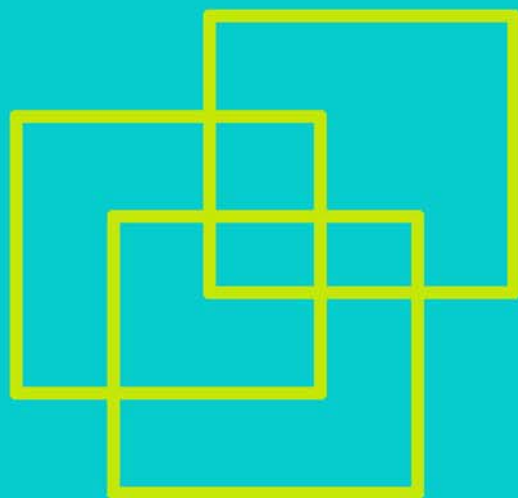




International
Labour
Organization

One Year On:

A Summary of the ILO's Post-Tsunami Work in Thailand



December 2005

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Survivors of the Asian tsunami report that there were several massive waves that in rapid succession hammered the coast the Andaman Ocean provinces of Phang Nga, Phuket, Krabi, and Ranong, Trang and Satun on the morning of December 26, 2004. Those walls of water caused thousands of deaths, and untold suffering of survivors who suffered grievous physical injuries, mental anguish, loss of loved ones, destruction of home, business, and property, and loss of jobs

But in hindsight, it is clear there was also a 'second tsunami', an economic tsunami, that struck that day. Many observers are calling this the "second wave" of the disaster. Almost a year later, the impact of second wave is still being felt. The difference is this second wave struck virtually all the inhabitants of these provinces, not just those who were in the immediate path of the first tsunami on that fateful morning.

The progress of the second wave is measured in the crumbling of the livelihoods in these provinces, caused by the disintegration of the Andaman coast tourist industry. According to the Phuket Tourist Association (PTA), before the tsunami between 80-90% of the business in the province was tourism-related. Yet within two weeks of tsunami, the PTA was reporting massive tour cancellations had caused occupancy rates in the province to fall to 10%. This collapse of tourist arrivals came at a time that is normally the peak of the high season in tourists areas where demand is highly cyclical and a profitable high season is necessary to weather the doldrums of the low season. Tourism proceeds in Phuket in the first quarter of 2005 were down 90% compared to the year before. The Phang Nga Tourist Association (PNTA) estimated that in the 30 kilometers of coast where resorts were located, more than 90% of the hotels were damaged or destroyed by the tsunami. One year after the disaster, only 1200 rooms are available in the Khao Lak area, down from the approximately 7000 rooms before the tsunami. The PNTA estimates that at best tourism revenues for 2005 are only 20% of the year before.

Tens of thousands of workers were laid off from their jobs in hotels, tour agencies, and other tourism-related businesses. Employers faced costs of reconstruction, amid huge drops in revenue as tourists stopped coming. Workers in the informal economy, whether in retail, service or entertainment, tightened their belts or left the region when faced with the seemingly indefinite prospect of having no customers. Migrant workers from Burma (Myanmar) hunkered down, seeking odd jobs for any amount of pay available to just cover costs of food and rent – while moving in to live with friends, often resulting in 8 to 10 persons living in shifts in a 20 square meter room. Fear of returning to work near the sea continues to plague many, limiting their livelihood options.

To help workers and employers in this desperation situation, the International Labour Organization (ILO) launched its project for "Post Tsunami Livelihood Recovery in the Tourism Sector" with the support of the United Nations

Development Programme (UNDP). A six month intervention designed to jump start collaboration for recovery, the project focuses on getting resources down to local membership organizations and national NGOs providing specialised services supportive of livelihood recovery. As the only UN agency with a unique tripartite governance structure that includes representatives of government, labor and employers, and a mandate to promote employment and decent work, the ILO is ideally suited to tackle the 'second wave' of economic dislocations from the Asian tsunami. This paper focuses on first explaining the unique approaches taken by the ILO to meet this challenge. It will then amplify how these approaches underpinned successful strategies that produced significant results within months. Finally, the paper will summarize the project's activities with its partners and the specific impacts these activities are having.

Approach & Strategies of the Project

The ILO project approach can be classified as “**P**articipatory **P**artnerships that are **P**eople-focused”. This approach in turn supports five core strategies that influence the Project and guide its activities.

These five strategies are (1) ensuring a comprehensive focus that includes some of the key groups affected by the loss of livelihood; (2) embedding the project in local organizations to increase sustainability of the interventions after the ILO leaves; (3) helping these groups to build up their representative organizations and networks, making them stronger; (4) focusing on what really matters, i.e. the reviving of tourism and tourism-related enterprises which are the engines of these provinces' economies; and, finally (5) taking advantage of the ILO's expertise and status as a trusted partner of labor, employers, and government to build tri-partite coordination and collaboration in finding solutions.

Activities supported by the Project fall into several broad categories, which will be discussed at length later in the paper. For the formal economy, training in hotel and tourism skills for management and employers has been paving the way for improved service when tourists do return, and assisting retrenched workers to develop additional skills and knowledge to help them find jobs as hotels rebuild and re-open. Emergency response training helped build confidence of managers, employees, and entertainment workers and helps serve as an important selling point for returning tourists. For those workers who voluntarily decided or faced few other options than become self-employed in the informal economy, vocational training for retrenched workers and members of tsunami affected communities helped build new livelihoods, complimented by access to financial services, commercial or tourism management know-how, and marketing to sell the products and services of their new micro-enterprises. Concerning foreign migrant workers from Burma, the ILO also provided basic survival assistance for rent, and for re-registration of their legal status with the Ministry of Labor, which enabled them to continue to live in Thailand despite the economic downturn.

Cross-cutting themes in these activities are organizational development and growth, and the ILO serving as an important coordinating partner, bringing

together the tripartite partners of labor, employers, and government. For member-based activities, the ILO's support helped groups to organize and expand their membership base, and improve the outreach and services they can provide to both members and non-members who are in need. The ILO recognizes tsunami assistance funding is finite so it is focusing on strengthening local partners who will then be in a better position to service their members and constituents. Importantly, these strengthened organizations will also be in a much better position to respond in the future to other situations of member vulnerability.

Partnerships

Partnerships are at the heart of the project. The ILO is partnering with organizations that represent the interests of their members and constituents and link closely into communities or commercial sectors, and encouraging collaborations between these groups in the interest of rapid recovery. Years from now, these organizations will still be on the ground, representing the interests of their members and communities.

Representing employers are four member-based organizations, from the provincial and national level. The *Phuket Tourist Association*, [PTA (www.phukettourist.com)], the *Phang Nga Tourist Association* (PNTA), and the *Krabi Tourist Association* (KTA) are all local organizations composed of tourism-based businesses such as hotels, restaurants, shopping outlets, and tour companies. The *Employers Confederation of Thailand* [ECOT (www.ecot.or.th)] is a national confederation of employers conducting activities in Phuket, and helping connect employers from tsunami affected provinces with national level policy-makers.

Workers organizations include the the *Phuket Federation of Hotel and Service Labour* (PHSL), which has 22 affiliated trade unions from hotel and other tourism service agencies in Phuket, and maintains connections with workers throughout the affected provinces. The PHSL is the largest labor organization in Southern Thailand, and represents more than 5000 tourism industry workers. The *Empower Foundation* is a national, member-based organization representing the interests of women working in the entertainment industry. Empower focuses on skills training, building respect for and among this group of workers, conducting health and HIV/AIDS education, and advocating for the rights of these workers. Representing Burmese migrant workers, the *Federation of Trade Unions – Burma* [FTUB (www.tradeunions-burma.org)] is the internationally recognized trade union center of Burma (Myanmar), currently operating in exile.

Other partners in the ILO project include NGOs working closely with communities affected by the tsunami such as *Responsible Ecological Social Tour Project* [REST (www.rest.or.th)], which has developed pilot tours as a first step towards developing community based tourism in three villages that were heavily impacted by the tsunami – Ban Pak Trium (Pha Nga), Ban Tung Nang Dum (Pha Nga) and Ban Talay Nok (Ranong). *Disabled People's International* (DPI) has helped build a network of disabled persons in Phang Nga affected by the tsunami, and is providing services to them, and technical

assistance to Khao Lak resort owners who, in the process of reconstruction, are taking steps to ensure their resorts provide universal access for disabled persons or others needing assistance. Finally, the *ThaiCraft Association* (www.thaicraft.org), a national NGO helping grassroots entrepreneurs with product design and marketing services for their handicrafts, is bringing handicraft groups (from retrenched workers in Phang Nga, and tsunami impacted villages where REST (and other locally engaged NGOs such as North Andaman Tsunami Relief (NATR), Rak Thai Foundation (RTF), Wild Animal Resue Foundation (WAR) and the Community Organization Development Institute (CODI) operate) into their network, and supporting their products. Finally, the Credit Union League of Thailand [CULT, (www.cultthai.com)], a national network of member-founded credit unions, provides trainings on effective methods to organize saving groups for self-employed workers assisted by the project.

Finally, the Ministry of Labour (MOL) of the Royal Thai Government plays an important role in supporting the project through policy, vocational training, and other support. Many ILO experts from Bangkok, especially those involved with the GET Ahead Entrepreneurship training, have been continuously engaged in areas of their expertise to support the project.

Participatory Approach

The ILO's long experience in operating closely with democratic, membership-based organizations is reflected not only in its selection of partners, but also in the *use of* a participatory approach. Projects were developed on the basis of proposals developed by the partners themselves, in close consultation with their membership.

- The PHSL's development of labour clubs to support retrenched workers in Phang Nga and Phuket was based on the registration of over 1000 workers who sought assistance from the PHSL's Mobile Assistance Centers (MACs). After serving as a coordinator for workers seeking unpaid wages, government financial assistance, and other support, it became clear that the labour club members desired livelihood support. PHSL proposals to the ILO for training and support in making batik, cloth flower handicrafts, and traditional Thai sweets reflected the workers' wishes.
- The Empower Foundation's decision to open an office on Valentine's Day 2005 in Patong came about only after more than a month of listening to women in the entertainment sector. Empower was repeatedly told by these women that they want a center where entertainment workers could meet, discuss the tsunami and its aftermath, and support each other in dealing with the trauma of their experiences. Empower's proposal to the ILO for English language and computer classes, health and HIV/AIDS education, weekly outreach visits in entertainment areas, radio programs, and emergency preparedness were developed by groups of Empower members in a cramped office, discussing around an old door that serves as the communal table.



The Empower Foundation's consultation table – an easily moved door taken off its hinges in the office, enabling more members to squeeze into the office during meetings..

- For the Phuket, Krabi and Phang Nga Tourist Associations, the ILO project responded to their members' demands for training assistance for current and former workers of their enterprises. The determination of these Association members to build back better than before is reflected in their decisions to focus forward, on building skills of workers to ensure that quality of services in the hotels will improve. The trainings reflect a recognition by Association members that training during the doldrums of the Andaman tourist low season would enable them to be better prepared for recovery in the high season. Because of fear and trauma, as well as uncertainty of work, there was an exodus of qualified labourers (many returning to North East Thailand) from the tourism sector, particularly from hard-hit Phang Nga. Training local people thus is a priority of employers, and this reflected in the proposals to the ILO.



The Phang Nga Tourist Association conducts a skills training for workers in a local resort, building knowledge and ability to participants while providing much needed income for the resort owner.

- The FTUB's interventions to support costs for rent and renewal of migrants' legal status registration, developed directly from discussions with migrant workers working in varied employment such as beach restaurants, tourist resorts and tour agencies, construction, and fishing. The Migrants Secretary of the FTUB spent weeks in Phuket and Phang Nga, meeting with workers and discussing their needs. Supporting the ability of these migrant workers to remain in Phuket and Phang Nga is especially critical for the resuscitation of the tourism industry when one considers that almost all on-going building construction is done with Burmese labour.



Migrant workers from Burma affected by the tsunami, seeking information and assistance from the FTUB representatives in Ranong province.

People-focused

The project is clearly people-focused in its approach, recognizing that the tourism industry depends on ‘software’ (people, service, hospitality) just as much as it depends on the ‘hardware’ (resorts, facilities, public infrastructure). Alleviating the impact of the ‘second wave’ means livelihoods must be restored quickly. This can be done through training/knowledge building for the individual, supplemented by support for organizations representing his/her interests.

Particularly important is the focus of the project on gender, and ensuring that livelihood recovery for women is prioritized because the majority of those workers who were laid off first were women. Over 75% of those who have received training from the project through October are women. Placing those most impacted at the center of the project’s intervention reaffirms the people-focused nature of the project.

- The PTA employed the in-depth knowledge and expertise of its members to manage and deliver courses in various tourism sector skills (aspects of hotel work, self-enterprise, English language skills, etc.). In a number of courses – such as customer service in English -- demand for training was significantly higher than expected. Similarly, PHSL used trainers from its membership to deliver trainings for retrenched workers on how to upgrade their skills in hotel work by developing a ‘service mind’ approach.

- REST's work on community-based tourism (CBT) emphasizes a strongly participatory, community focused approach that puts people at the center of community development. Working closely with local NGO partners, REST's three-day CBT training presents the entire picture of CBT to the village community. Potjana Suansri, REST's coordinator for this project, says the training includes clear information on both the possible benefits as well as the potential problems that exist for a community agreeing to host a CBT tour. At its core, she adds the training is about preparing people in a variety of ways – such as building up skills that need to be developed; locating and learning how to present interesting sights; representing villagers' authentic ways of living; learning how to organize and manage a community enterprise; and last but not least, how to develop the self-confidence to make it happen!



Newly trained village guides lead a group on a community-based tourism experience as part of the "Share Life in Our Community after the Tsunami" pilot tour from December 3-5, 2005. Fifty participants from partner NGOs and organizations joined the tour.

- The Batik Group of the Phang Nga Labour Club, supported by the PHSL, is putting people first. The twenty woman group, evenly divided between Buddhists and Muslims, demonstrates how the common experience of the tsunami has forged links among communities in a way that was unimaginable before the disaster. After receiving training from the Vocational Skills Department of the MOL, a number of the trainees came forward, confident that not only did they have the skills, but also importantly they had the desire to try working batik full-time. As Kalaya Maraseh, the Chairperson of the Group, says ***"making batik is work that you do with your heart. The twenty of us here all really enjoy the work, and there is no doubt in my mind that this is my new career, this is what I will do. It's really fulfilling, working to make our own designs, and to try to make them***

original – like the symbol of our group, the dtok rafeeseeya, which grows in the jungle and is one of the largest flowers in the world.”

The ILO found tutors willing to work intensively with the women to hone their batik making skills, and provided resources to purchase the necessary equipment. The project coordinated support for product development and marketing through the Thai Craft Association. The result has been steady growth of local orders, reaching 60,000 baht in the second month of the group’s existence, from hotels, civil servants offices, schools, PHSL affiliated labour unions, and others. Consistent support for the women of the Batik Group has been matched by their own commitment to work together on a daily basis – and has resulted in a successful, sustainable livelihood transition for these women, and by extension, for their families. For some, this was the only way forward – as Kalaya explains, **“many like me just can not return to work in the hotels after the tsunami. I lost my sister, and many other relatives, and if I had not exchanged a leave day with a friend – who died in my place – I would be gone too. I don’t want to think about it all the time.”**



Members of the Batik Group of the Phang Nga Labour Club boil off the wax and rinse their finished batik creations before hanging them to dry. They are working on a 133 lah batik mural depicting the tsunami, its aftermath, and the efforts at recovery, which will be among the longest in the world when they are finished. The mural will be displayed as part of the commemorations of the one year anniversary of the tsunami on December 26, 2005.

Project Strategies and Impacts

Comprehensive Coverage Reaching all Sectors

With its focus on livelihood restoration, the ILO project concentrates both in sectors where tsunami impacts were commonly recognized (such as formal sector tourism establishments and the communities directly hit by the

tsunami) as well as among informal economy workers, disabled persons, and Burmese migrant workers.

- As the representatives of the tourism industry, the private Tourist Associations, comprised of the major tourism operators in each province, were a natural partner. The project has helped forge stronger bonds between the Phuket, Phang Nga, and Krabi Tourist Associations. As a relative newcomer to the province of Phuket, ECOT adds value with its expertise, and links at the national level.
- The Phuket Federation of Hotel and Service Labour demonstrated admirable solidarity with all workers, both in the formal sector and in the informal economy – and through its outreach served as an intermediary to inform and support workers to petition for back salaries, and government assistance to retrenched workers. The PHSL supported the leader of the Burmese community in hard-hit Ban Nam Khem (Phang Nga) and acted as liaison for this community, with the Thai authorities. PHSL interventions, such as persuading the Thai Government to push back deadlines to round up unregistered migrants, helped migrants who had lost everything to the tsunami.
- Intensive ILO efforts were focused on support to the informal economy through GET Ahead for Women in Enterprise training program developed and implemented by ILO experts.
- DPI, ThaiCraft, REST, and FTUB interventions helped ‘hard to reach’ groups that bore much of the brunt of the ‘second wave’ downturn.

Project interventions inter-link from the perspective of focusing on what matters – which is re-starting the engine of highly successful Andaman tourism. Closer links between tourism operators, and better services by tourism workers, strengthen the sector. Cooperation between employers and workers’ representatives ensure labour shortages are overcome, workers are able to survive and continue work in the sector, and local spending in the economy rebounds. Handicraft development benefits tourists and informal economy producers. Burmese migrant workers provide the labour for construction to re-build damaged properties, and other important services. **Most importantly, the comprehensive approach recognizes that restoring confidence in the tourism sector requires all key stakeholders to benefit from livelihood recovery efforts.**



A member of the Batik Group of Phang Nga Labour Club colors an ocean scene.

The Road to Sustainability: Embedding Project in Local Organizations, and Strengthening these Organization & Networks

With limited project duration, and the return of the ‘high season’ as an unforgiving deadline for preparations for recovery to be completed, the ILO designed the project to embed control of interventions in local organizations. As the ILO exits, it will leave behind organizations capable of continuing project interventions, and assisting their members in periods of vulnerability. Moreover, encouraging these groups to work together as a network deepens the comprehensive coverage of the program.

- Trainings by the PNTA and PTA relied in part on the cooperation of the PHSL’s efforts to register and support retrenched workers. These workers were direct beneficiaries of the hotel skills trainings, which included topics such as Food and Beverage Levels I and II; Housekeeping Levels I and II; Five Star Housekeeping Levels I and II; Front Office Levels I and II; English for Hotel Staff Levels I and II; and Fine Dining Restaurant Levels I and II. The trainings took advantage of the extra time that hotel workers usually have during the ‘low season’. The Krabi Tourism Association is working closely with PNTA and following this model.
- For groups in the informal economy, the ILO reached out to the Credit Union League of Thailand (CULT) to provide trainings on the organization of savings groups and financial management, deepening groups’ cohesion by bolstering their ability to administer their finances.
- Through the project, DPI was able to conduct the first survey ever of disabled persons in Phang Nga, build membership and establish an organizational presence. DPI is already making its presence felt. A successful collaboration in Phang Nga occurred when DPI linked with

the PNTA in a collaboration that has proved to be win-win for both partners. In a joint seminar, DPI explained clearly about the importance of universal access facilities for disabled persons, and has already persuaded ten Khao Lak hotels and a local national park to include these facilities in their reconstruction plans.¹ In this way, DPI ensured greater access for local and international people with disabilities. The hotels gained an understanding of a new tourist constituency (which, according to recent studies, spends significant and growing amounts of money on tourism facilities) which they will include as part of their marketing appeals of Phang Nga as an ‘accessible destination.’ DPI is now also planning a campaign to persuade all national parks in the region to adopt universal access facilities.



A delegate from DPI explains to resort owners from PNTA about the potential benefits of universal access as a tourism promotion strategy,

- ThaiCraft Association, a NGO at the center of an existing network of micro-enterprise handicraft producers, provided informal economy producers groups wanting to make batik, decorative soap, and cloth flowers with training, product development and marketing support ThaiCraft’s training for villagers in Ban Talay Nok in Ranong province on how to produce and market decorative soap compliments the community-based tourism effort spearheaded by REST and other local NGO collaborators like NATR, RTF, and WAR. Since July, ThaiCrafts monthly craft sales in Bangkok have had a ‘tsunami section’ which markets crafts produced by project partners.

¹The resorts which have agreed to an ‘accessible tourism’ for disabled persons approach are Khaolak Paradise, Ban Khaolak Resort, Wannaburee Resort, Khaolak Orchid Beach Resort, Khaolak Sunset Resort, Kor Khao Island Resort, Khaolak Seaview Resort and Spa, La Flora, Khaolak Palm Beach Resort, and Motive Cottage.

- Shortly after the early morning tsunami destroyed much of Patong's sea-front, killing a significant number of entertainment workers, Empower volunteers arrived to help trace missing entertainment workers, and survey the survivors about what sort of assistance they needed. Liz Hilton, Empower's Coordinator in Patong says traditionally bar owners in Patong had discouraged their workers from socializing with other workers in other bars, and other sois along the Bangla Road strip. This had prevented Empower from setting up an office in the past. Now things are different. Starting with meetings, and adding HIV/AIDS awareness building and English and computer education, Empower Patong now has over 170 members, and another 20 to 25 join per week. On a daily basis, about 20 women come by the office to take classes, share news, check email, and participate in project planning. Only the small size of the office – which is packed when 30 people are present – is restricting the growth of the organization.

Most important, the women are now overcoming the restrictive culture that was imposed to keep them disorganized, and apart. Empower's regular outreach on Thursday and Friday evenings (greeted with calls "*Empower ma laaew*", i.e. Empower has come) and projects like the emergency response to disasters booklet (called "*Chan prom laaew*", or I am Ready) have all forged links between bars, and across sois. Workers are exchanging information on health and HIV/AIDS. Patong's entertainment workers are slowly becoming more organized, connected by an organization that will be able to support and represent them.

- ECOT works frequently on the national stage in influencing Government policy towards employers, and works closely with the ILO and the Ministry of Labor in tripartite frameworks. ECOT is partnering with the 250-member Phuket Chamber of Commerce, and using its influence to help get greater support from the Government for tsunami-affected Phuket employers. ECOT has set up an office which will continue beyond the end of the project, and has organized training programs on Emergency Response Training for hotel management and staff. An ECOT/MOL certificate is issued to the two participants from each hotel that attends, and equally important, a second certificate is issued to the hotel when those two participants have returned and trained all their colleagues. In this way, ECOT is supporting safety while also building confidence of tourists about returning to Phuket.

The Critical Role of the ILO

With its expertise in livelihood and employment, and respected status as a partner to government, employers and labour, the ILO was able to use its convening power to start dialogues, encourage and build collaborations that capitalize on the combination of strengths and abilities of each of the organizations and their members. In this time of crisis, the ILO has built links within and among employers, between informal and formal economy workers, between Thai and Burmese workers, and among the tripartite partners.

In hard hit Khao Lak, the ILO shares an office with the PNTA that still shows water lines from the tsunami. According to PNTA Executive Committee member Chuleeporn Sermsirimanon, the ILO project has been providing support to help the PNTA to bring forward its agenda, and re-connect with its members, workers, and government. PNTA training for workers was done in collaboration with the FHSL, and fed into a PNTA organized “Job Center” which matched employers and workers extremely successfully. From the first PNTA training, which saw 15 trainees immediately hired afterwards, the valued added of this collaboration was clear to both workers and resort owners.

PTA Executive Committee member Oraual Paethong says that their trainings have helped build stronger links between hotels and other tourism operators, who don't often have the opportunity to meet in a joint training setting. As the premier local trainer in the Get Ahead curriculum in Phuket, Oraual has encouraged her members to see beyond the formal economy, and find ways to support micro-enterprises.



Some of the leading employer representatives in Phuket whose workers benefitted from skills training courses supported by the ILO – from left to right, Rungsuriya Piyathumrongrohchana, the owner of C&N Resort and Spa; Oraual Paethong, Executive Committee of Phuket Tourist Association and owner of Taurus Travel Agency and Amanta House Patong Hotel; Pattanapong Aikwanich, and the President of Phuket Tourist Association and owner of Diamond Cliff Resort & Spa and Ban Suthothai Hotel; and Pakin Ruktae-ngam, President of Phuket Spa Business Club and the owner of Boontharika Villa (Spa Business).

The ILO has helped bridge divides between employers and unions in Phuket, by finding practical ways for the PHSL and the Tourist Associations to

collaborate. PHSL President Sanan Sriprom notes that while previously hotel owners were trying to keep the PHSL away from non-union resort areas in Phang Nga and Krabi, now they recognize PHSL's partnership. For its part, the ILO project has helped PHSL expand its connections to government, formal, and informal economy workers outside of Phuket. The PHSL is now recognized as the voice of workers in the Andaman ocean tourism industry. The oft-forgotten Burmese migrant workers also found a supporter in the ILO. In policy forums, through support to the FTUB, and with assistance to the PHSL and their outreach to fishing communities, the ILO brought these workers within the circle of post-tsunami support and solidarity.

Among the specific impacts of the project were:

- Vocational training for over 2,000 persons affected by the economic downturn after the tsunami resulting in significantly higher skill levels.
- New livelihoods for hundreds of retrenched workers from the tourist industry
- Active and re-inforced local level civil society organizations representing employers in Phuket at the national level, entertainment workers, disabled persons and informal economy workers,
- Stronger, sustained alliances between government, labour and employers, based on dialogue and appreciation of common concerns
- Re-registration of 527 Burmese migrant workers who otherwise might have been forced to leave the region.
- New tourism marketing approaches in hard hit Phang Nga, including community-based tourism, and universal access, especially for disabled person.
- Local trainers capable of delivering the grassroots gender based entrepreneurship training called "Get Ahead" to local micro-entrepreneurs
- Forging of stronger, supportive relationships between key actors in the tourism sector, such as hotel and tourism operators, and between hotel unions and owners.

Ultimately, the spirit of recovery from the 'second wave' of the tsunami is best summed up by a member of Empower, who said "those who had something shared with those who didn't, and everyone remembered we're in this together." The ILO's project built on that spirit.

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