national office has provided support in both areas.

Financial support has not been specifically quantified, since each national office has absorbed any costs related to the Project and training implementation so far. However, all have expressed a need for additional financial support should the Project be considered ongoing.

*Question:*

21. *From your point of view what obstacles were encountered in the project implementation?*

**Summary:**

The greatest obstacles identified were the political challenges in Lebanon. In Jordan and Algeria the greatest obstacles were around the limited resources that they were able to devote to the Project and even more notable, the limited resources that they have to devote to the Project ongoing. The area of resources will need to be properly addressed in order for the Project to be sustainable ongoing.

*Question:*

22. *If you were to repeat this project next year what would you change with regard to its content and its implementation?*

**Summary:**



The Project content seems to be on target. The information was easy for the national offices to use. The information was well received and understood by those who attended the training sessions. With regard to implementation, taking better account of the obstacles that the national offices must contend with on an individual basis and identifying the specific resource requirements of each of the national offices and addressing those needs should be considered if this Project were to be repeated next year.

## 2.2.2 Questions for the national Authorities

*Question:*

13. *Within the framework of the project what kind of activities have been organized at the national level (please explain in details any training plan, strategy, etc.)?*

**Summary:**

Each of the national offices organized training sessions for key stakeholders. The information and attendees are set out in the Annexes below.

*Question:*

14. *If any, what kind of new labour administration/inspection tools have been developed?*

**Summary:**

None of the national offices have independently developed any additional labour administration/inspection tools in support of this Project. This appears to be normal because of the short length of the project and the necessary focus on training activities.

*Question:*

15. *How many people are covered by your office under this Project?*

**Summary:**

**Algeria: about 90 people from the Ministry**

**Jordan: about 10 inspectors and 10 directors of labour offices**

**Lebanon: No data**

*Question:*

16. *What kind of material has been utilized by your office to support ILO Convention No. 150 and Recommendation No. 158 requirements? Please list all materials being utilized on this project.*

**Summary:**

**Few responses were provided to this question. Possibly because most of the respondent did not specifically track any specific materials in support of these conventions. Any considerations were treated as business-as-usual. However, training notifications, flyers and facilities were utilized in support of the Project.**

*Question:*

17. *What is the general overall impression of the Project? Is it good, satisfactory or bad?*

**Summary:**

**All respondents to this question noted “good”.**

*Question:*

18. *In your opinion what are the strongest and weakest points of the Project?*

**Summary:**

**Strongest points of this Project are the support that is provided by the ILO Headquarters, the training activities carried out, and the exchange of best practice.**

**The weakest points are that additional support and tools are necessary by the national offices for carrying the project forward.**

*Question:*

19. *What can be improved in the light of the national needs?*

**Summary:**

**Additional support is needed by the national offices. Specifically, with regard to personnel and financial support to carry the project forward. There should be at least one dedicated individual assigned to each of the national offices to support the ILO Project and related activities.**

*Question:*

20. *In your opinion has the project received adequate political, technical and administrative support also from national partners, namely employers' organizations and trade unions?*

**Summary:**

**In Algeria the support has been very good but this was not the case for Jordan.**

**In Lebanon the political support has been challenging at times and therefore has impacted the technical and administrative support.**

*Question:*

21. *Is your organization and the national partners willing and committed to continue with the project? How effectively has the project built national ownership?*

**Summary:**

**Yes, the national offices in Algeria and in Jordan have expressed willingness and commitment to carrying this project forward. The Project has been very successful in building national ownership.**

*Question:*

22. *In your opinion has the project received adequate administrative, technical and- if needed- political support from the ILO office in the field?*

**Summary:**

The support that has been provided by the ILO Headquarters has been great. There is clear recognition from the ILO national offices that to properly carry the Project forward additional support will be needed. There is no indication that there were any problems with the support provided by the ILO Headquarters. The additional support needed by the national offices appears to be a result of the limited resources available at the national offices.

*Question:*

23. *In the future would your administration be in the position to continue the activities carried out beyond the project?*

**Summary:**

**Yes, if additional resources and support are provided.**

*Question:*

24. *What do you think will be the real impact of the project on a) your administration, b) the social partners, c) the workers, d) the citizens.*

**Summary:**

a) **Administration – accountability for work coming out of the national offices**

b) **Social partners – respect gained by the national offices from the social partners**

**Workers – Proper ownership being rightly placed on the national offices**

Answers provided at the occasion of the workshop in Algiers on 5 and 6 December 2010 by:

**M. Ahmed Bourbia**

*Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Direction des Relations de Travail*

**M. Hamid Rarrbo**

*Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Direction des Relations de Travail*

**M Mahmoud Bensaïd**

*Ministère du Travail, de l'Emploi et de la Sécurité Sociale ; Administration Centrale de l'Inspection Générale du Travail, Chef d'Etudes*

**M Akli Berkati**

*Ministère du Travail, de l'Emploi et de la Sécurité Sociale, Sous Directeur des Relations Professionnelles*

*"Training courses and workshops were organised. A guide to labour inspection had been published..*

*More than 90 people participated to the project activities*

*The Seminars organised gave the participants the opportunity to better understand the historical background and the content of the relevant ILO conventions on Good governance and Labour Inspections.*

*Thanks to the seminars the relevant authorities will be able to better implement the ILO conventions at national level*

*The Labour inspectors appreciated and considered to be particularly useful the exchange of best practices with colleagues coming from other countries (namely from France and Spain but also from the other Mediterranean countries).*

*They realised that there are alternative solutions to the problems they are faced on a daily basis.*

*The feedback from the Labour Inspectors was so good that the national authority really welcome more activities in the field.*

*In particular, the tutorial were judged extremely good, so good that in the future it would be opportune to have many more.*

*The project received the support of all national social partners as demonstrated also by their participation to the Sub-regional seminar on good governance.*

*On the basis of the success as well as the results obtained so far the Algerian administration is strongly committed to follow all activities which could be organised in the future within the context of this project. Especially in the short term the ILO support is crucial.”*

Answers provided via email on 21 of October 2010 by

**Mr. Adnan Rababa,**

Director of workers affairs & Inspection at Ministry of Labour / Jordan:



*Some training courses held for a group of mol staff ( Inspectors , Directors, Industrial relations staff) also a workshop held for other MoL staff.*

*No tools derived from the project ( as I know from some of the participants ) .*

*Very little people covered , which was about 10 inspectors and 10 directors of labour offices.*

*Mol has inspection dept., Industrial relations section ,Employment dept., and a lot of the requirement of C 150 and R 158 are already implemented. we try to develop and update that with the above convention.*

*The impression about the project was good.*

*Among the strongest points that some of the training courses were addressed to the MoL staff as well as to the Social Partners together while to weakest point was that the project did not cover all the inspectors and staff responsible for labor administration; in fact the number of the participants was very limited.*

*The training activities should specify the target group exactly ( ex. Directors , Inspectors, Employment staff ...).*

*This will maximize the advantages , also there must be some sessions of the training to give the participants time to express their ideas & what they can adopt or improve from the activities they shared in & how can use it to develop their work in future .*

*The project received the adequate technical and administrative support from the ILO but not from the relevant national social partners .*

*There is a willing & commitment to continue because the national Authority feel that there are many areas still need improvement and more expertise and knowledge is still needed .*

*doubt about that because the unsimilarity of the target groups make it very difficult to continue with ourselves, also some participants was not of the decision makers in the related areas .*

*The project improved the capacity of groups of MoL staff , social partners and workers. Citizens will benefit indirectly by improvement in the labor administration system , even it will be a slowly process .*

## ANNEX IX

### LIST OF INTERVIEWED PERSONS

#### ⇒ Representatives of the Algerian Government

**Mr.Tayeb LOUH**

*Ministry for Labour, Employment and Social Security*

#### ⇒ Secretary General and Directors of the Algerian Ministry of Labour, Employment and Social Security

**Mr. Mohamed Khiat**

*Secretary General*

**Mr.SaïdAnnane**

*General Director*

**Mr.BentahaMohadnOuli**

*Director of the Department of Employment Promotion*

#### ⇒ Labour Inspectors and Directors of Local Employment Agencies

**Mr.ArissAlamine**

*Labour Inspector in Algiers*

**Mr.MerchiriAhred**

*Deputy director of social dialogue*

**Mr. NashrEddineBanaichouche**

*Labour Inspector in Tiaret*

**Mr. Ali Benmeziane**

*Labour Inspector in Djelfa*

**Mr. Bensaid Mahmoud**

*Labour Administration –Algiers*

**Mr. Mohamed Boubekeur**

*Director of the Employment Agency in Annaba*

**Mr. Mohamed Mellat**

*Director of the Employment Agency in Ain Témouchent*

**Mr. Said Benyonés**

*Labour Inspector*

⇒ **ILO Officials**

**Mr. Giuseppe Casale**

*Director of the ILO Programme on Administration and Labour Inspection (LAB/ADMIN)*

**Mr. Jean –Paul Barbier**

*Employment and Labour Market Specialist*

*Economic and Labour Market*

*Analysis Department*

**Mr. Christian Hess**

*Senior Adviser*

*Bureau For Employers's Activities*

**Mr. Mohamed Kchaou**

*Director of the Arab Centre for Labour Administration and Employment ACALE –Tunis*

**Dr. Ahmed Khalef**

*Regional Desk Officer for Arab States*

*Bureau for Workers' Activities*

**Mr. Atsushi Nagata**

*Manager, Technical Co-operation Project Support ILO Programme on HIV/AIDS and the world of work*

**Mr. Moussa Oumarou**

*Programme on Administration and Labour Inspection (LAB/ADMIN)*

⇒ **ITC representatives**

**Mrs. Daniela Bertino**

*Programme Manager, Social Dialogue, Labour Law and Labour Administration Programme*

*ILO International Training Centre*

**Mr. Mostefa Boudiaf**

*Employment and Skills Development Programme ILO International Training Centre- Turin*

⇒ **Italian Government Representative**

**Mr. Carlo Ferrari**

*Attaché D'Ambassade – Italian Embassy in Algiers*

⇒ **Representative of the Jordanian Ministry of Labour**

**Mr. Adnan Rababa**

*Director of workers affairs & Inspection at Ministry of Labour / Jordan*

## ANNEX X

### LIST OF DOCUMENTS REVIEWED

**For the purposes of this evaluation the following documents have been reviewed:**

1. Terms of References
2. Technical Progress report
3. PRODOC
4. The Framework of the Labour Administration System by the ILO –ITC (Turin)
5. Strengthening and Re-Engineering Labour Administration Training Modules

## ANNEX XI

### PRESS RELEASE

**Error! Hyperlink reference not valid.**<sup>9</sup>

Instituer le principe de bonne gouvernance

PUBLIE LE : 03-10-2010 | 21:25



Les travaux du séminaire sous-régional sur "l'intermédiation de l'emploi et son rôle sur les marchés du travail, l'administration du travail et la bonne gouvernance" ont débuté hier à Alger. Organisé par le ministère du Travail, de l'Emploi et de la Sécurité sociale, ce séminaire de quatre jours (3-6 octobre) est initié par l'Algérie en partenariat avec le Bureau international du travail (BIT), le Centre international de formation de l'Organisation

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<sup>9</sup> Article published on [www.elmoudjahid.com/fr/actualites/3333](http://www.elmoudjahid.com/fr/actualites/3333) (visited on 01 novembre 2010 17:40:53).

**international du travail (OIT) de Turin et le Centre arabe pour l'administration du travail et l'emploi de Tunis. Les deux derniers jours de cette rencontre, à laquelle participent les pays du Maghreb, le Liban et la Syrie ainsi que l'Espagne, l'Italie et la France, seront consacrés à l'organisation d'un atelier de formation sur l'administration du travail et la bonne gouvernance.**

Processus de régulation des relations de travail, l'intermédiation de l'emploi s'inscrit dans l'objectif de bonne gouvernance en matière de gestion du marché du travail par le biais d'instruments et mécanismes censés contribuer à la mise en place des politiques de l'emploi. Le thème d'une importance capitale dans la démarche des instances internationales du travail notamment l'OIT a été retenu à l'agenda du séminaire sous-régional de trois jours et dont les travaux se déroulent depuis hier à l'hôtel « Erriadh » de Sidi Fredj. Il s'agira de débattre d'expériences réussies en matière promotion de l'emploi et de lutte contre le chômage d'où justement le choix porté sur l'Algérie pour abriter l'évènement en « guise de reconnaissance aux efforts fournis dans ce sens » a affirmé le directeur du centre arabe de l'administration du travail et de l'emploi de Tunis. M. Mohamed Kchaou ajoutera que, « le thème qui constitue une préoccupation pour les nations du monde et pour les pays arabes en particulier devra permettre aux participants aux deux ateliers prévus par le séminaire de se concerter sur les mécanismes susceptible de contribuer à l'amélioration de l'intermédiation de l'emploi et à dynamiser le rôle des institutions en charge de l'emploi ainsi qu'à concrétiser l'objectif qui consiste à garantir les conditions du travail décent aux citoyens ». Le directeur de programme au BIT en l'occurrence M. Giuseppe CASALE a pour sa part souligné l'importance du thème au plan régional et international au regard de l'impact de la crise financière mondiale sur les économies. L'intermédiation qui n'est pas « un sujet nouveau pour le BIT » a été légalisée en 2006 par l'Algérie à la faveur de la ratification de la convention n° 180 adoptée en 1990 par la majorité des membres de cette instance a-t-il précisé. A propos du séminaire, M. Giuseppe CASALE dira que l'objectif portera sur « l'analyse des différentes expériences dans le domaine de l'emploi » pour tirer les conclusions et recommandations à même d'orienter les efforts sur les possibilités d'améliorer les instruments de l'intermédiation de l'emploi. L'examen et l'analyse des expériences en matière d'intermédiation sur les marchés du travail dans certains pays maghrébins, pays arabes du moyen orient et européens, débats sur la problématique de la gestion du marché du travail et ses effets sur la promotion de l'emploi et la lutte contre le chômage notamment des jeunes primo-demandeurs d'emploi, l'examen des expériences étrangères sur le rôle du secteur privé dans le placement des travailleurs et sa contribution dans la régulation du marché de l'emploi, l'analyse de la problématique et les spécificités de l'insertion professionnelle des diplômés sur le marché du travail, les prestations de l'emploi à distance, les services publics de l'emploi dans les pays du Maghreb et l'adéquation entre l'enseignement, la formation et les besoins du marché du travail sont les points qui seront débattus lors de ce séminaire.

**D. Akila**

## Le taux de chômage devrait baisser à 9 % à l'horizon 2014<sup>10</sup>

Par Mounir Kechar,

dimanche 3 octobre 2010



Selon TayebLouh, ministre du Travail, de l'Emploi et de la Sécurité sociale, l'objectif du secteur est de faire baisser le taux de chômage, estimé actuellement à 10,2 %, à 9 %. Intervenant hier en marge du séminaire sur l'intermédiation de l'emploi, TayebLouh a, par ailleurs, rappelé que le taux de chômage était estimé à 30 % en 1999. « Cette évolution dans le marché du travail est le résultat de l'important volume d'investissements publics notamment. Pour appuyer ces acquis, nous avons aussi initié, il y a de cela deux années, le programme de promotion de l'emploi et de lutte contre le chômage », a déclaré le ministre. Il s'agit aussi, selon le premier responsable du secteur de l'emploi, d'appuyer les investissements, de valoriser la ressource humaine à travers la formation et la création, à l'horizon 2014, de trois millions de postes d'emploi. 286 milliards de dinars ont été consacrés au programme de création d'emploi, a précisé TayebLouh. Cette enveloppe sera consacrée pour l'essentiel à des secteurs à fort potentiel d'emploi. Pour le ministre, la montée du chômage dans le monde depuis la crise financière est jugée préoccupante.

Le nombre de chômeurs est estimé, selon le Bureau international du travail, à 212 millions dans le monde, soit un accroissement par rapport à 2007, après la crise, de 34 millions dont 10,2 millions sont des jeunes. Par ailleurs 1,5 milliard de personnes dans le monde ont un emploi précaire, soit plus de la moitié de la main-d'œuvre mondiale. Selon les statistiques du Bureau international du travail, citées par TayebLouh. Ajoutez à cela les 45 millions de nouveaux demandeurs d'emploi dans le monde, dont la plupart sont des jeunes.

Ces chiffres sont particulièrement préoccupants d'autant qu'il faut créer 300 millions nouveaux postes d'emploi à l'horizon 2015 pour répondre à la demande croissante. Pour le ministre, le chômage touche actuellement plus les pays développés que les pays émergents. Il dira aussi que l'amélioration de la médiation dans les milieux du travail est nécessaire en vue de coordonner les interventions entre les parties concernées. TayebLouh a adressé plus

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<sup>10</sup> Article published on [www.algerlablanche.com/news/index.php?3163le-taux-de-chomage-devrait-baisser-a-9-a-l-horizon-2014](http://www.algerlablanche.com/news/index.php?3163le-taux-de-chomage-devrait-baisser-a-9-a-l-horizon-2014) (visited on 1 november 2010)



spécialement ce message aux patrons. Pour ce qui est de la rencontre consacrée à l'intermédiation de l'emploi et son rôle sur le marché du travail, les intervenants insisteront sur la nécessaire adéquation entre l'enseignement, la formation et les besoins du marché du travail. Les experts présents participeront aussi, à partir du 5 octobre, à un atelier de formation consacré à l'administration du travail et à la bonne gouvernance.

## LA QUESTION DE LA PROMOTION DE L'EMPLOI AU CŒUR DE LA POLITIQUE ALGERIENNE DE DEVELOPPEMENT<sup>11</sup>

**Alger, 3 octobre 2010**

La question de la promotion de l'emploi est placée au cœur de la politique algérienne de développement et revêt, à cet effet, un caractère prioritaire, a affirmé dimanche à Alger le ministre du Travail, de l'Emploi et de la Sécurité sociale.

"L'Algérie a engagé depuis plus d'une décennie de vastes programmes d'investissements publics destinés à développer les infrastructures de base et à mettre en place les fondements d'un développement durable générateur de richesse et d'emplois", a souligné M. TayebLouh à l'ouverture du séminaire sous-régional sur "L'intermédiation de l'emploi et son rôle sur les marchés du travail".

Il a ajouté que ces programmes se sont traduits par des résultats "significatifs", citant le taux de croissance économique hors hydrocarbures qui s'est maintenu, ces dernières années, autour de 6% en moyenne annuelle et a atteint 9,3% en 2009.

Le ministre a expliqué que les grands pourvoyeurs d'emplois tels que l'agriculture, le bâtiment, les travaux publics et les services ont retrouvé leur "dynamique de création d'emplois".

Selon M. Louh, la population occupée est en "constante augmentation", passant de 8,2 millions en 2005 à 9,5 millions en 2009, ce qui représente, a-t-il dit, une augmentation de près de 16% sur la même période, alors que le taux de chômage enregistre une "baisse constante" passant de 30% en 1999 à 10,2 en 2009, avec l'objectif de le ramener à 9% à l'horizon 2014.

Dans le même contexte, il a indiqué que le gouvernement a mis en œuvre, à compter de 2008, un plan d'action pour la promotion de l'emploi et la lutte contre le chômage, ce qui permettra, a-t-il affirmé, de réaliser l'objectif de création de 3 millions d'emplois inscrit dans le plan de développement 2010-2014, doté d'une enveloppe financière de 286 milliards de dollars.

Le ministre a, en outre, noté que les dispositifs de soutien à l'emploi des jeunes (18-35 ans) et aux chômeurs promoteurs (30-50 ans) visent la création de 40.000 micro entreprises par an pour la période 2010-2014, alors que l'appui à la promotion de l'emploi salarié prévoit 300.000

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<sup>11</sup>Article published on [www.premier-ministre.gov.dz/index.php?option=com\\_content&task=view&id=1400&Itemid=1](http://www.premier-ministre.gov.dz/index.php?option=com_content&task=view&id=1400&Itemid=1) (visited on 1 november 2010)

insertions par an pour la même période.

Evoquant le développement de l'intermédiation, M. Louh a indiqué que l'Agence nationale de l'emploi (ANEM) a fait l'objet depuis 2007 d'un vaste programme de réhabilitation et de modernisation dans l'objectif d'améliorer la qualité de ses prestations et à accroître ses performances.

Cela s'est traduit par la densification du réseau de structures locales qui est passé de 150 agences en 2006 à 205 agences en 2009 et qui devrait atteindre 240 agences à l'horizon 2014.

Pour ce qui est du renforcement, de la valorisation des ressources humaines et de l'amélioration du taux d'encadrement, le taux qui était de 16% en 2005 a atteint 60% en 2009, a ajouté le ministre.

S'agissant des objectifs du séminaire, il en est attendu un échange d'expériences sur les pratiques mises en œuvre dans certains pays de manière à en tirer profit afin de faire de la bonne gouvernance un "référentiel" pour les administrations du travail.

Organisé par le ministère du Travail, de l'Emploi et de la Sécurité sociale, le séminaire de quatre jours (3-6 octobre) est initié en partenariat avec le Bureau international du travail (OIT), le Centre international de formation de l'Organisation internationale du travail (OIT) de Turin et le Centre arabe pour l'administration du travail et l'emploi de Tunis.

Les deux derniers jours de cette rencontre, à laquelle participent les pays du Maghreb, le Liban et la Syrie ainsi que l'Espagne, l'Italie et la France, verront l'organisation d'un atelier de formation sur l'administration du travail et la bonne gouvernance.

### **Une dizaine d'organismes (agences) privés de création d'emplois opérationnels depuis une année**

Une dizaine d'organismes privés de création d'emplois ont été mis en œuvre et sont opérationnels depuis une année à travers le territoire national, a annoncé dimanche à Alger le ministre du Travail, de l'Emploi et de la Sécurité sociale.

"Dans le cadre de l'ouverture du champ de placement de travailleurs, l'Etat a autorisé les organismes privés à contribuer au rapprochement de l'offre et de la demande", a indiqué M. Tayeb Louh en marge du séminaire sous-régional sur "l'intermédiation de l'emploi et son rôle sur les marchés du travail".

Il a fait savoir qu'"à ce jour, près d'une dizaine d'organismes privés de placement sont opérationnels et participent aux prestations d'intermédiation".

Ce dispositif s'inscrit dans le cadre du plan quinquennal 2010-2014, consistant, entre autres, en la mise en œuvre du plan d'action pour la promotion de l'emploi et la lutte contre le chômage,

ce qui permettra, a-t-il dit, de réaliser l'objectif de création de 3 millions d'emplois inscrits.

Source APS

## Séminaire sous-régional à Alger sur l'intermédiation de l'emploi<sup>12</sup>

publié le 3 oct. 2010 05:29 par Le jeune Algérien



Les travaux du séminaire sous-régional sur "l'intermédiation de l'emploi et son rôle sur les marchés du travail, l'administration du travail et la bonne gouvernance" ont débuté dimanche à Alger. Organisé par le ministère du Travail, de l'Emploi et de la Sécurité sociale, ce séminaire de quatre jours (3-6 octobre) est initié par l'Algérie en partenariat avec le Bureau international du travail (BIT), le Centre international de formation de l'Organisation internationale du travail (OIT) de Turin et le Centre arabe pour l'administration du travail et l'emploi de Tunis. Les deux derniers jours de cette rencontre, à laquelle participent les pays du Maghreb, le Liban et la Syrie ainsi que l'Espagne, l'Italie et la France, seront consacrés à l'organisation d'un atelier de formation sur l'administration du travail et la bonne gouvernance. Le séminaire a pour objectif d'examiner et d'analyser notamment les expériences en matière d'intermédiation sur les marchés du travail dans certains pays maghrébins, arabes et européens.

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<sup>12</sup> Article published on <http://sites.google.com/site/lejeunealgerien/Home/fil-info/seminairesous-regionalaalgersurlintermediationdelemploi> (visited on 1 November 2010)

## La promotion de l'emploi au coeur de la politique algérienne de développement<sup>13</sup>



La question de la promotion de l'emploi est placée au coeur de la politique algérienne de développement et revêt, à cet effet, un caractère prioritaire, a affirmé dimanche à Alger le ministre du Travail, de l'Emploi et de la Sécurité sociale, M. Tayeb Louh.

"L'Algérie a engagé depuis plus d'une décennie de vastes programmes d'investissements publics destinés à développer les infrastructures de base et à mettre en place les fondements d'un développement durable générateur de richesse et d'emplois", a souligné M. Louh à l'ouverture du séminaire sous-régional sur "L'intermédiation de l'emploi et son rôle sur les marchés du travail".

Il a ajouté que ces programmes se sont traduits par des résultats "significatifs", citant le taux de croissance économique hors hydrocarbures qui s'est maintenu, ces dernières années, autour de 6% en moyenne annuelle et a atteint 9,3% en 2009.

Le ministre a expliqué que les grands pourvoyeurs d'emplois tels que l'agriculture, le bâtiment, les travaux publics et les services ont retrouvé leur "dynamique de création d'emplois".

Selon M. Louh, la population occupée est en "constante augmentation", passant de 8,2 millions en 2005 à 9,5 millions en 2009, ce qui représente, a-t-il dit, une augmentation de près de 16% sur la même période, alors que le taux de chômage enregistre une "baisse constante" passant de 30% en 1999 à 10,2 en 2009, avec l'objectif de le ramener à 9% à l'horizon 2014.

Dans le même contexte, il a indiqué que le gouvernement a mis en oeuvre, à compter de 2008, un plan d'action pour la promotion de l'emploi et la lutte contre le chômage, ce qui permettra, a-t-il affirmé, de réaliser l'objectif de création de 3 millions d'emplois inscrit dans

<sup>13</sup> Article published on [www.dzscoop.com/fr/economie/4521-la-promotion-de-lemploi-au-coeur-de-la-politique-algerienne-de-developpement-.html](http://www.dzscoop.com/fr/economie/4521-la-promotion-de-lemploi-au-coeur-de-la-politique-algerienne-de-developpement-.html) (visited on 1 november 2010).

le plan de développement 2010-2014, doté d'une enveloppe financière de 286 milliards de dollars.

Le ministre a, en outre, noté que les dispositifs de soutien à l'emploi des jeunes (18-35 ans) et aux chômeurs promoteurs (30-50 ans) visent la création de 40.000 micro entreprises par an pour la période 2010-2014, alors que l'appui à la promotion de l'emploi salarié prévoit 300.000 insertions par an pour la même période.

Evoquant le développement de l'intermédiation, M. Louh a indiqué que l'Agence nationale de l'emploi (ANEM) a fait l'objet depuis 2007 d'un vaste programme de réhabilitation et de modernisation dans l'objectif d'améliorer la qualité de ses prestations et à accroître ses performances.

Cela s'est traduit par la densification du réseau de structures locales qui est passé de 150 agences en 2006 à 205 agences en 2009 et qui devrait atteindre 240 agences à l'horizon 2014.

Pour ce qui est du renforcement, de la valorisation des ressources humaines et de l'amélioration du taux d'encadrement, le taux qui était de 16% en 2005 a atteint 60% en 2009, a ajouté le ministre.

S'agissant des objectifs du séminaire, il en est attendu un échange d'expériences sur les pratiques mises en oeuvre dans certains pays de manière à en tirer profit afin de faire de la bonne gouvernance un "référentiel" pour les administrations du travail.

Organisé par le ministère du Travail, de l'Emploi et de la Sécurité sociale, le séminaire de quatre jours (3-6 octobre) est initié en partenariat avec le Bureau international du travail (OIT), le Centre international de formation de l'Organisation internationale du travail (OIT) de Turin et le Centre arabe pour l'administration du travail et l'emploi de Tunis.

Les deux derniers jours de cette rencontre, à laquelle participent les pays du Maghreb, le Liban et la Syrie ainsi que l'Espagne, l'Italie et la France, verront l'organisation d'un atelier de formation sur l'administration du travail et la bonne gouvernance.

## ANNEX XII

### Logical Framework

<b>Target Groups:</b> Labour administration officials, national tripartite committees and employer and worker organizations.		
<b>Project Title:</b> Promoting good governance and decent work in the Mediterranean through improved labour administration and social dialogue.		<b>Project Duration:</b> Two years
<b>Project Structure</b>	<b>Indicators</b>	<b>Means of Verification</b>
<b>Development Objective:</b> To improve labour market governance, contribute to harmonious labour relations and help realize decent work through the capacity building of labour ministries and administrative systems in accordance with ILO Convention 150.	<ol style="list-style-type: none"> <li>1. Respect for domestic labour laws and successful implementation of national labour policies</li> <li>2. Reduced number of labour disputes and improved rates of dispute resolution</li> <li>3. Level of satisfaction by the social partners with labour administration services and</li> </ol>	



	consultation procedures	
<p><b>Project Outcomes</b></p> <p>1. Improved labour administration management and coordination, including labour inspection services</p> <p>2. Effective industrial dispute resolution mechanisms</p> <p>3. Labour law reform and enforcement through sound labour administration machinery and social dialogue mechanisms</p>		
<p><b>Project Output 1</b></p> <p>Application of Convention 150</p> <p><b>Activities</b></p> <p>1. Review government reports to the Committee of Experts on the Application of Conventions and</p>	<p>1. CEACR profiles for each country prepared</p>	<p>1. Completed profiles</p>

<p>Recommendations (CEACR) and the corresponding Committee comments</p> <p>2. Training sessions for labour administration officials on C. 150 and its application</p>	<p>2. Number of officials trained</p>	<p>2. Training materials and training agenda</p>
<p><b>Project Output 2</b></p> <p>Develop labour administration audits and plans of action in accordance with C. 150</p> <p><b>Activities</b></p> <p>1. Update available studies, diagnostic exercises or recommendations pertaining to the individual labour administrations</p> <p>2. Tripartite meetings to audit national labour administration structures including labour inspection services</p>	<p>1. Materials consolidated</p> <p>2. Audit completed</p>	<p>2. Audit document</p>

<p>3. Define priorities through tripartite workshops resulting in a plan of action on labour administration and in particular labour inspection services</p> <p>4. Technical assistance and training provide by the ILO to support the plan of action</p>	<p>3. National action plan adopted</p> <p>4. Number of requests for technical assistance; technical assistance missions executed; at least 5 trainers and 30 labour inspectors trained per country</p>	<p>3. Ministerial administrative ordinances</p> <p>4. Official technical assistance requests; mission reports; training agenda, participation list and evaluation reports</p>
<p><b>Project Output 3</b></p> <p>Review of national labour legislation with reference to international labour standards</p> <p><b>Activities</b></p> <p>1. Define a general program</p>		

<p>for the review of labour laws, including precise objectives, an action plan and a schedule.</p> <p>2. Based on review, work with legislators towards legislative reform</p>	<p>1. Level of consensus on the program</p> <p>2. Steps taken towards legislative reform</p>	<p>1. Program document</p> <p>2. Legislative documents</p>
<p><b>Project Output 4</b></p> <p>Dispute resolution services offered through the labour administration are improved</p> <p><b>Activities</b></p> <p>1. Review of type and quality of available dispute resolution mechanisms</p> <p>2. Training for constituents on the various elements of dispute resolution and the relevant international labour standards</p>	<p>Number of strikes, labour conflicts / grievances.</p> <p>Use and rates of success of dispute resolution procedures</p> <p>1. Dispute resolution services review completed</p> <p>2. 30 constituents trained on dispute resolution</p>	<p>Annual reports, official statistics, media reports</p> <p>1. Research report and social partner satisfaction survey</p> <p>2. Training materials, agenda, participants list and report</p>

<p><b>Project Output 5</b></p> <p>System of information, consultation and negotiation between public authorities and the most representative employers' and workers' organizations is improved.</p> <p><b>Activities</b></p> <p>1. Seminars for the constituents to promote the ratification and application of Convention No. 144.</p> <p>2. Technical support by the ILO for implementation of C.144.</p>	<p>1. Number of constituents trained on C. 144</p> <p>2. Number of requests for technical assistance</p>	<p>1. Seminar agenda, participation lists and minutes</p> <p>2. Official technical assistance requests; mission reports</p>
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