

Decent Work Pilot Programme

Country Brief: Philippines

I National Context

With a rapidly growing and youthful labour force, the Philippines has put employment at the top of its development agenda. Among the poorest countries in the Association of Southeast Asian Nations (ASEAN), the Philippines is seeking to build a diversified and productive economy while at the same time fostering democratic social and economic institutions. It faces considerable challenges, including a growing population and entrenched unemployment. Recent decades have also seen considerable political turbulence as well as violence involving communist insurgents and Muslim separatists.

Population and Employment

There are over 80 million people living in the Philippines, an archipelago made up of more than 7,000 islands. Population growth is comparatively high, averaging 2.3 per cent a year in the 1990s. Nonetheless, this represents a gradual decline in the rate of growth from an average of over 3 per cent a year in the 1960s, reflecting lower birth rates and a decline in infant mortality. The Philippines has a young population – 37 per cent were under the age of 14 in 2000. Nearly half the population lives in rural areas, down from 70 per cent in 1960.

The Philippines labour force grows at a high average annual rate of 2.8 per cent. The country's unemployment rate has hovered at 10 per cent to 11 per cent in recent years, although the Philippine Labour Force Survey estimates that joblessness began to drop in 2005. The majority of unemployed are young people, aged 15-24, and youth unemployment is more than twice the national jobless rate.

Underemployment, a persistent problem, is estimated at about 22 per cent. This includes people who work intermittently or in precarious and badly paid jobs, many of which are in the informal economy. Underemployment cuts across all age groups and is more severe in rural areas than in cities, reflecting the seasonal nature of farm work.

The informal economy has expanded rapidly, providing more income-earning opportunities than formal industrial and service sectors. Between 1999 and 2003, about 300,000 formal jobs were lost, compared with an increase of almost two million in the informal economy.

Overseas employment has provided much-needed job opportunities, including for skilled workers and professions. There are more than six million Filipino migrant workers, and their remittances are a major source of income for Philippine households.

Lagging Performance

The Philippines has a diversified economy that has proved fairly resilient in the face of difficult conditions, including the Asian financial crisis in 1997-98, the economic consequences of severe acute respiratory syndrome (SARS) and the rise in oil prices. After a sustained period of stronger growth in the 1990s, the economy went into recession following the Asian economic crisis. This downturn was short-lived, with the financial crisis affecting the Philippines less than other countries in the region. Growth in gross domestic product picked up in 2000 and, with the exception of 2001, has been fairly strong. GDP grew by 6 per cent in 2004 and 5.1 per cent in 2005. An expanding services sector contributed to this performance.

Nonetheless, in comparison with other Southeast Asian countries, the Philippine has had slower growth in GDP, value-added of industry and manufacturing, labour-intensive exports and foreign direct investment. Poverty rates also remain high, at about 30 per cent nationally. Although the percentage of Filipinos living on less than \$1 a day has fallen, over 40 per cent of the population is estimated to live on less than \$2 a day.

Within the Philippines, there are wide economic disparities between regions. For example, the National Capital Region accounts for more than one-third of economic output and its GDP per capita is nearly three times the national average. Three-fourths of poor people live in rural areas in the country's three least-developed regions. They mainly depend on farming and fishing for their income. Poverty is most severe among landless workers and small farmers. This is linked to the pattern of land distribution, under which a small number of landlords own a disproportionately large share of land. The urban poor, meanwhile, are concentrated in slum and squatter settlements and derive their income from the informal economy.

I.1 National Priorities

Poverty reduction is the overarching development goal of the Philippine Medium-Term Development Plans 2001-2004 and 2004-2010. The decent work concept* figures prominently in both development plans, which link promoting "decent and productive employment" to the drive to combat poverty. This follows on the Philippines' Employment Summit in March 2001, when President Macapagal Arroyo placed decent employment at the top of her development agenda.

The Department of Labour and Employment (DOLE) has adopted decent work as a central objective and is mainstreaming the concept into all department programmes. These include labour inspection, labour dispute settlement, extension of social security to informal sector workers, elimination of child labour in Poverty-Free Zones and overseas employment.

* See Decent Work trends section for more on decent work concept.

Development Plan

The Medium-Term Philippine Development Plan (MTPDP) for 2004-2010 establishes the government's blueprint for socio-economic development, including a framework for employment and labour policy. The decent work concept is part of this framework.

The MTPDP seeks to achieve average annual economic growth of at least 7 per cent by 2010. Other goals are the creation of 10 million jobs by 2010, a 50 per cent reduction in poverty to about 18 per cent of households by 2010, providing support for three million entrepreneurs and developing two million hectares of land for agribusiness. In education, the aim is to offer schooling for all, a computer in every school and 3,000 school buildings a year. The MTPDP also calls for a balanced budget. It seeks a more decentralized approach to development as well as the creation of better transportation and communications networks links.

Regarding decent and productive work, the MTPDP emphasises adequate income and protection of rights at work. It also views tripartism and social dialogue as key to the world of work.

To induce a more favourable policy environment for decent employment, the government is committed to reforming the country's labour laws, especially given that the labour code was first adopted 30 years ago. The MTPDP states, however, that these revisions should balance the need for more flexibility in the workplace with the promotion of decent work and respect for core labour standards.

Four-Part Strategy

The government's employment and labour policy framework identifies four major employment-promoting strategies: employment generation, preservation, enhancement and facilitation.

Employment generation involves creating, directly or indirectly, new employment opportunities in the domestic labour market, especially in the following areas:

- High skill industries and services, such as software, business process outsourcing, contact centres, fashion garments, jewellery, medical services, automobile production, electronics and health care.
- Medium skill industries and services, such as tourism and restaurants, entertainment, mining, agri-business and marine culture.
- Low skill industries and services, such as construction, small and medium sized enterprises and micro-credit.

The strategy calls for the government to help the private sector create jobs through a range of programmes and policies. These include entrepreneurship programmes and changes to the labour code that recognise flexible work arrangements. Such efforts must take into account decent work and respect for core labour standards.

Employment preservation involves encouraging good worker-employer relations and maintaining existing jobs with remunerative terms and conditions. Harmonious industrial relations should be based on freedom of association and free collective bargaining; social

dialogue; mediation and voluntary arbitration of conflicts; and shared decision making mechanisms at firm, industry, sectoral and national levels. The aim is to develop trust and confidence among various parties so that industrial relations move from confrontation to cooperation. To achieve these goals, the government shall ensure:

- Quick action regarding labour disputes on a 24-hour, seven-days-a-week basis.
- The promotion of alternative dispute settlement mechanisms at the workplace in unionized and non-unionized establishments.
- Education of labour and management on workers' rights and dispute prevention and settlement.
- Establishment of "Tripartite Assistance and Supervising Committees".
- Setting up of an "Industrial Peace and Stability Fund" to assist displaced workers.

Employment enhancement involves improving workers' competencies; productivity and work values; working conditions and occupational safety and health; remuneration; and welfare. Decent work is not just concerned with creating employment – jobs must also be of acceptable quality. As a result, there is a need for coherent strategies that ensure basic security and employment while enabling adjustment to rapidly changing circumstances in a highly competitive global market.

Government policies on employment enhancement include showcasing productivity-improvement programmes in micro, small and medium-sized enterprises. Regarding labour standards, the government is committed to promoting a culture of self-regulation and voluntary compliance based on full implementation of a new labour standards framework. It also continuously reviews its wage policies to take into account emerging labour and industry requirements.

The MTPDP recognizes that workers are the country's comparative advantage. There is a continuing need to sustain this advantage by adopting education, training, and technical/vocational programmes that will make labour supply more elastic. This entails improving technical, vocational and maritime training programmes. It is also necessary to develop standards for skills certification and assessment of competencies, based on international norms.

The government's strategy also calls for improved training opportunities for young people and social assistance for working children, women, landless rural workers, those in informal employment, domestic workers and people working overseas. Such assistance includes increasing the number of informal sector workers covered by the DOLE Social Protection Programme. The government will pursue the interest of Filipinos working abroad through bilateral agreements with countries that receive labour, in cooperation with the private sector.

Employment facilitation involves facilitating access of Filipino workers to employment opportunities and alternatives, whether local or abroad. To address the apparent mismatches in jobs and skills, the labour market information system will be strengthened by interconnecting the major Public Employment Service Offices. Alternative job search mechanisms will also be set up. Policies and procedures on overseas employment will be

streamlined, including through electronic links between the 12 government agencies involved in documentation of Filipinos working abroad.

The government will also propose creating a Local Employment Authority to help address the need for more integrated and efficient domestic policy and planning regarding employment.

Supporting Policies

In support of the government's anti-poverty drive, DOLE is also implementing a Poverty-Free Zones programme. The PFZ aims to transform selected poor communities into self-sufficient entities through cooperative efforts by government and private organizations in a number of areas. These include job creation, promotion of livelihood and micro-entrepreneurial activities, provision of basic social services and elimination of child labour.

Regarding social protection, the Philippines development plan identifies social assistance, social safety nets and social security as main vehicles for protecting vulnerable groups. Strategies in this area focus on improving access for low-income informal sector workers by expanding social security coverage to small employers and the self-employed, developing alternative schemes for those outside the scope of the national social security system and establishing special social protection schemes for certain industry groups.

I.2 Decent Work Trends

The ILO decent work agenda provides a framework for development that promotes opportunities for women and men to obtain decent and productive work in conditions of freedom, equity, security and human dignity. It calls for policies and measures in four inter-related areas:

- Respect for, and protection of, basic human rights at work;
- Promotion and creation of opportunities for full, productive and remunerative employment;
- Broad social protection;
- Sustained social dialogue among social partners representing workers, employers and government.

The DWPP aimed to help countries integrate decent work into their policy agenda, structures and wider society. This involved reinforcing capacities of governments, employers and workers through a range of activities. The pilot programmes were developed together with these constituents and tailored to each country's specific needs.

In the case of the Philippines, the country's commitment to promoting decent work led ILO constituents – government, employers and workers – to identify problem areas, known as decent work deficits. These served as a basis for drawing up the Action Programme for Decent Work Philippines, launched in 2002. The Action Programme and its successor, the Philippine National Plan of Action for Decent Work 2005-2007, have served as the framework for activities of the tripartite partners and the ILO aimed at

making decent work a national reality in the Philippines. These address problems in the four strategic dimensions of decent work. The 2002 Action Programme also included three “integrated responses” that sought to address three national priorities identified by social partners: poverty reduction through local development; employment promotion and global competitiveness; and decent work in the informal economy. Over the course of programme implementation, the plans have evolved and have been reviewed and revised according to changes in needs and availability of resources.

Jobs Challenge

As indicated above, lack of adequate employment opportunities is a serious problem in the Philippines and an important factor in the country’s poverty rate. Over the past two decades, employment growth has not kept pace with the increase in the labour force. Not only are there not enough jobs, particularly for young people and women, but many people do not receive adequate income from the work they do. There is extensive under-employment, which encompasses a variety of situations. In the decade 1988-98, for example, approximately half of the underemployed worked less than 40 hours a week but wanted to work more while the other half supplied more than 40 hours a week but wanted to work more to increase their earnings.

Since 1998, average unemployment rates for youth have been about three times higher than adult rates, with joblessness among young females five to six percentage points more than for young males. Women also face a narrower range of occupational choices than men, resulting in lower earnings and fewer opportunities for skill and career development. In addition, sex discrimination reduces women’s earnings. Income differences between men and women are widest in the sales and service sectors, where men tend to work in bigger firms that pay more while women are more likely to be found in micro and small enterprises.

As part of the drive to reduce unemployment among young people, the Philippines has a number of initiatives regarding education and training, some of which involve the ILO. These need to be extended and reinforced, with the social partners playing an increased role. Moreover, efforts to promote local employment, described in more detail in the Decent Work Pilot Programme section, are encouraging and should be pursued. This includes linking up major Philippine Employment Service Offices, as planned by the DOLE.

Improving Rights

The Action Programme for Decent Work identified several deficits regarding adoption and enforcement of standards and rights at work.

- The Philippines has yet to ratify a number of ILO Conventions on labour standards. ** At the time the Action Programme was drafted, these included one of the eight so-called core Conventions covering fundamental principles and rights. However, this (Forced Labour Convention N. 29) was ratified in July 2005.

** As of early 2006, the Philippines had ratified 32 ILO Conventions.

Among the unratified Conventions are some that are particularly relevant to the Philippines. These include Conventions on migrant workers, merchant shipping and health and safety.

- There are inconsistencies between the provisions of some Conventions and national legislation. These discrepancies have been the subject of comments from the ILO's supervisory bodies over a number of years. Among the areas where questions have been raised about national rules are freedom of association and the right to organise and bargain collectively.
- Even where provisions of domestic law appear to be in line with international labour standards, effective compliance can be lacking. Related to this is the limited coverage and enforcement of national labour standards, particularly regarding the informal economy.
- The problem of working children remains serious. According to the Action Programme, there are 3.7 million children at work, of whom an estimated 2.2 million are engaged in hazardous or worst forms of work.
- Legal and social protection for overseas Filipino workers is limited. This issue is gaining attention due to the growing number of overseas workers, including those who are recruited illegally with inadequate protection.

Government, employers and unions are making efforts to tackle these issues, often with the help of the ILO. Nonetheless, the Action Programme called for greater initiative. It pointed out that the DOLE has a relatively small number of labour inspectors to monitor enforcement of labour standards, especially when compared with the number of businesses. Regarding health and safety issues, a national reporting system is only partly in place.

Extending Social Security

Social security coverage is weak in the Philippines, with only about 28 per cent of the Philippines labour force falling under the formal Social Security System (SSS) and its public sector counterpart, the Government Service Insurance System (GSIS). The rural poor and people in the urban informal economy, including domestic workers, have very little access to social protection. Women are particularly disadvantaged because of the informal nature of much of their employment as well as their intermittent participation in the labour force. Although the health care system (PhilHealth) is making efforts to extend coverage to poor people, funding constraints limit the numbers that can benefit.

The SSS and GSIS mainly cover those employed in the formal economy. However, even in the formal economy, coverage can be patchy or inadequate. For example, there are maternity benefits for women working in the private sector, but not in the public sector. There is no unemployment insurance scheme, although labour laws include some provisions on severance pay and loans in the event of job loss. Health care benefits, meanwhile, primarily cover hospitalization and tend to come in the form of fixed amounts, which are often much lower than actual costs. Retirement benefits and pension schemes often offer only modest income replacement.

Faced with this situation, many civil society groups, cooperatives, community-based organizations and some trade unions are seeking to find ways of improving their members' access to social security services. The focus is particularly on informal economy workers. There are also efforts by trade unions and the government to facilitate accreditation of informal economy organizations to social security programmes. It is necessary to strengthen the links between micro-insurance schemes and national social security organizations.

In addition, lack of social security coverage for migrant workers and the problems faced by such overseas workers when they return home are important issues for the Philippines.

Expanding Social Dialogue

Tripartite dialogue between government, workers and employers is well-established in the Philippines. It is promoted by the state and there are well-functioning tripartite institutions at national, regional and sectoral levels. In 2004, this commitment to social dialogue resulted in a "Social Accord for Industrial Peace and Stability" signed by trade unions, employers and government. This called for the tripartite partners to intensify and broaden dialogue on key issues for the country including productivity, competitiveness, industrial peace and improving and complying with labour and social standards.

Nonetheless, there is scope to strengthen tripartite dialogue so that it encompasses a wider economic and social spectrum. Current structures do not adequately represent women, small businesses and people active in the informal economy. The social partners, with the help of the ILO, are seeking to extend their membership and services to meet the needs of these groups.

Progress on Decent Work Agenda

Despite the constraints mentioned above, the Decent Work Action Programme has brought progress in the Philippines. Based on the programme, the social partners have managed to advance the decent work agenda, sustain a functional social dialogue process and adopt some innovative measures to tackle the country's problems.

Among the achievements have been a new framework for enforcing labour standards that includes self-regulation by large and organized firms, labour inspection for SMEs and advisory services for micro enterprises. The social partners have also developed programmes for domestic workers, including a proposed law that would extend a minimum wage, rest periods and working hour rules to these workers.

In addition, the Philippines has begun using information technology for job matching and placement services. There have been efforts among large and small enterprises to improve productivity. The Philippines has developed a Labour Index, which is based on the decent work concept and helps to monitor progress.

Significantly, the Philippines has created a resource kit for embedding decent work goals and perspectives in local development strategies. This is part of a wider effort to improve local economic development, described in the next section.

II Focus of the Decent Work Pilot Programme (DWPP)

A priority of the Action Programme for Decent Work is to tackle poverty through local economic development. This reflects concentration of poverty in certain, mainly rural, areas in the Philippines. It builds on the government's concept of Poverty-Free Zones as well as the trend toward more autonomy at regional and local levels.

While the Action Programme consisted of many activities addressing a wide range of decent work deficits, the Decent Work Pilot Programme reflected a national priority, identified by the social partners, for integrated responses that cut across the dimensions of decent work. As the programme evolved, the DWPP focus became poverty reduction through local development. The aim was to draw up an approach to local economic development and poverty reduction and to demonstrate its application.

The local development component has had the support of three national government agencies: Department of Labour and Employment (DOLE), Department of Interior and Local Government (DILG) and the National Economic and Development Authority (NEDA). In December 2002, these agencies agreed to collaborate with the ILO in developing a decent work approach to poverty reduction and local development.

In the Philippines, local development is particularly relevant given the country's relatively well-developed decentralized political and fiscal framework, initiated in 1991. This gives local government units (LGUs) at municipal, city and provincial levels considerable autonomy and responsibility in areas ranging from planning to social services, business regulation and local taxation. The local government units also get an automatic share of internal revenue taxes collected by the national government. As a result, there is scope for these bodies to play an important role in economic development and poverty reduction.

Local development councils established at *barangay*, town, city and provincial levels include non-governmental organizations, which along with the private sector, are involved in local government programmes and activities. This broad-based membership recognizes the importance of working with a variety of actors to promote local development.

II.1 Priorities and Policy Responses

The Philippines has made decent work and poverty reduction a national priority, but there have been difficulties in translating this into action at local level. While local development guides and local planning frameworks are many in the Philippines, these have a number of weaknesses:

- Despite its prominence in national policies, decent employment is only implied or assumed in local planning frameworks and actual plans. It is not an explicit, integral part of strategies and programmes.

- The implications of investments, land use and other local decisions for employment, incomes and poverty are not examined systematically. Economic growth is assumed automatically to lead to higher incomes and more jobs for the poor.
- Deficits in the quality of employment, such as underemployment, long hours, precarious and low wages and child labour, are not recognized, understood or monitored at local level. Yet these largely explain poverty and vulnerability in the countryside. Local poverty reduction efforts are mainly in the form of social welfare services, social assistance and micro income-generating projects.
- Although central government agencies have a policy of working together to deliver programmes and services at local level, national and regional level plans are disconnected from local decision-making processes. Policy coherence at local level is haphazard, depending on the capacity of local political leaders and on private, non-government initiatives.

As the above suggests, prior to the DWPP, the Philippines did not have specific tools or programmes to help local planners, leaders and other actors take an integrated approach to promoting employment.

For its part, the ILO had yet to develop an approach that integrated decent work and local development. There were guides, manuals and training packages in a range of ILO policy areas for use by local governments and organizations. However, these did not take the form of a coherent package and did not cover some decent work issues, including workers' rights, social security, social dialogue and labour relations.

Local Development Objectives

As a result, there was consensus among ILO officials and the partners in the Philippines to create an integrated approach to local development built around the decent work framework. The objective was for this approach to be embodied in a set of tools that responded to the needs of Philippine local planners, decision-makers and other actors. This tool, or resource, kit would be easy to use.

Additional objectives were to develop capacity at local level to use the tool kit, apply its approach to local development and demonstrate this approach in selected areas.

The kit aims to help all those involved in local development make the link between decent work and poverty reduction. Economic development strategies have tended to emphasize economic growth as a way of promoting employment, but in practice this has not automatically led to more and better jobs, improved livelihoods and poverty alleviation throughout populations and countries. The decent work approach is a wider one, taking in policies to promote employment, social protection, social dialogue and rights at work.

Resource Kit

The resource kit was developed together with local actors and national agencies. This participatory process helped to build capacity in the area of local development among a

wide variety of people and organizations. The kit was designed primarily for local planners and local development practitioners, a term encompassing all actors who help design and shape a locality's development priorities and directions.

Collaboration with these local officials and practitioners provided insights into the potential of local policies to promote decent work. It became clear that local decision-makers were more often amenable to thinking about policies in an integrated fashion and could more easily coordinate activities in different domains. Moreover, there was a strong demand for practical tools and other methods that strengthen the local economic base and promote wider opportunities for employment and prosperity. Dynamic LGUs and leaders were advancing a more comprehensive local employment and social agenda. This moved from an initial focus on social services and micro finance to involvement in industrial and employment policies.

LGUs and leaders in six selected areas identified priority issues to address using the decent work approach. In four of the areas, this involved reviewing and reformulating local policy agendas. These covered a range of topics, including comprehensive development plans; tripartism and industrial relations; enterprise development and employment; and global value chains for processed mangos. The other two towns sought to focus on specific employment creating schemes.

These consultations led to the drafting of the Local Development and Decent Work Resource Kit at the end of 2003. This has since been revised based on assessments by potential local users and national partners.

The purpose of the kit is to add value to existing planning frameworks in the Philippines by addressing two key challenge that confront local decision-makers, governments, communities and their organizations:

- The need to address explicitly and more deliberately the problems of poverty, social exclusion and work issues in local development strategies.
- The need for local, regional and national planning frameworks to converge so that there is more coherence among priorities, strategies and programmes.

The kit is aimed at three types of users: local government officials, planning officers and other development workers; departmental staff in regional and provincial offices; and professional staff in public, private, labour and community organizations at local level.

It contains five types of tools:

1. **Information Tool**, providing practical information on relevant topics, such as decent work, decentralization of government and widening decision-making processes to include more people and groups.
2. **Assessment Tool**, which lists questions, data to be collected and guides for measuring and scoring. These can be used to assess economic and social needs, capacities and opportunities.

3. **Action Tool**, made up of practical ideas and suggestions to help translate vision and plans into effective local actions and strategies.
4. **Case Studies**, which are brief descriptions of existing good practices in incorporating decent work into local development from the Philippines and abroad.
5. **Resource Tool**, which provides contact details for relevant agencies as well as reviews and lists of other useful tools and resources.

The tools cover a wide range of topics, local issues and concerns. These include:

- Local development and decentralization in the Philippines and the decent work agenda;
- Territorial diagnosis and analysis;
- Broad-based participation through social dialogue;
- Designing strategies for local development and decent work, by strengthening economic growth, creating employment opportunities, making local development benefit the poor, improving the quality and conditions of work and life, promoting equality, rights and voice;
- Implementation;
- Monitoring and evaluation.

II.2 Programme Implementation

The Philippines was among the first countries to adopt decent work and productive employment as an explicit objective of its national development plan and as a central instrument for poverty reduction. In 2001, the social partners and the ILO carried out a joint analysis, which identified 23 decent work deficits, or problem areas. This resulted in the 2002 Action Programme for Decent Work.

The Action Programme called for responses, products and outputs regarding a wide range of topics. It also identified three areas that spanned, or integrated, different aspects of decent work and would be appropriate to pursue under the Decent Work Pilot Programme. As the DWPP evolved, the focus narrowed to poverty reduction through local development. This reflected interest among national partners and support for local approaches and programmes. Moreover, it reflected ILO resource constraints, which made it difficult to address three integrated policy areas as well as the many decent work deficits.

Concentrating on local development has enabled the DWPP to develop and refine the Resource Kit through a series of consultations, workshops and trials. In addition to the Philippines, it is now being adapted for work elsewhere in the ILO and in other parts of the world.

Work on the Local Development and Decent Work resource kit began in 2003 with discussions among local and national agencies, social partners and ILO staff. A draft kit was prepared and tried out at several meetings, leading to a second draft. The kit was

finalized in 2005 and is now being readied for reproduction and dissemination to potential users at local and national levels in the Philippines. The resource kit will be used in the ILO Decent Work Country Programme 2006-07, which focuses on two priorities - local approaches to employment promotion and improved protection of vulnerable groups.

Implementation of the DWPP on local economic development has proved successful in a number of ways:

- The resource kit has generated much interest in and support in the Philippines for decent work as a framework for local diagnosis, planning and action. There is a consensus that decent work adds value to existing local development frameworks.
- The degree of enthusiasm is reflected in the fact that LGUs in six areas collaborated with the ILO as “guinea pigs” without promise of financial assistance.
- In her presentation on the national decent work agenda at the November 2005 session of the Governing Body, the Philippine Labour and Employment Secretary said that development policies should cascade to the local level and acknowledged the relevance of the resource kit in enabling local governments and partners in promoting decent and productive employment.
- Within the ILO, development of the kit has mobilized support for local development as an avenue for promoting decent work goals. Experts in various ILO departments contributed to the tool kit.
- The kit’s set of tools has been cited and used in other ILO local economic development efforts.

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